Fostering innovation through collaborative leadership: Developing a novel framework for strategic management

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1. Introduction

A strategic management system is considered to be a complex phenomenon that includes several quantitative and qualitative transformations that provide a synergistic effect.

Many studies by modern scholars are devoted to exploring the specifics of synergistic management as the basis of an innovative strategic management model. Some scholars (Kolomiiets, 2020; Svydruk, 2020) consider an analysis of the synergy effect as irrational if no systematic approach is applied. The scientists argue that the expediency, efficiency, and validity of management decisions in terms of synergy directly depend on the level of management system organization.

Other researchers believe that the main principle of this method includes a simplified management structure. At the same time, the synergistic context of certain strategic models should be considered an effective management policy concept. The article highlights the prioritized approaches to strategic management from the standpoint of synergistic methodology. The author has developed a universal model of the innovative concept of synergistic management strategy, forecasting its effectiveness in the current economic realities. It has been proved that the synergistic approach is focused on effective communication and the formation of effective relationships. The practical significance of this study lies in the expediency of using them in an enterprise's strategic management system to improve the efficiency of its financial and operational activities.

Keywords: management paradigm, strategic model, development, concept, synergism, competitive advantage.
This study aims to form a management paradigm based on synergistic management, which can be considered as a universal model for most actors in economic processes.

2. Literature review

The theoretical and methodological framework of this study is based on the results of fundamental, analytical, and generalizing academic research within an interdisciplinary concept. Foreign and Ukrainian scholars have explored the issue of employing a synergistic approach to forming the managerial paradigm of economic activity.

The specifics of forming a strategy for a synergistic management system are described in the studies by Tomakh V. (2023), Savytska N. & Chmil H. (2022). Their achievements place the critical analysis of existing management concepts using a unified methodological platform as a prerequisite for innovative developments in the outlined direction.

An exciting analysis of concepts regarding specific types of management is conducted by Muñoz C., Galvez D. & Alfaro M. (2022), Qiao W., Dong P. & Ju Y. (2022). The authors consider strategic, crisis, and corporate management as components of a unified system. It is necessary to highlight the research efforts of Abbu H. R. & Gopalakrishna P. (2021), Awan U., Sroufe R. & Shahbaz M. (2021). These scholars discuss the development of strategic management and systemic-synergetic paradigms in light of effective convergence.

A successful example of the practical orientation of scientific developments in the studied field can be seen in the research materials of Fuertes G., Alfaro M. & Sabattin J. (2020). The authors develop the concept of strategic analysis of value chain formation on synergistic principles.

Contemporary researchers (Barbosa et al., 2020) examine the essence of innovative management approaches. They study the potential of synergies and evaluate the synergistic effect, considering them as essential aspects of justifying the motives and vectors of enterprises’ integration strategies, in particular during mergers or takeovers.

Significant contributions to optimizing the managerial paradigm from the perspective of strategic synergy have been made by individual representatives of modern academic schools (Tavera Romero et al., 2021). Furthermore, some scholars have thoroughly described algorithms and tools for synergizing modern strategic management models (Denicolai et al., 2021).

Several studies by contemporary scholars are dedicated to the risks associated with the examined concept (Van Knippenberg et al., 2020). Certain contemporary researchers have focused their attention on specific aspects of meaningful analysis and presentation of their own vision of prospective directions in strategic management (Dykan et al., 2021).

Despite the significant amount of research findings, there are still several issues regarding the formation of an adequate concept of synergistic management as a basis for an innovative strategic management model that still needs to be solved. The study of the outlined problems remains a pressing issue.

3. Methods

The theoretical and methodological framework of this study is formed based on the dialectical method, systematic approach, and priority principles of comprehensive studies.

The author employed some general scientific and unique methods of cognition in this study. These methods include theoretical modeling, abstraction, analysis and synthesis, specification, induction, and generalization. In particular, the methods of analysis and synthesis were used to identify the stages and factors of development, as well as the most influential elements of the object under study. The inductive method was applied to the predictive analysis of the expected efficiency. The concept of an integral process of the management system in the sector of economic activity is formed using the abstraction method. Concretization and abstraction were employed in the process of forming a universal model of strategic management in the context of synergization.

4. Results

The need to introduce the latest management algorithms at all levels of the economic system, in particular, to intensify the process of implementing the principles of sustainable development, is driven by the irreversible rapid institutional transformation of the economic environment on a global scale. The phenomenon of diversification of the traditional management paradigm fosters the concept of synergistic management as the basis of an innovative model of strategic management.

