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PROJECT-ORIENTED AND OPERATIONAL MANAGEMENT AT THE ENTERPRISE IN THE CONTEXT OF DIGITALIZATION AND DEVELOPMENT OF FOREIGN ECONOMIC ACTIVITY

The article examines the features of combining project-oriented and operational management at an enterprise in the context of digitalization and the development of foreign economic activity. It is substantiated that modern digital transformations, active integration of enterprises into global markets and the increasing complexity of the external environment necessitate a rethinking of traditional management approaches. It is shown that project-oriented management is a key tool for implementing innovations, digital initiatives and strategic changes, while operational management ensures stability, continuity of business processes and effective implementation of foreign economic operations. The paper proves that the integration of project and operational management forms a single management circuit within which the strategic goals of the enterprise are translated into a portfolio of projects and at the same time supported by effective operational activities. The role of digitalization as a system-forming factor of this integration is emphasized, which ensures synchronization of planning, control, resource management and analysis of results in real time. It was found that such a management model increases the adaptability of enterprises to changes in the international environment, reduces management risks and promotes the effective use of resources. It was concluded that the combination of project-oriented and operational management is a strategic prerequisite for the sustainable development of enterprises in the digital economy, as it ensures a balance between innovation and stability, increases the effectiveness of foreign economic activity and forms long-term competitive advantages in global markets.

Keywords: project-oriented management, operational management, digitalization, foreign economic activity, integrated management model, enterprise competitiveness.

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ПРОЄКТНО-ОРІЄНТОВАНЕ ТА ОПЕРАЦІЙНЕ УПРАВЛІННЯ НА ПІДПРИЄМСТВІ В УМОВАХ ДИДЖИТАЛІЗАЦІЇ ТА РОЗВИТКУ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ

У статті досліджено особливості поєднання проєктно-орієнтованого та операційного управління на підприємстві в умовах диджиталізації та розвитку зовнішньоекономічної діяльності. Обґрунтовано, що сучасні цифрові трансформації, активна інтеграція підприємств у глобальні ринки та зростання складності зовнішнього середовища зумовлюють необхідність переосмислення традиційних управлінських підходів. Показано, що проєктно-орієнтоване управління виступає ключовим інструментом реалізації інновацій, цифрових ініціатив і стратегічних змін, тоді як операційне управління забезпечує стабільність, безперервність бізнес-процесів і ефективне виконання зовнішньоекономічних операцій. У роботі доведено, що інтеграція проєктного та операційного управління формує єдиний управлінський контур, у межах якого стратегічні цілі підприємства транслюються у портфель проєктів і водночас підтримуються

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ефективною операційною діяльністю. Акцентовано увагу на ролі диджиталізації як системоутворювального чинника цієї інтеграції, що забезпечує синхронізацію планування, контролю, управління ресурсами та аналізу результатів у режимі реального часу. Встановлено, що така модель управління підвищує адаптивність підприємств до змін міжнародної кон'юнктури, знижує управлінські ризики та сприяє ефективному використанню ресурсів. Зроблено висновок, що поєднання проєктно-орієнтованого й операційного управління є стратегічною передумовою сталого розвитку підприємств у цифровій економіці, оскільки забезпечує баланс між інноваційністю та стабільністю, підвищує результативність зовнішньоекономічної діяльності та формує довгострокові конкурентні переваги на глобальних ринках.

Ключові слова: проєктно-орієнтоване управління, операційне управління, диджиталізація, зовнішньоекономічна діяльність, інтегрована модель управління, конкурентоспроможність підприємства.

Problem statement. Modern enterprises operate in conditions of accelerated digitalization, increasing instability of the external environment and intensification of foreign economic activity, which significantly complicates the management of their development and operational activities. Global value chains, international competition, digital platforms and regulatory requirements of external markets put forward new requirements for flexibility, speed and consistency of management decisions. Under these conditions, traditional operational management, focused mainly on the stability and repeatability of business processes, does not ensure proper adaptation of enterprises to strategic changes and digital transformations. At the same time, the spread of project-oriented management as a tool for implementing innovations, digital initiatives and entering international markets often occurs fragmentarily and isolated from current operational activities. This leads to a gap between the results of projects and their practical implementation in daily business processes, a decrease in the efficiency of resource use, an increase in management risks and a loss of potential competitive advantages in external markets. This problem is especially acute in the field of foreign economic activity, where coordination errors between strategic projects and operational processes can have significant financial and reputational consequences. Thus, the scientific and practical problem of forming an effective integrated model of project-oriented and operational management arises, capable of ensuring the coherence of strategic digital transformations and the stability of the current activities of the enterprise in the conditions of the development of foreign economic relations. The insufficient development of theoretical and methodological approaches to such integration, as well as the lack of a comprehensive vision of the role of digitalization in the combination of project and operational management, necessitates further research in this area.

