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STRATEGIC MECHANISMS OF FORMING PRODUCT PORTFOLIOS OF COMPANIES IN THE CONDITIONS OF MULTI-VECTOR BUSINESS DEVELOPMENT

The relevance of the study is due to the dynamism of the business environment, in which companies simultaneously implement several strategic directions of development, diversify the product offer and actively adapt to changing market conditions. Under such circumstances, traditional approaches to the formation of product portfolios lose their effectiveness, which actualizes the need to create strategic mechanisms that can integrate different business trajectories and ensure portfolio balance in accordance with the long-term goals of the enterprise. The purpose of the study is the theoretical justification and development of strategic mechanisms for the formation of product portfolios of companies operating in a multi-vector business environment. The object of the study is the process of strategic management of the product portfolio, and the subject is the mechanisms and tools for its construction and optimization in accordance with the multi-directional vectors of enterprise development. The methodological tools include systemic and comparative analysis to generalize approaches to product portfolio management, strategic diagnostics using BCG and GE/McKinsey matrices to assess product market positions, as well as elements of value proposition mapping and expert assessments, which allowed us to form an author's mechanism for adapting the portfolio to the conditions of multi-vector business development. The study identified factors influencing the portfolio structure, identified limitations of existing models, and developed a mechanism that ensures the consistency of products with the strategic goals of the enterprise and market changes. The results showed that the implementation of adaptive mechanisms increases the flexibility and stability of companies, optimizes the allocation of resources, and accelerates the response to external challenges, and their use is advisable for enterprises that seek to strengthen their competitive positions and effectively manage product development.

Keywords: *strategic mechanisms, product portfolio, multi-vector business development, diversification, strategic management, portfolio analysis, product strategy, innovative flexibility, market sustainability, management decisions.*

JEL classification: M10, M21, L25, O31, D81

Introduction. Multi-vector business development in the context of global competition, digital transformation and market turbulence is radically changing the logic of forming companies' product portfolios. The spread of multi-format business models, omnichannel strategies and fast product life cycles force companies to simultaneously work in several market niches, combine physical and digital products, strengthen the service component and form value proposition ecosystems. Reports from leading consulting companies note that the share of companies diversifying their product and market strategies is steadily growing, and a significant percentage of revenue growth for market leaders is ensured precisely by launching new products and modifying existing lines. At the same time, uncertainty is increasing: forecasting horizons are shrinking, the riskiness of investments in new products is increasing, and the dependence of results on the company's ability to promptly review the portfolio structure and abandon unprofitable positions is increasing.

Under such conditions, classical portfolio analysis tools (such as BCG or GE/McKinsey matrices), built on the assumption of relative market stability, are insufficient for making strategic decisions in a multi-vector business environment. There is a contradiction between the need of companies for flexible, adaptive mechanisms for forming product portfolios and the limited capabilities of existing models that do not take into account the combination of different technological platforms, business areas and consumer segments within a single strategy. These considerations make it possible to advance several working hypotheses. First, organisations that employ integrated strategic frameworks-combining portfolio diagnostics, value proposition design and anticipatory product life-cycle management – are more capable of maintaining stability and adaptability when confronted with external disturbances. Second, product portfolios deliver superior performance when they are not only responsive to current market signals but are also deliberately anchored in the company's long-term strategic ambitions. Third, firms that make systematic use of adaptive, iterative strategic approaches usually achieve more stable revenue growth and better profitability than those that depend only on occasional or one-off analytical exercises. For this reason, studying these mechanisms is important not only at the conceptual level, but also as a basis for revising existing strategic management practices and for shaping the analytical agenda that underpins this article.

