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MODELS AND METHODS OF STRATEGIC BUSINESS MANAGEMENT DURING ARMED CONFLICT

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The article examines the transformation of models and methods of strategic management of trade business in conditions of armed conflict, in particular, using the example of Ukraine. In war conditions, traditional approaches to management lose their effectiveness, forcing companies to adapt to new realities. The paper summarises the main theoretical approaches to strategic management, identifies its key stages, and characterises typical models and methods used in peacetime. Particular attention is paid to the analysis of transformational changes in management under the influence of crisis conditions: companies switch to flexible organisational structures, implement scenario planning, socially responsible marketing strategies, and optimise logistics and financial flows. Thus, strategic management in armed conflict requires a comprehensive rethinking – from reviewing the organisational structure to developing multi-variant strategic scenarios, implementing digital solutions and socially oriented marketing. The study of this process is important for both the scientific community and business practice, as it allows for the formation of recommendations that can be used by enterprises in critical situations. The results of the study show that effective strategic management in wartime includes crisis management, decentralisation of decision-making, development of multi-vector strategies, and use of modern digital solutions. The scientific novelty of the work lies in the comprehensive generalisation of approaches to strategic management during a period of military instability, and the practical value lies in the possibility of adapting the proposed models to the realities of Ukrainian business.

Keywords: strategic management, armed conflict, trade networks, scenario planning, flexible structures, logistics, anti-crisis management.

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Introduction and formulation of the problem

In the current conditions of armed conflicts, accompanied by political, economic and social instability, the issue of strategic business management becomes particularly relevant. War significantly changes the usual parameters of the functioning of enterprises, endangers supply chains, labour resources, infrastructure and financial sustainability of the business. In such conditions, traditional centralised management models used in peacetime become ineffective.

Enterprises that seek not only to maintain their market position, but also to adapt to the new economic reality, need to apply new approaches to strategic planning, crisis management and adaptive management.

In addition, the relevance of the study is enhanced by the shortcomings of existing scientific approaches, which often ignore the specifics of management in combat conditions. Modern scientific literature is mostly focused on development strategies in peacetime or financial crises, while the issue of strategic

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Models and methods of strategic business management during armed conflict

management transformation in wartime remains insufficiently studied. This is especially true for commercial businesses, where flexibility, adaptability and speed of decision-making are of critical importance.

Strategic management, which is usually focused on long-term goals and predictable conditions, requires operational transformation in conditions of increased uncertainty. This is especially true for countries at war, particularly Ukraine, where businesses have faced unprecedented challenges. Thus, the scientific interest lies in studying the processes of adapting strategic management of enterprises to the conditions of armed conflict, identifying effective models and management methods that ensure not only survival, but also the potential for further development.

Analysis and research of publications

Over the past decades, the issues of strategic business management have been considered by many scientists, in particular G. Mintzberg, M. Porter, and I. Ansoff, who have formed classical approaches to strategic analysis and competitive advantages. In the context of crises and unforeseen events, the key works are those on anti-crisis management, adaptive management and flexible models. In particular, an important contribution has been made in the works of:

- Doern, R., Williams, N., & Vorley, T. (2019) – on entrepreneurship in economic crises;
- Fiksel, J. et al. (2015) – on organisational resilience;
- Sheffi, Y. (2005) – on supply chain adaptation in risk-driven environments;
- Pal, R., et al. (2014) – on enterprise survival strategies during crises.

However, as the analysis shows, most of the works focus either on the macroeconomic effects of crises or on general management principles. Not enough attention is paid to the specifics of strategic management in the context of armed conflicts, especially in the context of enterprises operating in conditions of active hostilities.

Purpose of the article

The purpose of this article is to form a modern scientific and methodological approach to strategic business management in conditions of armed conflict using the example of Ukrainian enterprises. The study is based on the hypothesis that increasing the flexibility of management structures, implementing crisis management, and adapting logistics and marketing strategies are key factors in ensuring the stability and competitiveness of businesses during the war. The scientific novelty lies in the proposed adaptation of traditional management models to the crisis conditions

of wartime, as well as in the generalisation of the practical experience of Ukrainian enterprises that were able not only to maintain operational efficiency, but also to create new growth points.

