

*Platonova E.D. Doctor of Economics,
Professor of the Department of Economic Theory and Management
Moscow Pedagogical
State University,
Moscow, Russia*

*Alazvari Abidakh Awad Allah A.,
master's student
Moscow Pedagogical
State University,
Moscow, Russia*

THE MAIN TYPES OF INTERNATIONAL BUSINESS DEVELOPMENT STRATEGY

Abstract. This article reveals the main types of international business development strategy at the enterprise, the factors influencing the choice of this strategy. The main organizational levels at which strategies are developed are considered.

Keywords: development, strategy, entrepreneurship, risk.

An international entrepreneurship development strategy is a fundamental management tool aimed at ensuring business growth in the transnational space. In a context of accelerated globalization, technological transformation, and geopolitical shifts, particularly in the energy world, dominated by large corporations with assets in dozens of countries, such a strategy is key to ensuring survival and prosperity. According to classical definitions of the Russian school of management, strategy is more than just action planning; it is a holistic system of views on the company's future that determines its positioning in the global market. In this paper, we examine the goals, content, and functions of this strategy, drawing on a systems approach developed by leading economists and managers.

Developing an international entrepreneurship development strategy involves several stages: from the medical environment to effectiveness assessment.

This is an iterative process that requires constant adjustment based on changing factors, such as shifts in pricing, climate policy, and evolving technological approaches.

In the energy sector, decisions are typically organized along four contours: operational, tactical, operational, and ESG. Three of these are time-bound, and the ESG contour cuts across them as separate approval criteria. Each group has a different relationship between resources, processes, and management actions: the strategic framework is fundamental.

The functions of an international entrepreneurship development strategy demonstrate its dynamic role in management, ensuring targeted impact on all levels of the organization – from senior management to operational units. They are classified by key areas of influence, necessarily taking into account the specifics of the energy sector, where large-scale projects, long investment cycles, and high dependence on external factors predominate. Each function is implemented through specific mechanisms, management tools, and corrective actions, allowing the strategy not only to set the company's development direction but also to ensure its adaptation to changing external conditions.

In Russian academic literature, strategic management functions are considered active components of a system that contribute to increasing the overall sustainability and competitiveness of a business structure in the energy sector.

The integration function ensures the coordination of a company's global operations, eliminating the fragmentation of activities between the head office and international divisions. This is achieved through the unification of quality standards, technological processes, and reporting systems at all management levels. The introduction of uniform occupational health and safety standards at all production facilities reduces accidents and facilitates the dissemination of best practices across regions. Centralized procurement and logistics planning optimizes supply chains, including reducing costs for transporting oil from the Persian Gulf to Asian markets.

In the energy sector, this function is particularly important due to the need to synchronize production, refining, and sales across different time zones.

With effective integration, this leads to an increase in overall operational efficiency by tens of percent and the creation of a unified information system.

The forecasting function is based on a scenario approach, analysis of historical dynamics, and systematic monitoring of key environmental indicators. It includes modeling alternative price, demand, and technology development scenarios, as well as assessing risks associated with changes in regulatory regimes and the climate agenda. In the energy sector, this enables the proactive reallocation of investment flows between areas (for example, from shale oil to fixed assets) and the adjustment of production programs. The lack of a developed forecasting component increases a company's vulnerability to market shocks, as demonstrated by the experience of 2014-2016, when a delayed response to falling prices led to significant profit losses.

The allocation function aims to optimally allocate limited resources among strategic areas of activity, ensuring their targeted and effective use. In international entrepreneurship, this manifests itself in the prioritization of investments in the most promising geographic and technological segments, such as raw material exploration, infrastructure development, and innovative projects. In the energy sector, resource allocation is oriented toward a portfolio approach, taking into account the long payback periods of large projects and the required level of profitability. The use of prioritization matrices and regular revision of budget allocations helps increase investment returns and minimize the risk of capital shortages during cyclical downturns.

The incentive function is implemented through tangible and intangible incentive systems focused on achieving strategic goals. This includes bonus schemes linked to production and refining volumes, bonuses for innovative proposals and increased export revenue. In multinational companies, the incentive system is adapted to national characteristics and corporate culture, which helps retain qualified personnel and reduce turnover in high-tech projects.

