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PECULIARITIES OF STRATEGIC DEVELOPMENT OF ENTERPRISES UNDER MARTIAL LAW

Abstract. The article investigates the features of strategic development of enterprises under martial law conditions. The key macroeconomic factors influencing the activities of enterprises are considered, including economic, political, social, and technological aspects. The focus is on the new challenges faced by businesses, such as shrinking markets, supply chain disruptions, securing development financing, unemployment and financial market instability, social instability, environmental initiatives in the agricultural sector, and corruption. The importance of integrating digital technologies into business processes, as well as the role of government support and credit programs in ensuring financial stability, is emphasized.

Risk management mechanisms and strategic planning processes that help enterprises maintain their competitiveness and ensure long-term growth despite challenging external conditions are examined. The paper also addresses the issue of enterprise adaptation to new conditions through the implementation of long-term



strategies that include innovative solutions, resource optimization, and workforce development. Special attention is paid to analyzing the factors affecting the effectiveness of business operations and identifying ways to improve their adaptability to changing market conditions during crises. The mechanism for developing a business strategy is outlined, highlighting the basic potential for strategy formulation, including intellectual potential, managerial potential, marketing potential, financial potential, innovation potential, scientific and technical potential, and the organizational structure of the enterprise.

Keywords: strategic development, martial law, adaptation, enterprises, state support, innovation, competitiveness, economic stability.

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ОСОБЛИВОСТІ СТРАТЕГІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО СТАНУ

Анотація. У статті досліджено особливості стратегічного розвитку підприємств в умовах воєнного стану. Розглянуто основні макроекономічні фактори, що впливають на діяльність підприємств, зокрема: економічні, політичні, соціальні та технологічні аспекти. Акцентовано увагу на нових викликах, які постали перед підприємствами, а саме: скорочення ринків збуту, порушення ланцюгів постачання, залучення фінансування розвитку, безробіття та нестабільність фінансових ринків, соціальна нестабільність, екологічні ініціативи в аграрному секторі, корупція. Підкреслюється важливість інтеграції цифрових технологій у бізнес-процеси, а також ролі державної підтримки та програм кредитування для забезпечення фінансової стійкості підприємств.



Розглянуто механізми управління ризиками та стратегічного планування, які допомагають підприємствам зберегти свою конкурентоспроможність та забезпечити довгострокове зростання, незважаючи на складні умови зовнішнього середовища. Окремо розглядаються питання адаптації підприємств до нових умов через впровадження довгострокових стратегій, що включають інноваційні рішення, оптимізацію ресурсів та розвиток кадрового потенціалу. Приділено увагу аналізу факторів, що впливають на ефективність діяльності підприємств, та визначенню шляхів підвищення їх адаптації до змінних умов ринку в умовах кризових ситуацій. Окреслено механізм формування стратегії розвитку підприємства. Означено базовий потенціал формування стратегії підприємства, включаючи: інтелектуальний потенціал, управлінський потенціал, маркетинговий потенціал, фінансовий потенціал, інноваційний потенціал, науково-технічний потенціал, організаційну структуру підприємства.

Ключові слова: стратегічний розвиток, воєнний стан, адаптація, підприємства, державна підтримка, інновації, конкурентоспроможність, економічна стабільність.

Problem setting. The conditions of martial law are extremely challenging and unpredictable, presenting unprecedented challenges for businesses. The drastic changes in the economic, political, and social environment require businesses to respond and adapt quickly. In the context of armed conflicts that affect all functional processes of the country, it is crucial to understand how businesses can adapt to these conditions and ensure their sustainable development. Over two years of martial law, most business leaders have realized that these unique challenges not only require the development of strategies but also demand readiness to adapt and respond to unforeseen circumstances.

Literature review.

The issue of strategic development of enterprises under martial law has been researched by scholars such as Zolotarevskiy A.V., Pererva I., Yedynak V., Vasylytsiv T.H., Mitsenko N.T., Mulska O.H., Zaichenko V.V., Shved A.B., Kondratenko N.O., Novikova M.M., Volkova M.V., Hudz O.I., Shevchenko A.A., Petrenko O.P., Dobryanska N.A., Khacer M.V., Shved V.V., Horobets A.P., and others. Despite the availability of academic work in the field of strategic enterprise development, the issue of adapting strategies to the conditions of armed conflict and ensuring business resilience requires further study, particularly in terms of addressing new challenges and economic risks.

Research goal.

Analysis of the features of adapting enterprise development strategies to the changing conditions of armed conflict to ensure their resilience and competitiveness.



Key research findings.

Strategic development in conditions of martial law involves not only adapting to changing circumstances but also forming long-term goals that take into account the risks associated with war. This means that enterprises must not only respond to current threats but also actively work on creating conditions for future recovery and stable development.

