

UDC 658.64

JEL M10

DOI: <https://doi.org/10.32782/2786-8273/2026-13-1>**Lilia Bublyk**

Candidate of Economic Sciences,
Associate Professor at the Department of Organisational Management,
Lviv Polytechnic National University
ORCID: <https://orcid.org/0009-0008-5886-1440>

Бублик Л.Я.

Національний університет «Львівська політехніка»

Olena Leshchyshyn

Student,
Lviv Polytechnic National University
ORCID: <https://orcid.org/0009-0009-1688-2777>

Лецишин О.А.

Національний університет «Львівська політехніка»

INNOVATIVE APPROACHES TO FORMING A COMPANY'S COMPETITIVE STRATEGY

ІННОВАЦІЙНІ ПІДХОДИ ДО ФОРМУВАННЯ КОНКУРЕНТНОЇ СТРАТЕГІЇ ПІДПРИЄМСТВА

Abstract. Introduction. Modern enterprises operate in a highly dynamic and competitive environment requiring innovative and flexible strategic approaches. **Purpose.** The study aims to analyze innovative tools and methods for forming effective competitive strategies. **Methods.** Comparative analysis, systematization, and logical modeling were applied to identify key trends and tools. **Results.** Digitalization, artificial intelligence, big data analytics, and business model innovation significantly enhance adaptability, efficiency, and competitiveness of enterprises. **Conclusion.** Innovation is a crucial factor for sustainable development and effective strategic management in the modern economy.

Keywords: competitive strategy; innovation; digitalization; artificial intelligence; big data; strategic management; competitiveness.

Анотація. У статті досліджено інноваційні підходи до формування конкурентної стратегії підприємства в умовах високодинамічного ринкового середовища та посилення глобальної конкуренції. Встановлено, що сучасні підприємства функціонують в умовах постійних змін, що зумовлює необхідність трансформації традиційних підходів до стратегічного управління у напрямі більш гнучких, адаптивних і технологічно орієнтованих моделей. Обґрунтовано, що ключовими факторами формування конкурентних переваг виступають цифровізація бізнес-процесів, використання штучного інтелекту, аналіз великих даних, автоматизація операційної діяльності та персоналізація взаємодії з клієнтами. У роботі проаналізовано сучасні тенденції розвитку підприємств, зокрема впровадження інноваційних стратегічних інструментів, таких як agile-методології, цифрові платформи, мережеві бізнес-моделі та клієнтоорієнтовані стратегії. Методологічну основу дослідження становлять методи порівняльного аналізу, узагальнення, систематизації та логічного моделювання, що дозволило ідентифікувати найбільш ефективні підходи до стратегічного розвитку підприємств у цифровій економіці. Встановлено, що впровадження інноваційних підходів забезпечує підвищення адаптивності підприємств до змін зовнішнього середовища, сприяє зміцненню їх конкурентних позицій, а також формує передумови для довгострокового економічного зростання. Доведено, що ефективне поєднання технологічних інструментів і стратегічного управління дозволяє підприємствам швидше реагувати на виклики ринку та формувати стійкі конкурентні переваги. Практичне значення дослідження полягає у можливості застосування запропонованих підходів у процесі розробки та реалізації конкурентних стратегій підприємств різних галузей. Зроблено висновок, що інновації в сучасних умовах є не додатковою перевагою, а необхідною умовою забезпечення ефективного функціонування підприємств, підвищення їх конкурентоспроможності та досягнення стійкого розвитку в умовах цифрової трансформації економіки.

Ключові слова: конкурентна стратегія; інновації; цифровізація; штучний інтелект; великі дані; стратегічне управління; конкурентоспроможність.

Statement of the problem. The formation of a competitive strategy has become increasingly complex in the context of rapid technological development, market volatility, and intensifying global competition. Traditional strategic approaches, which were previously based on stable market conditions and predictable consumer behavior, are no longer sufficient to ensure sustainable business development.

Modern enterprises face numerous challenges, including digital disruption, the acceleration of innovation cycles, increasing customer expectations, and the necessity to adapt to continuously changing external environments. At the same time, many companies still rely on outdated strategic models that lack flexibility and fail to incorporate innovative tools and technologies.

As a result, there is a growing need to rethink the principles of competitive strategy formation through the integration of innovative approaches. These approaches should focus not only on cost leadership or differentiation but also on the ability to quickly respond to changes, leverage digital technologies, and create unique value propositions.