The implementation of effective activities of business entities and the growth of their performance indicators require the following measures:

- to optimize a set of aspects regarding innovative development prospects, competitiveness;
- to introduce the latest practical tools of the management mechanism;
- to develop management approaches that can mitigate adaptation processes to the conditions of globalization of market processes.

The innovative paradigm of synergistic management is based on the system-synergistic concept of system research. At the same time, it is considered as a basic component of the modern management paradigm.
As a rule, any decision formed during the analytical and informational stage of innovative management activities requires the participants of the transformation system to perceive innovations actively, as well as the ability to find and effectively implement solutions (Kolomiets, 2020; Sydyrka, 2020). In this regard, the management paradigm of strategic synergistic management is closely related to the need to optimize the internal management system. From the standpoint of prioritizing long-term economic efficiency, such a process should initiate positive dynamics of transformations within the enterprise and stimulate its continuous self-development.

Successful experience in managing the productivity and competitiveness of economic entities indicates the need for timely implementation of appropriate individual management methods, functions, organizational structure, and management systems as a prerequisite for effective management of the competitiveness of enterprises in the strategic aspect.

The current innovative model of strategic management in the concept of synergistic effect should place the management paradigm as a kind of hub of interrelated principles and levers that contribute to increasing the competitiveness of market formations. At the same time, systematicity, efficiency, flexibility, balance, and risk minimization are the primary characteristics of an effective management system (Brin et al., 2021).

Financial efficiency is formed mainly under conditions of uncertainty. Therefore, the system is identified as an unstable formation open to the diverse influence of various factors. This approach is a prerequisite for ensuring a synergistic effect in the system (Mytianska, 2022; Blyzniuk & Hao, 2023). The realization of qualitative transformations takes place under conditions of system instability. As a result, some new properties of a system are forged.

The analysis of various conceptual approaches to strategic management from the standpoint of the synergistic methodology made it possible to identify the basic provisions that are seen as a reflection of the synergistic approach. Based on a critical study of existing models and identification of the prerequisites and directions of their development, an optimal strategic theory of strategic development management can be formed (Bondarenko et al., 2021; Yermachenko et al., 2023).

The synergistic context of strategic management is considered in the models of positioning, entrepreneurship, learning, power, external environment, and configuration (transformation). The latter is based on the synthesis of previous models and serves as a prototype of the integrative idea of the synergistic concept (Tomakh et al., 2023; Savytska & Chmil, 2022). The results of the analytical study on the synergistic context of the main models of strategic management and the prospects for their further development within the framework of synergistic management are summarized in Table 1.

Table 1: Analysis of strategic management models in the context of synergism.

<table>
<thead>
<tr>
<th>Strategic management model</th>
<th>Shortcomings in terms of synergistic context</th>
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<tbody>
<tr>
<td>Comprehension strategy</td>
<td>A single development strategy limits the possibilities of strategic flexibility and prompt response to the dynamics of the situation. The specifics of the delimitation make it impossible to improve the strategy during its implementation.</td>
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<tr>
<td>Formalization strategy</td>
<td>Excessive formalization of the strategic planning process and detailing of the planning guidelines leads to the exclusion of creative solutions, intuition, and synthesis. The use of extrapolation creates preconditions for the vulnerability of the strategy in the face of uncertainty.</td>
</tr>
<tr>
<td>Analytical strategy</td>
<td>A focus on external factors and the neglect of internal potential leads to the ignoring the creativity factor. The focus on selecting strategic market positions minimizes attention to strategic prospects.</td>
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<tr>
<td>Forecasting strategy</td>
<td>Intuition and life experience are the basis. The resource is concentrated on a monopoly area, which leads to the ignoring of diverse development opportunities.</td>
</tr>
<tr>
<td>Continuous development strategy</td>
<td>Continuous process learning leads to the replacement of incentives for innovative tactical maneuvering with a strong strategic perspective. It provokes large losses of resources and a wrong choice of development direction.</td>
</tr>
<tr>
<td>Communication strategy</td>
<td>The principles are determined by a company's culture, and therefore, reactions to strategic change depend on the dominant values and decision-making patterns.</td>
</tr>
<tr>
<td>Adaptation strategy</td>
<td>Companies are typically passive in responding to the dynamics of the situation, and strategy selection is limited to identifying changes and adapting to them without considering the possibilities of choosing a strategy.</td>
</tr>
<tr>
<td>Transformation strategy</td>
<td>It cannot ensure a balance of stability and dynamics and ignores the task of accumulating transformational potential in the current configuration.</td>
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The analysis of the basic models of the synergistic approach to the formation of strategic management allows us to conclude the presence of a practical synergistic context in them. It is obvious that the identification of synergistic effects is a component of virtually all strategic models. However, the level of application of synergy tools varies from fragmentary to conceptual. Further development of the integration configuration model ideas is needed to intensify the implementation of integrated system management. Therefore, the concept of synergy is considered to be one of the most promising and effective platforms for such development (Bayev et al., 2022; Yevtushenko et al., 2022).