Analysis of publications. An analysis of scientific publications on the issues of project-oriented and operational management in the context of digitalization and the development of foreign economic activity indicates a gradual shift in emphasis in modern research from an isolated consideration of management functions to their systemic integration. Thus, in the work of Plotnytska et al. (2023), digitalization is considered as a key factor in the transformation of the management system of economic relations entities. The authors justify the need to transition to more flexible management models that can ensure rapid adaptation of enterprises to changes in the

external environment, which creates a theoretical basis for combining project and operational approaches [1]. In the study of Khodakivska et al. (2021), the emphasis is on entrepreneurship models in the context of an innovative economy and a knowledge economy. The authors emphasize the role of effective resource and cost management as a prerequisite for the sustainable development of enterprises, which is important for understanding operational management in the context of implementing digital transformation projects and foreign economic expansion [2]. The work of Korchynska et al. (2023) is devoted to the essence of the digitalization of the economy and its impact on the development of marketing. Although the study focuses mainly on marketing aspects, the conclusions drawn regarding digital platforms, data analytics, and customer-oriented solutions have interdisciplinary significance and complement the understanding of the role of digitalization in the integration of project initiatives with the current operational processes of the enterprise [3]. The work of Shary et al. (2020) reveals the institutional aspects of the functioning of economic systems, which allows for a broader understanding of the external constraints and regulatory conditions of enterprise activity. These provisions are important for the analysis of foreign economic activity management, where institutional factors directly affect the effectiveness of both project and operational decisions [4].

The study of Tsal-Tsalka (2024) focuses on the formation of economic indicators of national security in the context of business digitalization. The proposed approaches to assessing risks and sustainability of economic systems complement the scientific basis for the analysis of management risks in the foreign economic activity of enterprises and substantiate the feasibility of integrated management models [5]. In the work of Zos-Kior et al. (2020), attention is paid to the development of labor potential in the system of effective management of the organization. The authors emphasize the importance of human capital, knowledge management and the formation of managerial competencies, which is critically important for the successful implementation of both digitalization projects and stable operational activities in the context of international competition [6]. The work of Kuznetsova (2022) considers innovative digitalization strategies in the context of foreign economic activity management. Although the study has an educational and methodological focus, it contains important conceptual provisions regarding the impact of digital technologies on management processes in the field of foreign economic activity, which is relevant for the formation of an integrated model of project and operational management [7]. The article by Hnatenko and Kulikova (2016) analyzes promising areas for improving human resource management in an organization. The proposed approaches to the development of managerial competencies and adaptation of personnel to changes create a basis for combining project and operational approaches within a single enterprise management system [8].

The study by Hnatenko et al. (2021), devoted to the management of clustering projects in the context of digitalization and globalization, reveals the methodological principles of the project approach to the implementation of complex transformation initiatives. The results obtained are important for understanding the role of project management in the implementation of strategic changes, in particular in the field of foreign economic activity [9]. Batrymenko (2019) analyzed the implementation of modern forms of e-commerce in the context of the digitalization of the world econ-

omy. The author emphasizes the importance of digital sales channels and the integration of information systems, which is directly related to the operational management and support of foreign economic operations of enterprises [10]. The study by Yankov et al. (2023) is devoted to the strategization of foreign economic activity in the context of enterprises entering foreign markets. The authors justify the need for a comprehensive approach to foreign economic activity management, which combines strategic planning, project implementation and effective operational support, which directly correlates with the subject of this article [11].