Analysis of recent research and publications.

The issue of forming a competitive strategy has been extensively studied in both classical and contemporary economic literature. Foundational contributions were made by Michael Porter [1], who developed the concepts of competitive advantage through cost leadership, differentiation, and focus strategies. His work remains a cornerstone of strategic management theory.

In the context of modern economic transformations, researchers increasingly emphasize the importance of innovation-driven approaches. Henry Chesbrough [2] highlights the concept of open innovation, which enables firms to integrate external knowledge into their strategic development. Similarly, David Teece [3] focuses on dynamic capabilities as a key factor in adapting enterprises to rapidly changing environments.

Contemporary studies also underline the growing impact of digital transformation on competitive strategies. Scholars such as Erik Brynjolfsson and Andrew McAfee [4] analyze how artificial intelligence, big data, and digital platforms reshape business models and competitive positioning.

At the same time, Ukrainian researchers actively contribute to the development of this field by examining issues related to innovation management, enterprise digitalization, and strategic adaptation to unstable economic conditions. In particular, scholars such as O. Amosha, V. Heiets, and L. Fedulova [5–7] emphasize innovation-driven development, strategic flexibility, and the role of institutional factors in shaping competitive strategies.

Ukrainian studies primarily focus on the adaptation of enterprises to crisis conditions, the implementation of innovative solutions, digital transformation, and the enhancement of competitiveness in the context of globalization. However, despite the significant body of research, there is still a lack of comprehensive approaches that integrate classical strategic frameworks with modern digital and innovative tools.

The purpose of this article is to investigate innovative approaches to forming a company's competitive strategy in modern economic conditions characterized by rapid technological change and increasing market competition.

The study aims to identify key trends in the development of strategic management, analyze the role of innovation, digital technologies, and data-driven solutions in shaping competitive advantages, and determine the most effective tools for enhancing enterprise competitiveness.

In addition, the article seeks to develop practical recommendations for enterprises regarding the implementation of innovative approaches in the process of strategic planning and management.

Research methods. This study is based on a comprehensive methodological approach aimed at analyzing innovative approaches to forming a company's competitive strategy in a dynamic economic environment. The research applies a combination of qualitative and analytical methods to ensure the validity and reliability

of the obtained results. The comparative analysis method was used to identify the differences between traditional and innovative approaches to competitive strategy formation. This method made it possible to determine key distinctions in terms of flexibility, technological integration, and responsiveness to market changes.

The method of generalization was applied to synthesize existing theoretical and practical developments in the field of strategic management and digital transformation. This allowed the identification of common patterns and trends in the use of innovative strategic tools.

The systematization method was used to classify innovative approaches, technologies, and strategic instruments, including digital platforms, artificial intelligence, big data analytics, and agile methodologies. As a result, the main components of innovative competitive strategies were structured into a coherent framework.

In addition, elements of structural analysis were used to assess the relative importance of innovative factors in shaping competitive advantage. The combination of these methods ensured a comprehensive analysis of the research problem and provided a solid foundation for developing practical recommendations for enterprises. The methodological approach is consistent with the objectives of the study and allows for the replication of results in similar research contexts.

Presentation of the main research material. The formation of a competitive strategy in modern enterprises is increasingly influenced by rapid technological advancements, digital transformation, and the growing importance of innovation as a key driver of business success. In contrast to traditional strategic approaches, which were primarily based on stable market conditions and long-term planning, modern companies must operate in highly dynamic and uncertain environments.

One of the most significant shifts in strategic management is the transition from static to adaptive strategies. Enterprises are no longer able to rely solely on predefined long-term plans, as market conditions, consumer behavior, and technological trends change rapidly. Instead, companies are adopting flexible strategic models that allow them to respond quickly to external changes and continuously adjust their competitive positioning.

A crucial component of innovative competitive strategies is digital transformation. The integration of digital technologies into business processes enables enterprises to optimize operations, reduce costs, and improve decision-making. Technologies such as artificial intelligence, big data analytics, and cloud computing play a central role in this transformation. They allow companies to process large volumes of data, identify patterns, and predict market trends, which significantly enhances strategic planning.

Another important aspect is the shift towards customer-centric strategies. Modern enterprises increasingly focus on creating personalized value for customers by analyzing their preferences, behavior, and expectations. This approach not only improves customer satisfaction but also strengthens brand loyalty and competitive advantage. Personalization, supported by digital tools, becomes a key differentiator in highly competitive markets.