It is worth noting that the implementation of the above approach requires a priority improvement of the existing system of corporate interaction, strengthening of integration processes, and optimization of the management strategy toolkit. At the...
present stage of development, the phenomenon of integration of economic interaction is positioned as a process of synergy, coordination, and rational organization of potential in terms of strategic management. Synchronization of strategic management processes can become a management lever that, if used effectively, will allow a significant increase in performance to be achieved. It is related to the principles of the closed-loop economy and sustainable production.

Synergistic management cannot be positioned as a radical alternative to the traditional management system. Instead, it is an innovative type of managerial thinking based on system-synergistic development patterns of complex systems (Barbosa et al., 2020). This approach is implemented using the latest management methodology and relevant methodological tools. Figure 1 depicts the main components of a versatile approach to synergistic strategic management as a structural and functional model.

![Figure 1](https://www.malque.pub/ojs/index.php/msj)

**Figure 1** Universal structural and functional model of synergistic strategic management. Source: the author.

By analyzing Figure 1, we can distinguish the main subsystems of the universal model of synergistic management as the basis of strategic management: the target subsystem, general and special functional subsystems, and provisional, analytical, and transformation subsystems.

The target subsystem contains such functional elements as the activity goal and the enterprise goals system. The general functional subsystem includes classical management functions in terms of synergization, in particular, synergistic planning, self-organization, motivation, and synergistic controlling, as well as support for managerial decision-making. The special functional subsystem contains traditional functions for managing certain areas of activity. Moreover, the transformation subsystem holds a key place in developing the production and economic system, including resources and mechanisms for its effective optimization. The supporting subsystem guarantees resource, regulatory, institutional, and methodological support. The analytical subsystem includes a set of tools and monitoring procedures for recording the dynamics of the production and economic system, internal and external diagnostics of impacts, forecasting, prompt identification of deviations, and implementation of corrective measures (Kulinich et al., 2023; Podolchak et al., 2022).

It is necessary to focus on the functionality of the analytical subsystem, which is significantly expanded in the synergistic system (Van Knippenberg et al., 2020). First of all, it implements monitoring activities and scans potential development vectors. Also, the analytical subsystem assesses indicators of external events and threats, finds ways to minimize dissipative components, and selects priority integration strategies with significant synergy potential. In addition, internal diagnostics and assessment of the transformational potential and effectiveness of synergy management are necessary components of this subsystem's functionality.
The conceptual basis of the universal synergistic strategic management system model can be seen in the concept of organized synergy. It results from the organized self-organization of production and economic systems. The proposed structural and functional model reflects the mechanism of self-organization (self-regulation and self-development). At the same time, it should be noted that the proposed approach is not limited to intra-model components and involves the search for a reasonable goal beyond the model (Denicolai et al., 2021; Semenets-Orlova et al., 2023).

The effective management of self-organization processes allows the optimization of synergies. It forms a significant synergistic potential of the management system, which ensures the efficiency of its functioning. The essence of integrating relatively autonomous elements into a single system is their motivated association. As a result, subsystems can achieve higher efficiency within the integrated structure than when they operate independently.

Specific features resulting from the implementation of a synergistic approach to strategic management are typical for most basic management functions, including planning, control, and motivation. In terms of synergism, planning involves updating the traditional planning functionality in the context of forecasting potential states and trajectories of the system. Motivation, as a function of synergistic management, involves the implementation of a system of motivation. At the same time, optimal conditions for effective growth are formed to attract and activate self-organization resources. Synergistic controlling in the synergism model is determined by the functionality of performance evaluation by indicators of achievement of its goals, with the aim of prompt identification of negative deviations (Gavkalova et al., 2022; Kalina et al., 2022). It should be noted that controlling, monitoring, and diagnostics have points of intersection in terms of their tasks and tools. However, given the importance of the analytical subsystem, its components are considered separately.