Presentation of the main material

Strategic management of any organisation must be flexible and able to respond quickly to new challenges, which allows the company to remain modern in the market, because its activities must be aimed at maintaining and increasing the level of competitiveness, ensuring the company's stability and success in the long term. We now propose to analyse this process in more detail, taking into account all key factors, which will help us in developing practical advice on the development of methods of strategic business management in wartime.

Let's start with the fact that the term "strategic management" was introduced into use at the turn of the 60s and 70s. The development of ideas of strategic management was carried out in the works of such authors as Frankenhofs and Granger (1971), Ansoff (1972), Schendel and Hatten (1972), etc. [1, p. 20]. The leading idea, which reflects the essence of the transition from operational management to strategic management, is the idea of the need to shift the focus of attention of top management to the external environment to respond appropriately and promptly to changes occurring in it. We can point to several constructive definitions that were proposed by authoritative researchers of the theory of strategic management.

Schendel and Hatten considered it as "the process of defining and establishing a connection between an enterprise and its environment, consisting of the implementation of selected goals and an attempt to achieve the desired state of relations with the environment through the allocation of resources, allowing the enterprise and its divisions to operate effectively and efficiently." [2, p. 9].

According to Higgins, "strategic management is the process aimed at achieving the mission of the enterprise by managing its interaction with the environment." [3, p. 394].

Irwin and Terry define strategic management as a set of decisions and actions to formulate and execute strategies designed to achieve organisational goals." [4, p. 48].

Strategic management of a commercial enterprise is a set of actions and processes aimed at achieving the long-term goals of the organisation and its adaptation to changing market conditions (Table 1). The peculiarity of this type of management is that it is based on flexibility, innovation and a proactive approach to decision-making. However, the

effectiveness of strategic management depends on many factors, such as the external environment, internal resources of the enterprise, market conditions and competitiveness.

Table 1

Main features of strategic management systems for commercial enterprises

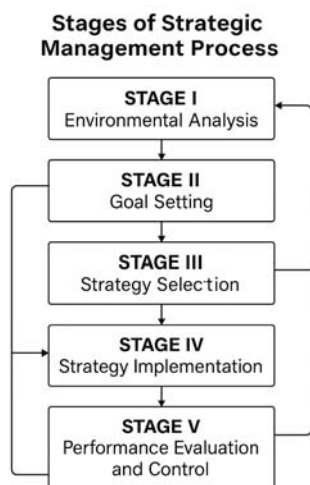
| Feature | Description | Impact Factor |
|------------------------------|--|--|
| Long-term orientation | It involves a focus on achieving long-term goals: increasing market share, increasing customer focus, optimising logistics processes, etc. | Commercial enterprises plan their actions for years ahead, developing strategies based on in-depth analysis of market trends: changes in consumer needs, market dynamics, technological developments, etc. |
| Flexibility and adaptability | It is important to have a flexible strategy that allows the organisation to respond promptly to new trends, changes in consumer preferences, or the emergence of new competitors | Adaptation to external changes (changes in the regulatory field, political or economic crises, armed conflicts) ensures the enterprise's stability and minimises risks in the event of a crisis |
| Innovation | Enterprises need to implement new technologies and innovative approaches to business management (automation, implementation of e-commerce, digital marketing tools, or optimisation of logistics chains) | Innovations allow businesses to increase their competitiveness and efficiency |
| Focus on customers | For the successful functioning of an enterprise, it is important to develop strategies that take into account changing consumer preferences, improve the level of service, and implement new approaches to personalising products and services | The modern management system of a trading enterprise is focused on meeting customer needs, so it is necessary to monitor changes in consumer behaviour, new trends, and the competitive environment |
| Resource optimisation | Effective resource management allows you to reduce costs, increase productivity, and increase business profitability | Financial stability of the enterprise, level of infrastructure development, and human resources |
| Risk planning | It is necessary to take into account possible risks and develop plans to minimise them (financial risks associated with changes in exchange rates, inflation or changes in the regulatory sphere, etc.) | Global economic and socio-political changes, local risks, natural factors, etc. |

Source: compiled by the author based on his research

Thus, taking into account the facts described above, we propose our definition of the strategic management process, which is: strategic management of an enterprise is a set of long-term goals, models and methods of organisation development that primarily rely on human potential and timely reorient the organisation's business activities to specific consumer demands, making timely and necessary changes in resource management and allocation methods. This allows the enterprise to achieve competitive advantages and survive in the long term,

while achieving its goals.