Furthermore, innovative approaches to competitive strategy formation include the development of network-based business models. Instead of operating as isolated entities, companies increasingly form partnerships and

collaborative networks that create additional value for all participants. Such collaborative structures allow enterprises to expand their capabilities, access new markets, and accelerate innovation processes.

Overall, the implementation of innovative approaches enables enterprises to enhance their adaptability, improve operational efficiency, and build sustainable competitive advantages. These transformations fundamentally redefine the principles of strategic management, shifting the focus from stability to flexibility, from competition to collaboration, and from standardization to personalization.

An important dimension of innovative competitive strategy formation is the integration of data-driven decision-making into strategic management processes. In modern conditions, enterprises increasingly rely on data analytics to support strategic choices, reduce uncertainty, and improve the accuracy of forecasts. The use of big data allows companies to analyze customer behavior, identify emerging market trends, and detect potential risks at early stages.

In this context, artificial intelligence plays a crucial role as a tool for enhancing strategic flexibility. AI-based systems enable enterprises to automate decision-making processes, optimize resource allocation, and improve operational efficiency. For example, predictive analytics can be used to forecast demand fluctuations, while machine learning algorithms can optimize pricing strategies and marketing campaigns. As a result, companies gain the ability to respond more effectively to market changes and maintain a strong competitive position.

Another key innovative approach is the implementation of agile methodologies in strategic management. Originally developed in the field of software development, are now widely applied in business strategy formation. These approaches emphasize iterative planning, rapid testing of ideas, and continuous improvement. This allows enterprises to minimize strategic risks and adapt quickly to changes in the external environment.

At the same time, sustainability and environmental responsibility are becoming increasingly important components of competitive strategy. Modern consumers and stakeholders pay significant attention to the social and environmental impact of business activities. Therefore, companies that integrate sustainable practices into their strategies not only improve their reputation but also gain long-term competitive advantages.

The effectiveness of innovative approaches can be assessed through key performance indicators such as market share growth, customer retention rate, innovation

output, and operational efficiency. Empirical observations indicate that enterprises actively implementing digital and innovation-driven strategies demonstrate higher adaptability and resilience compared to those relying on traditional models.

Thus, the integration of data analytics, artificial intelligence, agile methodologies, and sustainability principles forms a comprehensive framework for building a modern competitive strategy. These elements collectively enhance the strategic capabilities of enterprises and enable them to succeed in highly competitive and rapidly changing markets.

A comparative analysis of traditional and innovative approaches to forming a company's competitive strategy shows that the main difference lies in the level of flexibility, speed of response, and the role of technology in managerial decision-making. Traditional strategies were usually based on long-term planning, relatively stable market conditions, and clearly defined competitive positions. Such approaches were effective in environments where changes occurred gradually and enterprises had enough time to adapt.

However, in the modern business environment, these approaches are often insufficient. The growing pace of innovation, digital disruption, and changing consumer preferences require enterprises to move toward more flexible and adaptive strategic models. Innovative approaches do not reject the principles of strategic planning, but they significantly transform them by integrating digital tools, real-time analytics, rapid experimentation, and cross-functional collaboration.

One of the main advantages of innovative strategy formation is the ability to quickly identify market opportunities and threats. While traditional strategies often rely on historical data and periodic strategic reviews, innovative strategies use continuous monitoring, predictive analytics, and customer feedback in real time. This enables enterprises not only to react to changes but also to anticipate them.

Another substantial distinction concerns the source of competitive advantage. In traditional models, advantage was often built through lower costs, scale of production, or product differentiation. In innovative models, competitive advantage increasingly emerges from speed, customization, innovation capacity, digital integration, and the ability to create long-term customer value.

The data presented in Table 1 clearly demonstrate that innovative approaches provide enterprises with significantly broader opportunities for adaptation and long-term development. Unlike traditional models, which

Table 1

Comparative characteristics of traditional and innovative approaches to forming a company's competitive strategy

Criterion	Traditional approach	Innovative approach
Strategic focus	Long-term stability	Flexibility and adaptability
Basis for decision-making	Historical data, previous experience	Real-time data, analytics, forecasting
Response to market changes	Slow, periodic	Fast, continuous
Role of technology	Supporting function	Core strategic resource
Source of competitive advantage	Cost reduction, scale, differentiation	Innovation, personalization, digital integration
Customer interaction	Standardized	Customer-oriented and personalized
Management model	Hierarchical	Agile, cross-functional
Innovation role	Additional element	Central element of strategy

Source: compiled by the authors

mainly focus on stability and cost efficiency, innovative strategies emphasize flexibility, speed of decision-making, customer orientation, and the active use of technology. This confirms that in the current economic environment, competitiveness increasingly depends not only on available resources but also on the enterprise's ability to transform them into innovative strategic advantages.