In this way, the synergistic approach to management is currently viewed as the basis of an innovative strategic management model. It allows for effective implementation of the basic principles of the organized synergy concept in the management system. The function of self-organization plays an essential role in the proposed universal structural and functional model of synergistic strategic management. Obviously, this concept reveals the possibilities of tools for implementing the strategic management functionality and mechanisms for stimulating the efficiency and development of production and economic systems. Further research potential is seen in the testing of the proposed conceptual model in the practice of strategic management of business entities.

5. Discussions

The concept of strategic management is a crucial component of the scientific foundations of modern management. Analyzing the classical principles of strategic management and identifying the synergistic context of its basis is a logical step in the scientific search for the theoretical prerequisites of synergistic management. For instance, some scholars (Hena et al., 2023) are convinced that the modern approach to forming a strategic management system encompasses many conceptual principles that reflect diverse positions in formulating and implementing strategy.

Innovative approaches to transforming the strategic management paradigm of the modern market participant involve, first and foremost, a fundamental shift in the management model. According to some researchers (Liu et al., 2023), the latest version of this paradigm entails a targeted orientation towards the principles of management synergy. At the same time, some authors (Um et al., 2023) argue that the development of an effective system of synergistic strategic management is based on the selection and analysis of synergistic effects in the interactions within specific vectors and subsystems of the economic entity.

The research results of modern scientists (Guo et al., 2022) indicate the effectiveness of applying the concept of synergy in analyzing and transforming system components, as well as the interaction of different levels and subsystems. According to the authors, this approach stimulates the development of the idea of systematicity and forms the prerequisites for successful improvement of the organizational-communication structure. However, it is only partially agreed with the conclusions of the scientists. A superficial descriptive nature characterizes the recommendations of this nature. They define only the general vector of transformations toward the synergization of management models.

At the same time, some researchers (Du et al., 2022) argue that synergy should be considered a worldview-philosophical concept based on the study of possibilities and the algorithm for using them to stimulate the efficiency of management in production-economic systems. In the opinion of the scientists, this level has the greatest methodological potential. It can be realized in several directions, transforming the traditional system into a modern investment-economic hub.

Some individual authors (Globocnik et al., 2020; Rusch, 2023) consider the concept of synergy as a fundamental prerequisite for the development of strategic management. Based on their findings, it is necessary to note that traditional goals of qualitative transformation of management processes require the formation of innovative conceptual views.

The aforesaid results of scientific research and studies are in line with the conclusions of this research. Moreover, they demonstrate the need to actualize the topic, given the rapid globalization of the economic environment and the transformation of traditional forms of financial and economic interaction. The proposed approach to the formation of a synergistic model of the strategic management system will significantly improve the level of productivity and efficiency. It will allow the implementation of innovative solutions and guarantee compliance with the requirements of the modern market process according to the principles of sustainable development (Zayed et al., 2022; Kussainov et al., 2023).
6. Conclusions

This study analyzed the multifactorial nature of the substantive analysis of the leading models of strategic management to identify their synergistic context and further formulate the theoretical framework for strategic management in terms of synergism. The author has determined that synergistic management places emphasis on ensuring the effective synergistic interaction of individual subsystems with the simultaneous formation of cooperative effects at different levels, which catalyzes their efficiency growth.

During the study, it was proved that operational and informative analytics of synergistic effects is positioned as a priority direction for the development of the strategic management system. Based on the outlined approach, the author has developed a universal model of synergistic management as a basis for strategic management.

According to the research findings, the author proposed priority areas for further scientific research on the relevant topic. Also, the author argued the need for practical testing of theoretical and methodological elaborations in this area.

This study allowed the author to analyze the role of the concept of synergism in shaping the strategic advantages of the management paradigm. This is manifested in the effective interaction of economic entities with the external environment, as well as the creation of effective relationships within them. The author has determined that the synergistic context of individual strategic models should be positioned as an effective concept of management policy. The article highlighted the priority approaches to strategic management from the standpoint of synergistic methodology.

Based on these approaches, the author developed a universal model of the innovative concept of synergistic management strategy and predicted its effectiveness under the current economic realities. Such measures, taken together, will make it possible to resolve the existing difficult situations in the investment and economic sphere. They will also help to identify reserves for increasing the level of efficiency of its activities, taking into account a set of factors influencing the internal and external environment.

Nowadays, an effective management system should be based on implementing a development strategy based on the principles of a sustainable economy. It is necessary to conduct further practical research on the risks and challenges related to the synergistic strategic management model.

Ethical considerations

Not applicable.

Conflict of Interest

The authors declare no conflicts of interest.

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