The generalization of the results of the literature analysis gives grounds to assert that scientific research sufficiently thoroughly considers individual aspects of digitalization, project management, operational efficiency and foreign economic activity. At the same time, the issues of their systemic integration within a single management model of the enterprise remain insufficiently developed. This necessitates further research aimed at substantiating the theoretical and methodological foundations of combining project-oriented and operational management as a strategic prerequisite for the sustainable development of enterprises in the digital economy and in the context of intensified foreign economic relations.

Presentation of the main results. Modern conditions for the functioning of enterprises are characterized by a highly dynamic market environment, deepening globalization processes, active development of foreign economic activity and comprehensive digitalization of management and production and economic processes. Under such circumstances, the need for the transformation of traditional approaches to management is growing, which leads to the combination of project-oriented and operational management as complementary management paradigms. It is the integration of these approaches that allows enterprises to ensure strategic flexibility, operational stability and competitiveness in domestic and foreign markets [1]. Project-oriented management in modern conditions is considered as a tool for implementing changes, innovations and strategic initiatives of the enterprise. It is focused on achieving unique results within a certain time frame with limited resources and specified quality parameters. In the context of digitalization, the project approach is of particular importance, since most digital transformations are implemented in the format of projects: the implementation of information systems, automation of business processes, digitalization of logistics, marketing and foreign trade operations [2-4]. Project-oriented management allows for the systematic coordination of such initiatives, minimizing risks and ensuring control over the achievement of planned results. At the same time, operational management remains the basis for the stable functioning of the enterprise, as it is aimed at ensuring the continuity of basic business processes, optimizing costs, maintaining the quality of products and services, as well as fulfilling current obligations to partners and contractors. In the context of the development of foreign economic activity, operational management is complicated by the need to comply with international standards, customs and currency regulation, logistics coordination and transaction risk management. Digitalization of operational processes in this context acts as a factor in increasing the transparency, speed and accuracy of management decisions.

The combination of project-oriented and operational management requires the formation of a single management circuit, within which the strategic goals of the

enterprise are translated into a portfolio of projects and at the same time supported by effective operational activities. In a digitalized environment, such integration is provided by modern information platforms that allow synchronizing planning, resource accounting, task performance control and analysis of results [5]. This is especially relevant for enterprises involved in foreign economic activity, where time, financial and regulatory constraints require a high level of coordination between strategic projects and everyday operations. Digitalization significantly changes the content of both project and operational management. The use of digital data analysis tools, enterprise resource planning systems, project management platforms and electronic communications transforms management processes from reactive to proactive [6-9]. The enterprise gets the opportunity to predict the results of foreign economic operations, model scenarios for entering new markets, and promptly adapt operational processes to changes in the external environment. In this context, project-oriented management ensures the implementation of strategic digital initiatives, and operational management ensures their sustainable functioning in daily activities.

The development of foreign economic activity increases the requirements for the flexibility of enterprise management. Access to international markets, participation in global value chains and cooperation with foreign partners require the simultaneous implementation of projects for product adaptation, certification, logistics integration and marketing positioning. Such tasks cannot be effectively solved exclusively within the framework of operational management, since they are innovative and temporary in nature. At the same time, without proper operational support, the results of projects cannot be fully integrated into the current activities of the enterprise. Knowledge and human capital management acquires particular importance in the context of digitalization. Project-oriented management contributes to the accumulation of unique experience in the implementation of digital and foreign economic initiatives, while operational management ensures the standardization and dissemination of best practices within the organization. The synergy of these approaches creates the prerequisites for the formation of an adaptive organizational culture focused on innovation, continuous improvement and effective international interaction [10].

Thus, in modern conditions of digitalization and the development of foreign economic activity, project-oriented and operational management should be considered not as alternative, but as interconnected and complementary management approaches. Their integration allows enterprises to simultaneously implement strategic transformations and ensure the stability of current activities, which is a key prerequisite for sustainable development and increased competitiveness in the global digital environment. Table 1 presents a comparative characteristic of project-oriented and operational management at the enterprise in the conditions of digitalization and the development of foreign economic activity (table 1).

Further development of the integrated model of project-oriented and operational management in the context of digitalization involves rethinking the role of management decisions in both strategic and tactical dimensions. A modern enterprise increasingly functions as an open socio-economic system in which internal business processes are closely intertwined with external information, logistical and financial flows. Under such conditions, management acquires a network character, and the effectiveness of combining project and operational approaches is determined by the

ability of the enterprise to ensure the consistency of decisions at all levels of management. In the context of the development of foreign economic activity, the integration of project and operational management creates the prerequisites for the formation of flexible models of international cooperation.