An essential component of innovative competitive strategy formation is the ability of enterprises to integrate multiple strategic tools into a coherent system. In modern practice, companies rarely rely on a single approach; instead, they combine various innovative instruments to achieve maximum efficiency and adaptability.

One of the most effective tools is the use of digital platforms, which serve as a basis for integrating business processes, customer interactions, and partner networks. Digital platforms enable enterprises to create value not only through their own resources but also through the participation of external stakeholders. This significantly expands market opportunities and accelerates innovation processes.

Another important direction is the implementation of omnichannel strategies. Enterprises increasingly interact with customers through multiple channels, including online platforms, social media, mobile applications, and offline points of sale. The integration of these channels ensures a seamless customer experience, which becomes a critical factor in maintaining competitiveness [8].

Innovation in organizational structure also plays a significant role. Companies are moving away from rigid hierarchical models toward more flexible, decentralized, and project-based structures. This allows for faster decision-making, better communication, and more efficient use of human resources. Cross-functional teams, in particular, contribute to the generation of innovative ideas and their rapid implementation.

At the same time, the importance of continuous learning and knowledge management is growing. Enterprises that invest in employee development, digital skills, and innovation culture demonstrate higher levels of competitiveness. Knowledge becomes a strategic resource that directly influences the ability of a company to generate and implement new ideas.

To illustrate the impact of innovative approaches on enterprise performance, it is appropriate to consider key indicators of strategic effectiveness. In practice, companies that actively implement digital and innovation-driven strategies tend to demonstrate higher growth rates, improved customer retention, and increased operational efficiency. These results confirm the direct relationship between the level of innovation and the overall competitiveness of the enterprise.

To further substantiate the theoretical conclusions and illustrate the relative importance of key innovative factors, it is appropriate to consider their impact on the formation of competitive advantage.

In practical terms, the influence of various innovation-driven components is not uniform [9]. Some factors play a more decisive role in shaping strategic outcomes, while others act as supporting elements that enhance overall performance. Therefore, evaluating the relative contribution of these factors allows for a more structured understanding of how innovative strategies influence enterprise competitiveness.

As illustrated in Figure 1, the impact of innovative factors on competitive advantage is distributed unevenly. Digitalization (30%) and data analytics combined with artificial intelligence (25%) demonstrate the highest influence, highlighting their crucial role in shaping modern strategic decisions and ensuring business adaptability.

Customer orientation (20%) also plays a significant role, as personalization and customer experience increasingly determine enterprise success in competitive markets. Organizational flexibility (15%) contributes to faster response to environmental changes and more efficient use of resources [10]. Meanwhile, sustainability (10%), although having a relatively lower immediate impact, remains essential for long-term strategic development and corporate reputation.

These results confirm that the effectiveness of a competitive strategy depends not only on individual innovative elements but also on their balanced integration within the enterprise's overall strategic framework.

Conclusions. The conducted research has demonstrated that innovative approaches to forming a company's

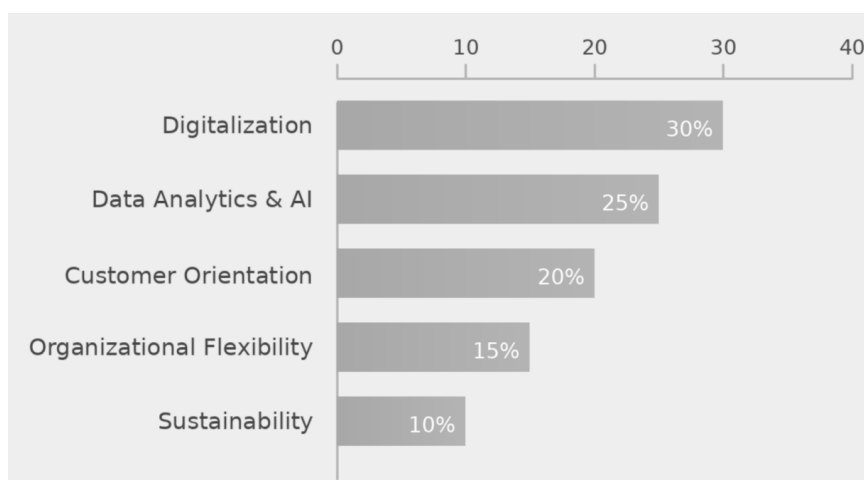


Figure 1. Impact of innovative factors on competitive advantage

Source: compiled by the authors

competitive strategy play a crucial role in ensuring sustainable development in modern economic conditions. The analysis confirms that traditional strategic models are no longer sufficient in the context of rapid technological change, increasing market volatility, and intensifying competition.