Strategic management should be considered as a sequential, but interconnected set of five key management processes, each of which has a direct impact on the next, and at the same time is in feedback with other stages. Such interaction forms a dynamic model, within which the adaptability and stability of the enterprise to changes in the external and internal environment are ensured [5]. This is an important feature of the structure of strategic management (Fig).



Stages of strategic business management

Source: compiled by the author based on [6]

Now, let's consider these stages in more detail. The first and fundamental stage is an analytical study of the external and internal environment of the enterprise's functioning. Macro-level analysis covers such factors as the general economic situation, political stability, level of legal regulation, natural resource potential, infrastructure capabilities, cultural and social aspects, as well as scientific and technological development. In turn, the immediate market environment is studied through the prism of interaction with customers, suppliers, competitors, and labour resources. Assessment of the internal reserves of the enterprise allows us to find out how ready the company is to implement the set goals, what resources it can attract and how to effectively use its potential. It is the results of this stage that form the basis for formulating goals and choosing a strategy, because without proper analysis, it is impossible to make informed management decisions.

The second stage – formulation of the mission, goals and objectives of the enterprise – covers several sublevels. First, the main purpose of the company is determined, which reflects the meaning of its existence and the guidelines for its activities in the future. Then it comes to the development of clear, achievable long-term and short-term goals. Formulated goals contribute to the coordination of the company's activities, increase management efficiency and ensure that each employee is aware of their role in achieving the overall result.

In the third stage, the company moves on to developing a specific strategy that will determine how the company will be able to achieve its goals.

In this context, three levels of strategies are distinguished:

a) corporate strategy – determines the overall course of development of the company as a single organisation. It answers the questions "What types of activities do we engage in?", "In which industries do we work?" and "How do we allocate resources between different business areas?" (For example: Amazon implements a growth strategy through business diversification (e-commerce, cloud technologies – AWS, logistics, artificial intelligence));

b) business strategy – determines how a specific division or business area will compete in the market. It answers the question «How can the company achieve a competitive advantage?» (For example: Tesla uses a differentiation strategy, offering unique electric cars with advanced technologies (autopilot, high range));

c) functional strategies – are formed at the level of individual divisions of the company (marketing, finance, HR, logistics) and ensure the effective implementation of corporate and business strategies. Functional strategies support the implementation of the business strategy and, in a broader context, the corporate strategy. (For example: McDonald's has an effective marketing strategy that includes global advertising campaigns, loyalty programs, and a focus on product availability).

Each of these levels is aimed at achieving specific objectives, optimising the use of resources and strengthening the company's position in the market.

The fourth stage is devoted to the implementation of the strategy in the operational activities of the enterprise. This involves the redistribution of resources, the transformation of the organisational structure, the creation of new divisions, staff training, the introduction of modern technologies and adequate financial support. If shortcomings or new risks are identified during implementation, the organisation must be ready to reverse the strategic plan.

The fifth stage is monitoring and evaluating the effectiveness of the implemented strategy. Key tools include financial indicators (such as ROI, ROA, profitability ratios), a Balanced Scorecard (BSC), which assesses the achievement of results through financial, customer, internal and training metrics, as well as periodic SWOT analysis. This stage allows you to determine the need for further changes, assess risks and maintain the company's strategic flexibility.

Thus, strategic management appears as a holistic system in which each stage is critically important for the formation of long-term efficiency, flexibility and competitiveness of the enterprise in conditions of constant changes in the market environment. Therefore, we can state that strategic management of

the enterprise is inseparable from management models and methods, since it is through their application that organisations can effectively achieve their strategic goals. Management models and methods provide the necessary tools for implementing these strategies in practice, by building and controlling a clear organisational structure. For example, classical approaches to management, in particular the hierarchical structure model (also known as the bureaucratic model), are characteristic of the public sector or large corporations with a strictly defined organisational structure. The main features of such a system are an established hierarchy, centralised decision-making and the presence of formalised procedures, in particular in the field of communication. At the same time, the disadvantage of such a model is its limited ability to adapt, which complicates effective functioning in a rapidly changing market environment [7, p. 73-78].