Analysis of recent research and publications. The relevance of the study of strategic mechanisms for the formation of product portfolios is confirmed by the attention of scientists to the problems of developing management models and innovative approaches in the corporate environment, in particular Brukhansky R. F., Putsenteyl P. R. [1], Yavorsky R. T.,

Shyshkovsky S. V., Tymoshchuk M. R. [2], Hutsul Yu. [3], Kinas I. [4], Yakimenko E. Yu., Artemenko L. P. [5], Omelchenko A. I., Chenushi O. S. [11]. In foreign studies, the issues of strategic development, ecosystem and adaptability of business solutions are considered in the works of Crisan-Mitra C., Bunduchi R. [6], Lamotte O., Hou S., Durand M. [7], Tanrıverdi Y., Kundakcı N., Ertuğrul İ. [8], Vahonova O., Tryfonova O., Bondar O., Petrukha N., Kyrychenko O., Akimov O. [9], Gu M., Xie J., Zhang Y., Yang L., Huo B. [10], Petrukha N., Zhmaiev A., Synkevych M. [12], which indicates a high level of scientific attention to the problem and the need for its further research.

Presentation of the main material. Developing a product portfolio is a core task of strategic management because it determines the firm's directions of growth, influences how resources are allocated and helps maintain a balance between new initiatives and existing market offerings. In doing so, companies have traditionally relied on classical portfolio frameworks that assess products in terms of their market potential, competitive position and place within the product life cycle. These approaches provide a structured means of comparing business units, yet they often reflect a relatively static interpretation of market dynamics and do not fully account for the increased complexity of contemporary competitive environments. In particular, the BCG, GE/McKinsey and ADL models are used to determine the role of each product in the overall structure of the portfolio and to form management decisions regarding its further development, maintenance or withdrawal from the market. However, these approaches were created in conditions of relative stability of economic systems and do not take into account the modern strategic multi-vector nature of business, in which enterprises simultaneously implement several areas of activity, expand the range of products and compete in different market segments.

In recent literature, the focus has shifted from static portfolio models to more adaptive and dynamic views of strategic management. These newer approaches emphasise the firm's ability to respond quickly to changes in the market, to operate across different technological platforms, to follow several development paths at once and to reposition products within the broader corporate strategy when needed. Under this logic, the product portfolio is treated not as a fixed set of offerings, but as a system that is constantly being revised: new products are added, existing ones are modified and loss-making items are withdrawn.

The growing use of digital tools in strategic management strengthens this transition. With the help of analytical platforms, data-based information systems and specialised software, companies can follow market trends in more detail, see how customer behaviour is changing and prepare more grounded demand forecasts. For managers, this means a wider set of practical options when they review the structure of the product portfolio and decide which products should be prioritised or revised. Researchers emphasize that the digitalization of accounting, analysis, control and strategic planning ensures the speed and accuracy of management decisions and creates conditions for proactive regulation of the product portfolio [1]. At the same time, the role of innovative business models as a catalyst for enterprise development in conditions of strategic uncertainty and intense competition is increasing [11]. This creates the prerequisites for transforming the product portfolio into a strategic tool for forming long-term market advantages.

Along with this, researchers point to the need to increase the adaptability of strategic management in conditions of uncertainty, when enterprises are faced with a rapid reduction in the life cycle of products, an increase in the cost of innovations and a high level of risk of strategic decisions [5]. The use of multi-vector development models requires the integration of mechanisms for strategic assessment, innovation management and flexible forecasting, which makes it possible to form a portfolio that can ensure stability and competitiveness even in crisis or unstable market conditions.

The generalization of modern scientific approaches gives grounds to assert that the effective formation of product portfolios is impossible without rethinking classical concepts and implementing strategic mechanisms adapted to the conditions of multi-vector business development. In such a context, the product portfolio ceases to be a set of isolated products and turns into an integrated system that provides value synergy, resource optimization and strategic coherence of the enterprise's activities. This reinforces the relevance of further research in the direction of forming new methodological approaches to portfolio management, capable of meeting the challenges of the modern economy.

The dynamization of markets, shortening of product life cycles and increased competition actualize the need to use portfolio models that can not only assess the current state of products, but also ensure the strategic flexibility of the enterprise. Below are systematized the main tools of portfolio management through the prism of their efficiency, adaptability and relevance to modern conditions.