The study highlights that the integration of digital technologies, data analytics, artificial intelligence, and customer-oriented approaches significantly enhances the effectiveness of strategic decision-making. These factors enable enterprises to adapt more quickly to external changes, improve operational efficiency, and create long-term competitive advantages.

The results of the comparative analysis indicate that innovative strategies are characterized by greater flexibility, adaptability, and a stronger focus on value creation. In particular, digitalization and data-driven approaches have been identified as the most influential factors in shaping

competitive advantage, while organizational flexibility and sustainability play an important supporting role in ensuring long-term stability.

At the same time, the research emphasizes that the effectiveness of innovative strategies depends on the balanced integration of multiple elements rather than the isolated implementation of individual tools. Enterprises that successfully combine technological innovation, strategic flexibility, and customer orientation are more likely to achieve sustainable growth and maintain strong market positions.

Thus, it can be concluded that the transition to innovative approaches in competitive strategy formation is not only a response to current challenges but also a necessary condition for long-term enterprise success. Future research may focus on the quantitative assessment of innovation impact and the development of industry-specific strategic models.

References:

1. Porter Michael E. (2008). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press
2. Chesbrough Henry (2017). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Harvard Business School Press
3. Teece David J. (2018). *Dynamic capabilities and strategic management: Organizing for innovation and growth*. Oxford University Press.
4. Brynjolfsson Erik, McAfee Andrew (2017). *Machine, Platform, Crowd: Harnessing Our Digital Future*. W.W. Norton & Company.
5. Heiets V. M. (2020). *Ekonomichniy rozvytok ta innovatsiina polityka v Ukraini* [Economic development and innovation policy in Ukraine]. *Economy of Ukraine*, no. 5, pp. 4–18.
6. Amosha O. I. (2019). *Innovatsiyni rozvytok promyslovykh pidpriemstv Ukrainy* [Innovation development of industrial enterprises in Ukraine]. *Economic Herald of Donbas*, no. 2, pp. 12–19.
7. Fedulova L. I. (2021). *Tsyfrova transformatsiia pidpriemstv: vyklyky ta mozhlyvosti* [Digital transformation of enterprises: challenges and opportunities]. *Economics and Forecasting*, no. 3, pp. 25–37.
8. OECD (2022). *Digital Economy Outlook 2022*. Paris: OECD Publishing.
9. World Economic Forum (2023). *The Global Competitiveness Report*. Geneva.
10. McKinsey & Company (2022). *The State of AI in 2022 and its impact on business*.

Бібліографічний список:

1. Porter M. E. *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press, 2008.
2. Chesbrough H. *Open innovation: The new imperative for creating and profiting from technology*. Boston: Harvard Business School Press, 2017.
3. Teece D. J. *Dynamic capabilities and strategic management: Organizing for innovation and growth*. Oxford: Oxford University Press, 2018.
4. Brynjolfsson E., McAfee A. *Machine, platform, crowd: Harnessing our digital future*. New York: W.W. Norton & Company, 2017.
5. Гець В. М. Економічний розвиток та інноваційна політика в Україні. *Економіка України*. 2020. № 5. С. 4–18.
6. Амоша О. І. Інноваційний розвиток промислових підприємств України. *Економічний вісник Донбасу*. 2019. № 2. С. 12–19.
7. Федуллова Л. І. Цифрова трансформація підприємств: виклики та можливості. *Економіка і прогнозування*. 2021. № 3. С. 25–37.
8. OECD. *Digital economy outlook 2022*. Paris: OECD Publishing, 2022.
9. World Economic Forum. *The global competitiveness report 2023*. Geneva, 2023.
10. McKinsey & Company. *The state of AI in 2022 and its impact on business*.

Дата надходження статті: 20.03.2026

Дата прийняття статті: 10.04.2026

Дата публікації статті: 19.06.2026