In contrast, the objective-based management model focuses on achieving strategic results by formulating clear objectives for each level of the management structure [8, p. 12]. In the practice of companies such as Google, the OKR (Objectives and Key Results) system is actively used, which allows you to align the daily activities of employees with the overall long-term strategy. Such a model is effective in dynamic markets, where the priority is a quick response to changes in the environment.

In the context of strategic management, the ability of managers to quickly make effective decisions, focusing on the best scenarios for the company's development in conditions of uncertainty, becomes important. Therefore, among the decision-making models, we can distinguish the rational decision-making model and the incremental decision-making model. [9, p. 11230–11235]

The rational model involves a deep study of the situation, analysis of all possible options for action, consideration of risks and selection of the optimal solution following the goals set. This approach is most often used in stable market conditions, when it is possible to develop a long-term strategy. Despite the time-consuming nature, such a model remains relevant for conducting analytical procedures, for example, when conducting a SWOT analysis in preparation for entering new markets.

In contrast, the incremental model is based on the gradual introduction of changes, allowing for a flexible response to the transformation of the external environment. It better corresponds to the conditions of instability, risks and uncertainty inherent in modern markets. This approach is implemented through small

steps and experiments, where adaptability and continuous improvement are important. [10, pp. 6,598–6,602]

Now let's touch on the topic of managerial methods and their influence on the process of strategic decision-making:

- one of the basic tools of strategic analysis is SWOT-analysis, which allows for a comprehensive assessment of both the internal characteristics of the enterprise (strengths and weaknesses) and external factors of influence (opportunities and threats). Thanks to this method, it is possible to form an effective strategy based on a realistic understanding of the resource potential of the organisation and the environment in which it operates. This approach helps to identify strategic growth points, as well as predict and reduce potential risks;

- another important analytical tool of strategic management is PEST analysis, which allows for a deeper assessment of the external environment of the enterprise, particularly political, economic, social and technological factors. In periods of instability or change (for example, during geopolitical or economic crises), this analysis allows you to adapt the enterprise's strategy to new conditions and maintain its competitive position;

- benchmarking is another effective method that involves comparing business processes, productivity, or performance indicators of your enterprise with similar indicators of leading companies in the industry. This approach helps identify gaps in certain aspects of your activities and allows you to adopt best practices, implementing them into your management system;

- Cost-Benefit Analysis involves calculating the ratio between the expected benefits from implementing a certain strategy and the costs associated with its implementation. This allows you to assess the economic feasibility of management decisions and identify those areas that are most promising in terms of profitability.

As we can see, in total, models and methods of strategic management form an instrumental basis for making balanced and well-founded decisions. If models provide logic and structure of the management process, then methods allow for a deep analysis of the situation, formulate relevant tasks, identify threats and opportunities, and build effective mechanisms for implementing strategies. Thus, we propose to consider strategic management as an integrative process that combines analytics, forecasting, planning and control. Successful implementation of this process is possible only with the competent use of appropriate models and methods that allow not only to outline the direction

of enterprise development but also to flexibly respond to changes in the external environment.

Given the importance of the methodological basis of strategic management, it is advisable to further analyse how military conflicts affect organisational models and management approaches. In particular, in crisis conditions, traditional (e.g., bureaucratic) management models often lose their effectiveness due to slow response to dynamic changes and limited flexibility. This creates the prerequisites for the transformation of management structures towards more adaptive and decentralised systems.

In wartime, organisations are forced to move to flexible management structures that provide for decentralisation of decision-making and greater autonomy of regional branches. For example, the Ukrainian supermarket chain “ATB” during the full-scale invasion of Russia in 2022 was forced to restructure logistics processes and create crisis headquarters in different regions that made operational decisions without waiting for centralised instructions [11]. This model resembles agile management, which is traditionally used in the IT sector, but in wartime has found wide application in trade, production and logistics. Therefore, instead of the classical model during wartime, the situation requires the use of the scenario planning method, when companies develop several options for

the development of events and corresponding action strategies. This approach allows you to quickly adapt to changes, reducing risks and losses.