Zolotarevskyi A.V. views the strategy for economic growth as a philosophy and art of advancing a company amidst internal and external factors that influence its development. According to him, "the definition of strategy should be viewed as a program of actions to achieve the strategic goal through the course of the company's activities, composed of development vectors oriented towards equilibrium points of paired external influence factors" [1, p. 108].

According to Hatser M.V., "an enterprise development strategy is a general comprehensive program of actions, expressed both in quantitative and qualitative forms, which provide a clear vision of the future parameters of the development of economic entities, taking into account the set goals and the resources needed to achieve them" [2, p.109].

Pererva I.O. and Yedynak V.Yu. in their work point out that modern concepts of strategic management encompass such aspects as the constancy of competitive positions, the sustainability of long-term results, and responsiveness to changes in the external environment. They define strategic management as "a method of programmatic thinking that ensures the achievement of goals and emphasizes the importance of employee motivation, considering their interests and engagement in the implementation of the company's strategy" [3, p. 160].

In their research, Shved V.V. and Horobets A.P. determined that the strategic development of an enterprise includes the creation of a long-term strategy that considers internal resources and external market conditions. It is based on setting goals, analyzing opportunities and potential risks, as well as adapting to environmental changes [4, p.36]. Thus, strategic development is crucial for ensuring the competitiveness and sustainable growth of an enterprise, especially in a dynamic market environment.

Strategic development of enterprises during martial law is critically important for their survival and further growth. The development of enterprises during this period largely depends on a number of key macroeconomic indicators that affect their activities:

1. Gross output of agricultural enterprises is one of the key indicators of the stability of the agricultural sector, especially in times of war. It reflects the overall volume of production and its fluctuations under the influence of external factors (Figure 1).

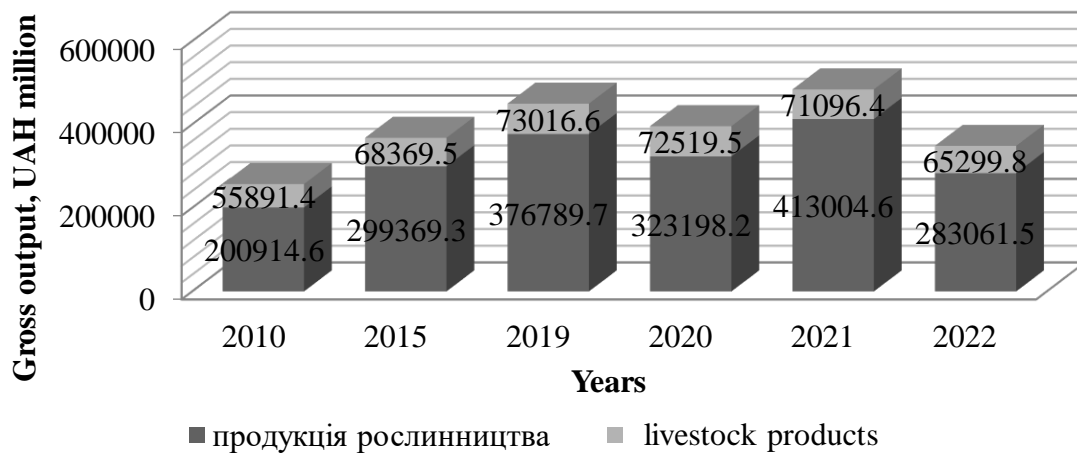


Fig. 1. Gross output of agricultural enterprises in constant 2016 prices, million UAH.

Source: compiled by the authors based on data from the 2022 Statistical Yearbook [5]

The data show that the gradual growth in gross output experienced a significant decline in 2022, which is associated with the destruction of production capacities, logistics problems, and resource shortages due to military actions.

2. Profitable business operations positively impact the well-being of business owners and their consumers, as well as the economic condition of the country by contributing to the state budget through taxes, fees, and mandatory payments. According to some authors: "A high level of uncertainty creates inconsistencies in decision-making by enterprise managers, reducing the efficiency of their operations" [6, p. 69]. Profit is the primary goal of all business activities and serves as an indicator of efficiency. The performance results of Ukrainian enterprises for 2015-2022 are presented in Figure 2.