The analysis shows that classical portfolio management models, despite their methodological significance, no longer fully meet the challenges of the modern market, where companies implement several strategic directions simultaneously. The most effective in conditions of multi-vector development are tools focused on digital analytics, innovation and short decision-making cycles, as they ensure adaptability, reduce risks and allow synchronizing the product portfolio with long-term vectors of business strategy.

The structuring of product portfolios in companies that implement several strategic directions simultaneously is determined by a number of internal and external factors that shape the trajectory of their development. The key factors include the strategic orientation of the enterprise, which sets the framework for portfolio formation depending on the chosen business model, target markets and long-term goals. The compliance of products with the corporate mission, the degree of their innovation and the role in the formation of competitive advantages determine the priority of investments and the logic of resource provision of individual products or segments of the portfolio. In this context, the portfolio is considered not as a static set of products, but as a strategic mechanism for implementing business goals, the flexibility of which depends on the company's ability to synchronize different areas of development.

Market conditions exert a decisive influence on portfolio configuration. Factors such as the intensity of

Table 1 – Characteristics of modern portfolio management models and tools

Model	Key characteristic	Advantages	Disadvantages / limitations	Flexibility and compliance with modern market conditions
BCG matrix	Evaluates products by market growth rate and company share; forms four types of business units ("stars", "cash cows", "question marks", "dogs").	Allows for quick classification of products, provides basic logic for investment reallocation, suitable for primary analysis.	Ignores synergies between products, does not take into account the dynamics of technological changes and multi-channel markets, not suitable for complex portfolios.	Low – effective only for stable markets with predictable competition.
GE/McKinsey matrix	A multi-factor model that assesses the attractiveness of the market and the competitive position of the product according to a number of parameters.	A deeper analysis than BCG; allows you to take into account financial, technological, market and strategic indicators, forms comprehensive management decisions.	The complexity of data collection, significant time and resource costs, requires an expert environment for correct assessments.	Medium – suitable for diversified companies, but does not provide operational adaptation.
ADL matrix	Combines the industry life cycle with the competitive position of the enterprise, determining the strategic roles of products.	Takes into account the stages of market development, allows you to assess future investment potential and determine strategic frameworks for different products.	It is difficult to identify the stage of the industry in today's turbulent conditions; the model is not very sensitive to innovations.	Low – tied to slow markets, inadequate to rapid technological changes.
PLC	Classifies the product by stages: introduction, growth, maturity, decline; determines investment and marketing decisions.	Facilitates cost forecasting, planning marketing activity, choosing moments of modernization or product withdrawal.	Ignores multi-vector product development, hybrid models, ecosystem and service elements.	The average is a useful tool, but it needs integration with adaptive methods.
Blue Ocean Strategy	Focuses on creating unique market spaces where competition is minimal or non-existent.	Allows the enterprise to avoid direct competition, generates breakthrough innovations, and opens up additional sources of income.	High risks of failure, high costs of innovation, difficulty in predicting consumer reaction and duration of success.	Medium – a useful tool, but requires integration with adaptive methods.
Value Proposition Canvas	Determines the product's compliance with real needs, behavioral patterns, and "pains/expectations" of customers.	Provides a focus on the consumer, enables the creation of relevant products and the formation of product-service combinations.	Does not form the overall structure of the portfolio, is useful only as part of a comprehensive strategic approach.	High – relevant in markets with high variability and personalized demands.
Data-driven portfolio management	Forms a portfolio based on digital analytics, artificial intelligence, predictive models and Big Data.	Provides prompt decision-making, accurate forecasts, adaptability and continuous market monitoring.	Requires digital infrastructure, data protection, analytical competencies; high implementation cost.	Very high – optimal strategy in the digital economy and market instability.
Agile portfolio approach	Offers iterative portfolio management through short update cycles, constant hypothesis testing and rapid adjustment of strategies.	Maximum adaptability, the ability to test products without major risks, rapid identification of inefficient areas.	Requires a flexible corporate culture, decentralized teams and a high level of communication.	Very high – the most relevant tool for multi-vector business development.