Table 1. Comparative characteristics of project-oriented and operational management at the enterprise in the context of digitalization and foreign economic activity development, author's development

Comparison criterion	Project-oriented management	Operational management	Integration effect for the enterprise
Management orientation	Implementation of strategic changes, innovations and digital transformations	Ensuring continuity and stability of current business processes	Combination of strategic flexibility and operational stability
Nature of management processes	Temporary, unique, focused on achieving a specific result	Repeatable, standardized, regulated	Systematic implementation of changes without disruption of operational activities
Role of digitalization	Implementation of digital projects, implementation of IT systems and digital platforms	Automation and optimization of daily operations	Formation of a single digital management environment
Impact on foreign economic activity	Adaptation to international markets, certification, entry into new markets	Execution of export-import operations, logistics, compliance with regulatory requirements	Increasing the efficiency and reliability of foreign economic operations
Resource management	Concentration of resources on strategically important initiatives	Rational allocation of resources in current activities	Optimal use of financial, material and human resources
Risk management	Identification and minimization of risks of innovative and international projects	Control of operational, financial and logistical risks	Increasing the overall risk tolerance of the enterprise
Role of human capital	Formation of project teams and accumulation of unique knowledge	Consolidation of competencies and standardization of management practices	Development of an adaptive and innovation-oriented organizational culture
Overall result	Implementation of strategic transformations and digital initiatives	Stable functioning of the enterprise in domestic and foreign markets	Increasing the competitiveness and sustainable development of the enterprise

The implementation of projects aimed at entering new markets, localization of production or adaptation of products to international standards requires operational support from operational units responsible for supply, finance, customs clearance and

logistics. At the same time, the results of such projects transform operational activities, changing the structure of business processes and increasing the requirements for their digital maturity.

Digitalization of management strengthens the relationship between project initiatives and operational efficiency. The use of analytical tools, digital dashboards and integrated information systems allows you to track the implementation of projects in real time, their impact on operational indicators and the results of foreign economic activity. This contributes to the transition from fragmented management to systemic control focused on achieving the strategic goals of the enterprise in a global environment [7]. The issue of organizational transformation of the enterprise in the context of combining project and operational management deserves special attention. The formation of cross-functional teams, the development of digital competencies of personnel and the implementation of flexible management practices contribute to increasing the ability of the enterprise to quickly respond to changes in the international environment. In this context, human capital management acquires strategic importance, since it is the competence and adaptability of personnel that determine the success of both digitalization projects and daily operational processes. In general, it can be stated that the further development of enterprises in the digital economy and in the conditions of increased foreign economic activity depends on the depth of integration of project-oriented and operational management. Such integration provides a balance between innovation and stability, allows for the effective implementation of strategic transformations and at the same time maintains a high level of operational performance. This creates the basis for the formation of competitive business models that are able to adapt to the challenges of the global digital environment and ensure the sustainable development of the enterprise in the long term. The integration effects of combining project-oriented and operational management in the conditions of digitalization: managerial manifestation and result for the enterprise are shown in Fig. 1

The data presented in Fig. 1 summarize the key integration effects of combining project-oriented and operational management in the context of digitalization and the development of foreign economic activity. Alignment of strategic projects with current operational goals ensures increased manageability of enterprise development and reduction of strategic risks in a dynamic market environment. Synchronization of digital initiatives with daily business processes contributes to increased operational efficiency, transparency of management and quality of management decisions [10]. Integration of projects for entering foreign markets with operational logistics and financial processes increases the reliability and speed of foreign economic operations. In general, the combination of project-oriented and operational management forms an adaptive management model capable of ensuring innovative development, sustainability and long-term competitiveness of the enterprise in the context of the digital economy.

Conclusions. The study substantiates that in the context of digitalization of the economy and intensification of foreign economic activity, project-oriented and operational management acquire a complementary nature and form an integrated management model for the development of the enterprise. It is proven that the use of only one of the approaches does not provide the proper level of adaptability and competitiveness in a dynamic global environment, while their combination creates a syner-

gistic effect between strategic transformations and the stability of current business processes.