It should be noted that war radically changes consumer behaviour and their purchasing priorities. In conditions of instability, people prefer necessities, reducing spending on entertainment, luxury goods, and long-term purchases. Such a change in behaviour forces companies to reconsider their marketing strategies. That is, companies that adapt to new realities emphasise social responsibility, involvement in humanitarian initiatives, and support for the population. For example, the EVA network during the war not only preserved jobs but also launched programs to assist internally displaced persons, which significantly improved its reputation and increased customer loyalty [12].

Destruction of transport infrastructure, port blockades, fuel shortages, increased insurance risks – all these factors force companies to look for new ways to organise supply, manage inventories and transport goods. Companies that previously relied on standard logistics models (in particular, efficient global supply chains, warehouse logistics with minimal inventories) face serious challenges during war, requiring flexibility and operational changes in strategic logistics management.

Table 2

Main threats to enterprise logistics during war

| № | Threat | Description |
|---|---|--|
| 1 | Destruction of transport infrastructure | Damage to roads, bridges, and railway tracks makes the movement of goods difficult or impossible. |
| 2 | Blockade of trade ports | For countries that depend on maritime transport (for example, Ukraine and its grain exports through Black Sea ports), this causes significant economic losses. |
| 3 | Fuel shortage & deficit | Military needs often take priority over civilian needs, leading to fuel shortages for transportation |
| 4 | Rising insurance and transportation costs | Due to the increased level of risk, the cost of transportation insurance increases significantly |
| 5 | Risks of physical destruction of goods | Warehouses, factories, and vehicles can be destroyed as a result of fighting. |

Source: compiled by the author based on his research

To compensate for financial losses from the destruction of traditional routes, companies are applying a diversification strategy, i.e. searching for new suppliers, changing transport corridors, and switching to alternative modes of transportation:

a) changing the geography of suppliers. Previously, many companies relied on suppliers from one region, but the war forced them to look for new partners in neighbouring countries. For example, Ukrainian food producers in 2022 began to purchase packaging, raw materials and equipment in Poland, Turkey and Romania to replace supplies from regions affected by hostilities;

b) using alternative transport corridors. Companies are forced to change transportation logistics, switching to new routes and modes of transport. For example, car factories in Europe, which depended on the supply of cable products from Ukraine, were forced to establish new production lines in other countries;

c) shifting exports from sea routes to railways and roads. After the blockade of Ukrainian Black Sea ports in 2022, grain exports began to be carried out via railway and road transport to Poland, Romania and Hungary. This increased logistics costs, but allowed for partial preservation of export opportunities;

d) redirecting trade routes to alternative hubs. Georgian and Turkish ports have become key transport hubs for transportation between Ukraine and the Middle East. Businesses have also begun to more actively use Lithuanian and Polish routes for logistics operations in the EU.

Such approaches have helped Ukrainian businesses reduce losses and find new opportunities even in critical conditions, but it is also worth mentioning the optimisation of warehouse logistics. In peacetime, companies strive to minimise warehouse stocks (the Just-in-Time concept), but in wartime this becomes impossible due to the instability of supplies and transportation delays. Thus, active hostilities have led to the fact that Ukrainian companies were forced to:

- create buffer warehouses in safe regions;
- deploy critical supplies in multiple locations to avoid risks of losing them due to strikes;
- use autonomous logistics chains with minimal dependence on a single supplier.

In addition, in the face of staff shortages and threats of physical danger, businesses are actively

implementing automated logistics systems to optimise operations. This may include the implementation of new technological solutions, such as:

- Warehouse Management Systems (WMS). Reduce the need for the physical presence of personnel and speed up the process of accounting for goods;
- freight transportation automation. Companies use artificial intelligence algorithms to optimise routes, which allows saving fuel and avoiding dangerous areas;
- unmanned logistics solutions. The usage of drones to deliver critical goods to dangerous regions.

Thus, strategic management in armed conflict involves a deep transformation of classical models, adaptation to new logistical conditions, implementation of digital technologies and reorientation towards socially oriented behaviour. Flexibility, speed of response and decentralisation of management become key conditions for maintaining business sustainability and competitiveness.