Source: summarized by the author based on [2, 4, 9]

competition, the pace of technological change, shifts in consumer preferences and the overall innovation climate reshape the relevance and strategic value of individual products. In such an environment, firms must continuously reassess their portfolio, respond quickly to market cues and retire or redesign offerings that have lost their competitive edge. The degree of market maturity also plays a critical role: in established markets, the emphasis typically falls on maintaining and optimising successful products, whereas in emerging markets, companies prioritise high-potential innovations that can secure rapid growth. As a result, changing market dynamics do not merely affect tactical decisions – they determine the temporal logic of portfolio renewal and expansion [3].

Intra-organizational factors that reflect a company's ability to integrate knowledge, technologies and management competencies are also important. These include the strategic culture of the enterprise, the quality of internal communication, the digital maturity of information systems, the level of management analytics and the availability of qualified specialists. Some companies are now trying to use more digital tools in their day-to-day management. This helps them follow how products move through their life cycle, try out different development scenarios and change the composition of the portfolio more often. In contrast, when information systems are poorly connected and data are scattered, decisions are made more slowly and з меншою впевненістю. There is also a simple but important limitation: products that

already generate income usually receive more funding, while new or experimental ideas often have to compete for the remaining resources. These decisions are additionally influenced by regulatory and industry requirements and by existing commitments within business partnerships, which together increase the complexity of managing the product portfolio.

In general, the factors and constraints affecting the structuring of product portfolios in a multi-vector business environment determine the need to use adaptive, data-oriented and innovation-oriented management tools. The effectiveness of the portfolio depends not only on the correct selection of products, but also on the ability of the enterprise to form synergies between strategic directions, ensuring their coordinated development and at the same time maintaining the flexibility necessary to respond to market changes. This reinforces the need for comprehensive strategic mechanisms that are able to combine heterogeneous products into a coordinated and competitive business architecture [12].

Effective product portfolio management in the context of multi-vector business development requires the use of an integrated strategic mechanism that ensures the adaptability of decisions, synergy between products and their consistency with corporate goals. The model below reflects the logic of combining key management elements into a single system.

The proposed model provides a systematic approach to the formation of a product portfolio, in which the adaptability of management decisions is combined with the synergistic integration of products and their strategic coherence. Such a mechanism allows enterprises to maintain the portfolio in a state of dynamic equilibrium, respond to market challenges in a timely manner and ensure long-term competitiveness.

The formed conceptual model of the strategic mechanism for the formation of a product portfolio determines the logic of the interaction of its key elements, however, to ensure its practical applicability, it is necessary to specify the sequence of management actions and tools that ensure its implementation in the corporate product management system. Since the effectiveness of the portfolio approach depends on the ability of the enterprise to coordinate strategic, technological and analytical decisions, the phased organization of the mechanism implementation process becomes of great importance. This allows transforming conceptual provisions into applied tools suitable for use in conditions of multi-vector business development. In view of this, the following presentation focuses on the description of the stages of implementation of the proposed mechanism, presented in the corresponding diagram.

The implementation of the proposed mechanism creates significant strategic advantages for the enterprise: the level of market stability increases, the response time to changes in the external environment is reduced, investment flows are rationalized, and the product portfolio turns into a source of stable and predictable development. As a result, the corporate product management system becomes not only an effective tool for supporting current decisions,

Table 2 – Conceptual model of the strategic mechanism for forming a product portfolio