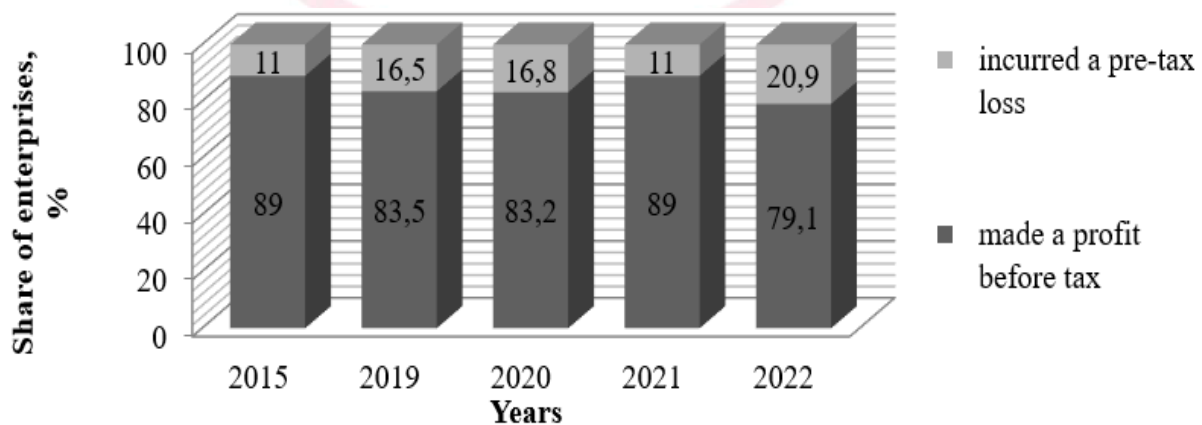


Fig. 2 Dynamics of financial performance of agricultural enterprises in Ukraine

Source: compiled by the authors based on data from the 2022 Statistical Yearbook [5]



It should be noted that from 2015 to 2020, there was a decline in enterprise profits, resulting in an increase in the number of loss-making enterprises. In 2021, the situation slightly stabilized, and the share of profitable enterprises increased from 83.2% to 89%. However, by 2022, we observed a record decline in the number of profitable enterprises.

3. Inflation rate in the country. It affects purchasing power and the cost of resources (Figure 3). During periods of economic instability, inflation can rise significantly, creating additional risks for businesses.

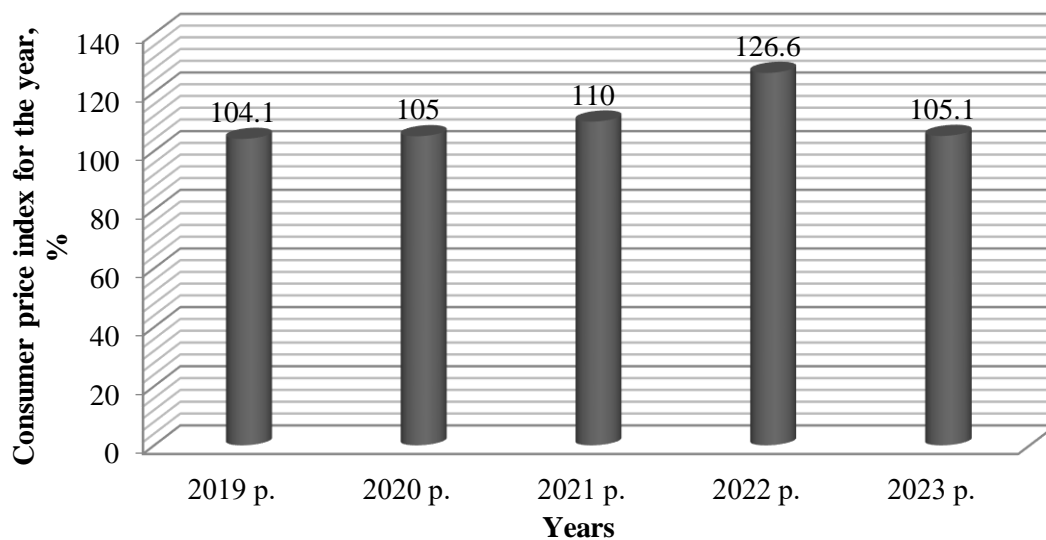


Fig. 3. Inflation index in Ukraine, %

Source: compiled by the authors based on data from the Ministry of Finance of Ukraine [7]

According to the data in Figure 3, the increase in the inflation index during the study period indicates a rise in resource costs and a decline in consumers' purchasing power, which negatively affects the strategic development of enterprises. This highlights the importance for businesses to optimize expenses and efficiently utilize available resources to minimize the impact of inflation on their operations and ensure market stability.

4. The condition of the labor market, particularly the number of unemployed, also influences the development of enterprises (Figure 4). A high unemployment rate may indicate difficulties in accessing qualified labor, which can hinder the implementation of enterprises' strategic plans.