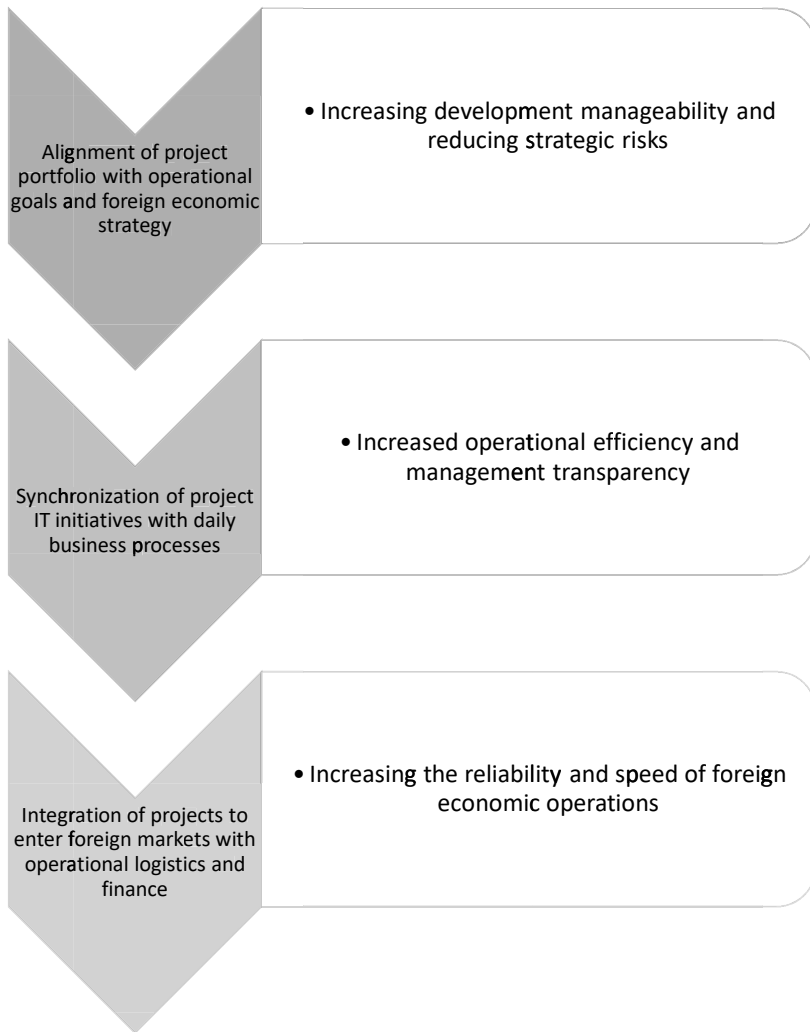


Fig. 1. Integration effects of combining project-oriented and operational management in the context of digitalization: managerial manifestation and result for the enterprise, author's development

It is established that project-oriented management plays a key role in the implementation of digital initiatives, innovations and measures related to the enterprise's entry into international markets, the adaptation of products to external requirements and the implementation of modern information systems. At the same time, operational management ensures the continuity of operations, compliance with regulatory standards, effective logistics and financial discipline, which is critically important for

the implementation of foreign economic operations. Their integration allows you to transform project results into sustainable operational practices.

It is proven that digitalization is a system-forming factor in the integration of project and operational management, since modern digital platforms provide synchronization of planning, control, resource management and analysis of results in real time. This increases the transparency of management decisions, reduces the level of operational and foreign economic risks and promotes the transition to a proactive management model. It is substantiated that the development of foreign economic activity increases the requirements for management flexibility, cross-functional coordination and digital maturity of the enterprise. The implementation of international projects requires close interaction between project teams and operational units, as well as effective management of knowledge and human capital. It is the integrated management model that creates the conditions for the formation of an adaptive organizational culture focused on innovation and international cooperation. Summarizing the results of the study, it can be stated that the integration of project-oriented and operational management is a strategic prerequisite for the sustainable development of enterprises in the digital economy. This model allows us to ensure a balance between innovation and stability, increase the efficiency of foreign economic activity, strengthen competitive positions in international markets, and create long-term competitive advantages in the context of global digital transformation.

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