Mechanism element	Content Description	Purpose	Expected Results
Strategic product positioning	Determining the strategic role of each product in the market space by analyzing competitive advantages, level of innovation, technological uniqueness, segmentation characteristics and ability to create added value for different groups of consumers. It involves the use of portfolio matrices, methods of assessing market power and forecasting competitive dynamics.	Ensuring compliance of products with the strategic goals of the enterprise and the formation of a clear hierarchy of priorities in the portfolio	Elimination of product duplication, optimization of roles in the portfolio, concentration of resources on high-potential areas
Adaptive portfolio planning	Implementation of a flexible strategic planning system that is able to respond to changes in the market, technology and consumer behavior; includes the development of alternative scenarios, parametric models of product development and adjustment of the resource intensity of the portfolio depending on external conditions	Ensuring dynamic updating of the portfolio in accordance with environmental changes and minimizing strategic risks	Reducing time lags between the emergence of the market and the reaction of the enterprise, increasing the sustainability of the business model
Integration of product trajectories	Coordination of life cycles, technological innovations, marketing strategies and operational processes between portfolio products; formation of common resource platforms, logistics systems and service components that enhance product complementarity	Formation of a synergistic portfolio in which products do not compete with each other, but create value relationships	Increase in the total profitability of the portfolio, formation of barriers for competitors, reduction of costs due to scalability
Digital Portfolio Analytics	Using artificial intelligence, machine learning, Big Data, digital dashboards, CRM, ERP and BI systems to assess product viability, forecast trends, identify inefficient segments and prioritize investments	Increasing the accuracy, speed and validity of decisions on portfolio modification or renewal	Reducing uncertainty, optimizing costs, increasing the adaptability of management decisions
Strategic control system	Continuous audit of portfolio indicators, risk analysis, determination of product KPIs, assessment of their compliance with strategic goals; operational mechanism for adjusting the portfolio structure based on deviations from predicted values	Providing feedback between strategic decisions and performance results	Maintaining the portfolio in optimal condition, rapid elimination of unprofitable areas, strengthening the manageability of the business system

Source: generalized by the author based on [6–8]