The three areas of risk management can be viewed as a single analytical framework, where the protective, coordinating, and innovative components handle uncertainty differently. For energy and international business, this is crucial: risks affect production, communications, and technological innovation simultaneously, so the assessment must be based on a systemic approach rather than a single measure.

International business development strategies are classified according to various criteria depending on a company's goals, market characteristics, and available resources. In the energy sector, which combines high entry barriers, long investment cycles, and geopolitical risks, the choice of strategy determines success on the global stage. Classifying strategy types helps systematize approaches to business expansion abroad, ensuring the rational use of potential. According to Russian management theory, strategy types are formed based on an analysis of the external environment, internal competencies, and the company's life cycle. This section examines the main types, taking into account their specificity for the energy industry.

Classification of Strategies by Degree of Involvement in Foreign Markets

The first classification criterion is the degree of a company's involvement in foreign markets, which determines the level of control and risk. Four main types are distinguished: export-oriented, cooperative, implantation, and fully integrated strategies.

The specific characteristics inherent in the development of international business impose certain responsibilities on entrepreneurs. An integral part of their activities is seeking the most favorable business conditions. This is dictated by market forces, which generate intense competition. Therefore, those who decide to engage in entrepreneurial activity must demonstrate mobility, adaptability, and considerable proactivity in seeking new sales markets and/or investment opportunities where they will encounter the least resistance in developing their business. It is also impossible to overestimate the phenomenon of globalization,

which has been known since the post-war years and has only gained momentum since then.

Entrepreneurs have long appreciated the benefits offered by globalization, most of which are aimed at conducting business abroad, establishing business connections, and cooperating with foreign counterparties. The factors listed above determine many forms and types of international business activity. Organizations with a presence in multiple countries, handling vast amounts of financial resources, and capable of selling enormous volumes of products are called transnational corporations (TNCs). Examples of such companies include Microsoft, Apple, Amazon, Gazprom, LUKOIL, and others. A characteristic feature of such companies is that their revenue exceeds the gross domestic product or other financial indicators of some countries. Another characteristic is, as a rule, a monopoly position in the market. However, this monopoly is not stagnant; it is very dynamic and actively developing despite a seemingly lack of incentives. TNCs drive scientific and technological progress, generate new types of products, and push markets forward.

The influence of TNCs on markets is clearly visible in investment, and this is demonstrated at various levels. Corruption in such companies certainly exists, and at quite significant levels, but investors are willing to turn a blind eye to it because it is not a key criterion for them.

One of the most noticeable and fundamental trends that continues to shape and guide modern international business toward success is the ever-expanding scope of entrepreneurship and the ever-increasing globalization of business relationships, with a priority given to long-term business partnerships. Undoubtedly, the rapid pace of technological development has underpinned and effectively supported this trend, particularly in logistics and transportation, where efficiency and real-time communication are paramount to operational success. Thanks to the constant advancement of communications technologies, such as satellite communications, effective and rapid dialogue between partners has

become entirely possible, making operational control of international operations the new norm.

A second trend characteristic of modern global business is the phenomenon of global market instability, which inevitably gives rise to a concomitant increase in international competition. Political conditions are often a decisive factor in creating a favorable environment conducive to proactive and sustainable international business operations. The rapidly changing geopolitical scenario, coupled with the fluctuating balance of power on the global stage, characterizes market instability and rapidly changing conditions in all global markets.

In the international business of energy companies, premium differentiation is primarily constrained by high R&D costs

and the risk of innovations becoming obsolete. The mechanism here is an increase in perceived value for the customer: Equinor of Norway has strengthened its position by supplying "low-carbon" North Sea oil at a premium of \$3-5 per barrel following the introduction of the EU carbon tax in 2023 (CBAM mechanism). In Russia, a similar scheme is being tested at Lukoil's Komi projects, where certified "green" oil offers a 2.4 percent price premium, but only with strict emissions controls. The result is the ability to maintain a premium price in markets with "green" pressure; this is measured by an NPS of >70 and a premium product share of 25-30 percent of revenue. Entering the Arctic and island segments creates a different logic: major players bypass them due to logistics, and suppliers adjust volumes, prices, and service to local needs. This narrows the field of direct competition, while margins are maintained at 25/35 percent.

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