Conclusions

Taking into account all of the above, we can conclude that strategic business management is a key factor in ensuring the stability, efficiency and long-term development of enterprises, especially in crisis conditions caused by armed conflicts. However, war forces enterprises to abandon bureaucratic procedures and quickly revise all levels of strategic management, making it more flexible, more adaptive and more resistant to uncertainty and risk. In addition, war affects decision-making methods, forcing enterprises to apply emergency strategic planning, crisis management and flexible risk management methods. Significant transformations are taking place particularly in logistics processes, as companies are forced to develop alternative supply routes, optimise warehouse stocks and implement digital technologies for supply chain management.

Thus, effective strategic management during armed conflicts is not just a survival tool, but also a way to prepare for the future recovery of business and the economy. Companies that can quickly adapt their business models, operational processes and logistics systems not only have the opportunity to minimise risks, but also to create new competitive advantages. The prospects for further research on this issue are the development of methods that improve the quality and speed of managerial decision-making during armed conflicts.

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**МОДЕЛІ ТА МЕТОДИ СТРАТЕГІЧНОГО
УПРАВЛІННЯ БІЗНЕСОМ В УМОВАХ ЗБРОЙНИХ
КОНФЛІКТІВ****Бобилев І. О., Чуприна Н. М.**

У статті досліджено трансформацію моделей і методів стратегічного управління торговельним бізнесом в умовах збройного конфлікту, зокрема, на прикладі України. В умовах війни традиційні підходи до управління втрачають свою ефективність, що змушує компанії адаптуватися до нових реалій. У роботі узагальнено основні теоретичні підходи до стратегічного управління, визначено його ключові етапи та охарактеризовано типові моделі й методи, що використовуються в мирний час. Особливу увагу приділено аналізу трансформаційних змін в управлінні під впливом кризових умов: компанії переходять до гнучких організаційних структур, впроваджують сценарне планування, соціально-відповідальні маркетингові стратегії та оптимізують логістику й фінансові потоки. Таким чином, стратегічне управління в умовах збройного конфлікту потребує комплексного переосмислення – від перегляду організаційної структури до розробки багатоваріантних стратегічних сценаріїв, впровадження цифрових рішень та соціально орієнтованого маркетингу. Вивчення цього процесу є важливим як для наукової спільноти, так і для бізнес-практики, оскільки дозволяє сформулювати рекомендації, які можуть бути використані підприємствами у критичних ситуаціях. За результатами дослідження встановлено, що ефективне стратегічне управління в умовах війни включає кризовий менеджмент, децентралізацію прийняття рішень, розробку багатовекторних стратегій і використання сучасних цифрових рішень. Наукова новизна роботи полягає в комплексному узагальненні підходів до стратегічного управління в період воєнної нестабільності, а практична цінність – у можливості адаптації запропонованих моделей до реалій українського бізнесу.

Ключові слова: стратегічне управління, збройний конфлікт, торговельні мережі, сценарне планування, гнучкі структури, логістика, антикризове управління.

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The article examines the transformation of models and methods of strategic management of trade business in conditions of armed conflict, in particular, using the example of Ukraine. In war conditions, traditional approaches to management lose their effectiveness, forcing companies to adapt to new realities. The paper summarises the main theoretical approaches to strategic management, identifies its key stages, and characterises typical models and methods used in peacetime. Particular attention is paid to the analysis of transformational changes in management under the influence of crisis conditions: companies switch to flexible organisational structures, implement scenario planning, socially responsible marketing strategies, and optimise logistics and financial flows. Thus, strategic management in armed conflict requires a comprehensive rethinking - from reviewing the organisational structure to developing multi-variant strategic scenarios, implementing digital solutions and socially oriented marketing. The study of this process is important for both the scientific community and business practice, as it allows for the formation of recommendations that can be used by enterprises in critical situations. The results of the study show that effective strategic management in wartime includes crisis management, decentralisation of decision-making, development of multi-vector strategies, and use of modern digital solutions. The scientific novelty of the work lies in the comprehensive generalisation of approaches to strategic management during a period of military instability, and the practical value lies in the possibility of adapting the proposed models to the realities of Ukrainian business.

Keywords: strategic management, armed conflict, trade networks, scenario planning, flexible structures, logistics, anti-crisis management.

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