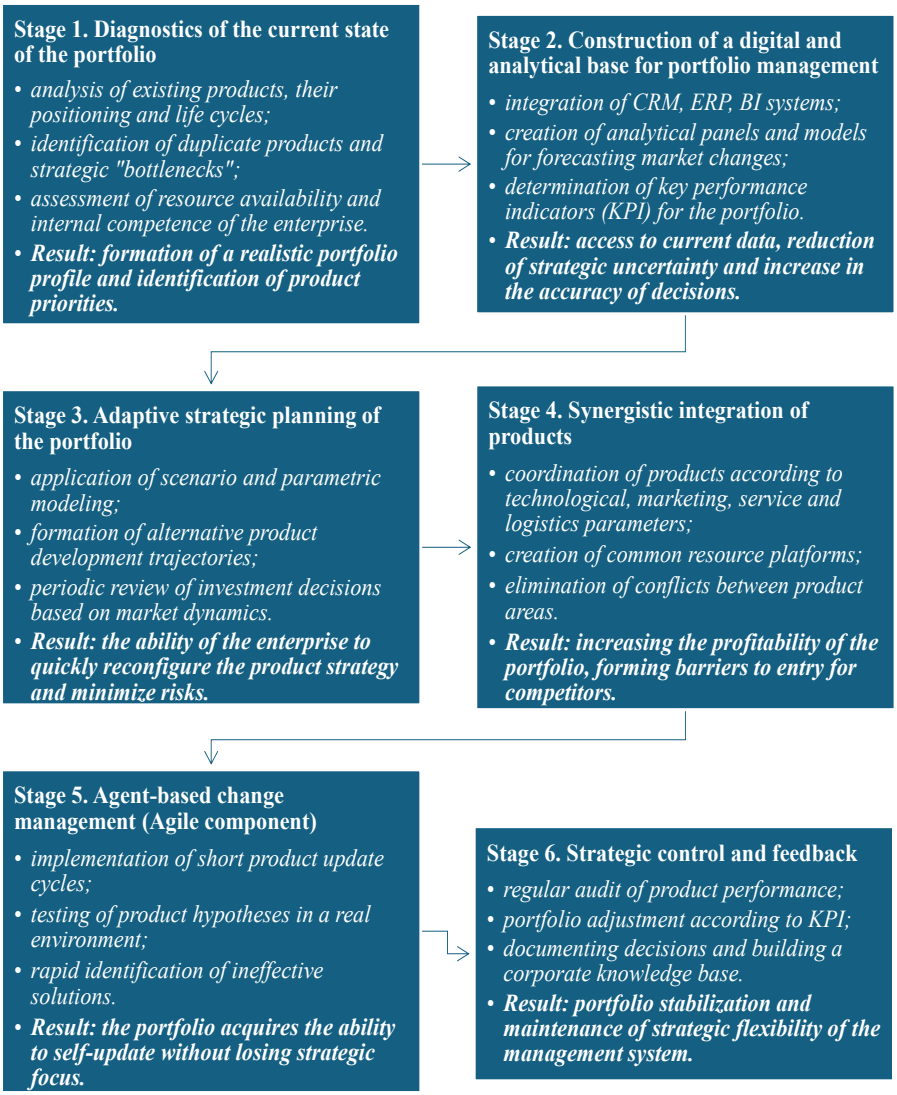

Figure 1 – Algorithm for implementing a strategic mechanism for forming an enterprise's product portfolio

Source: summarized by the author based on [6, 8, 10]

but also a strategic driver of competitiveness, capable of ensuring the long-term development of the enterprise in a multi-vector business environment.

Conclusions. Summarizing the results of the study, it can be stated that the formation of a product portfolio in the conditions of multi-vector business development requires a transition from one-time, static solutions to systemic and continuous strategic management. It is proposed to consider the product portfolio as a dynamic structure that combines analytical tools, digital technologies, mechanisms for adaptive planning and coordination of products with the long-term goals of the enterprise. The constructed conceptual model of the strategic mechanism and the algorithm for its implementation make it possible to specify the sequence of actions for updating the portfolio structure, redistributing resources, strengthening synergy between product areas and reducing the sensitivity of the business to external shocks. The practical implementation of such approaches contributes to increasing the manageability of product development, more balanced adoption of investment decisions and the formation of stable competitive positions of the enterprise in dynamic markets, and further research should be directed at deepening the methods of assessing risks and the effectiveness of portfolio decisions in the context of individual industries.

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СТРАТЕГІЧНІ МЕХАНІЗМИ ФОРМУВАННЯ ПРОДУКТОВИХ ПОРТФЕЛІВ КОМПАНІЙ В УМОВАХ БАГАТОВЕКТОРНОГО РОЗВИТКУ БІЗНЕСУ

Актуальність дослідження зумовлена динамічністю бізнес-середовища, у якому компанії одночасно реалізують кілька стратегічних напрямів розвитку, диверсифікують продуктову пропозицію та активно адаптуються до змін ринкових умов. За таких обставин традиційні підходи до формування продуктових портфелів втрачають ефективність, що актуалізує потребу у створенні стратегічних механізмів, здатних інтегрувати різні бізнес-траєкторії та забезпечити збалансованість портфеля відповідно до довгострокових цілей підприємства. Метою дослідження є теоретичне обґрунтування та розроблення стратегічних механізмів формування продуктових портфелів компаній, що функціонують у багатовекторному бізнес-середовищі. Об'єктом дослідження виступає процес стратегічного управління продуктовим портфелем, а предметом – механізми та інструменти його побудови й оптимізації відповідно до різноспрямованих векторів розвитку підприємства. Методичний інструментарій включає системний та порівняльний аналіз для узагальнення підходів до управління продуктовими портфелями, стратегічну діагностику із застосуванням матриць BCG і GE/McKinsey для оцінювання ринкових позицій продуктів, а також елементи картування ціннісних пропозицій та експертних оцінок, що дозволили сформувати авторський механізм адаптації портфеля до умов багатовекторного розвитку бізнесу. У ході дослідження визначено чинники впливу на структуру портфеля, встановлено обмеження наявних моделей та розроблено механізм, який забезпечує узгодженість продуктів зі стратегічними цілями підприємства та ринковими змінами. Результати засвідчили, що впровадження адаптивних механізмів підвищує гнучкість і стійкість компаній, оптимізує розподіл ресурсів та прискорює реакцію на зовнішні виклики, а їх застосування доцільне для підприємств, що прагнуть зміцнити конкурентні позиції й ефективно керувати продуктовим розвитком.

Ключові слова: *стратегічні механізми, продуктовий портфель, багатовекторний розвиток бізнесу, диверсифікація, стратегічний менеджмент, портфельний аналіз, продуктова стратегія, інноваційна гнучкість, ринкова стійкість, управлінські рішення.*

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