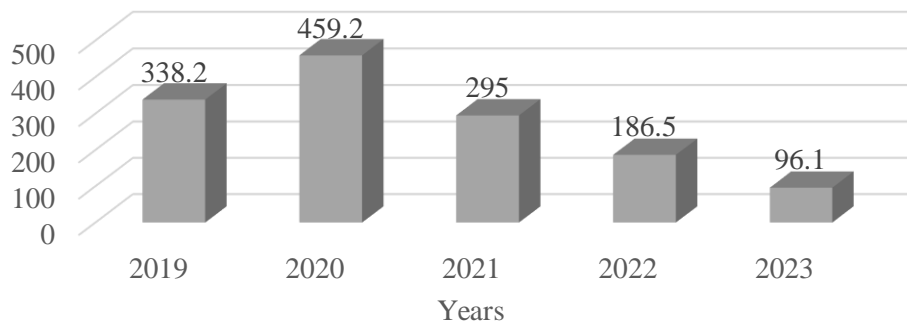


Fig. 4. Number of registered unemployed in Ukraine, thousand persons
 Source: compiled by the authors based on data from the Ministry of Finance of Ukraine [7]

The decrease in the number of registered unemployed indicates some stabilization of the labor market. However, enterprise leaders must consider the risks of workforce outflow, particularly due to military actions. This highlights the need to develop strategies for employee retention, skill enhancement, and workforce stability to ensure the uninterrupted operation of companies.

5. The foreign trade balance reflects the state of the country's international trade and is a key indicator of market access for sales and resource supply for enterprises (Figure 5). The martial law in the country significantly affects exports and imports, limiting the growth opportunities for businesses, especially those focused on international markets.

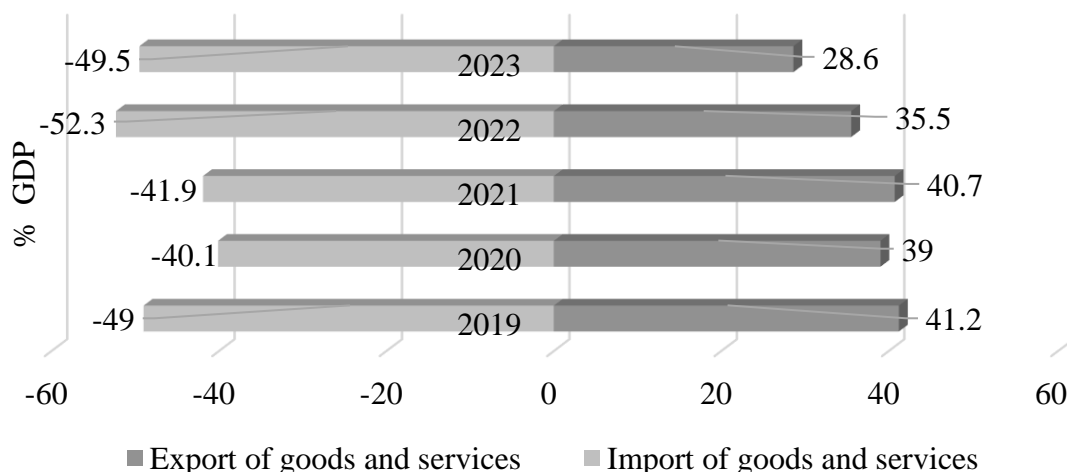


Fig. 5. Foreign trade balance of Ukraine from 2019 to 2023 (million UAH)
 Source: compiled by the authors based on data from the Ministry of Finance of Ukraine [7]

The indicators in Figure 5 show a deterioration in the export and import situation during the period of military conflict, limiting the opportunities for



businesses in international markets. Consequently, enterprises must develop new logistical solutions and strategies that minimize losses from international restrictions and ensure stable development under challenging conditions.

It should also be noted that under martial law, Ukrainian enterprises face several challenges, including:

– securing financing for their development. Small and medium-sized businesses, which form the backbone of the agro-industrial complex, especially need access to financial resources to expand production, modernize technologies, and increase competitiveness in both domestic and international markets. Considering this, banks actively offer a range of financial products to support the development of the agricultural sector amid an unstable economy.

In 2023, Ukrainian banks provided significant support to the agricultural sector, which remains one of the key drivers of the country's economy. Nearly 14,000 agricultural producers, ranging from small farms to large agribusinesses, received credit resources totaling around 79 billion UAH. This was made possible by government and banking support programs, allowing agricultural enterprises to continue their activities despite the difficult economic and political conditions [8].

– state support for businesses is a critical factor in ensuring the resilience and development of agricultural enterprises during martial law. Government assistance to the agricultural sector, as outlined in the draft budget for 2024, reflects increased attention to this issue. One of the key areas of expenditure is financing through the Entrepreneurship Development Fund. The draft state budget for 2024 plans to allocate 18 billion UAH to support businesses through this program, which is 2 billion UAH more than the previous year.

Among the main support tools is the "Affordable Loans 5-7-9%" program, which received additional funding to expand opportunities for entrepreneurs. As of March 31, 2024, banks had issued loans totaling 28.5 billion UAH to 4,320 agricultural enterprises. Specifically, 9.95 billion UAH was provided to 2,299 enterprises under the "Affordable Loans 5-7-9%" program, which aims to offer favorable lending conditions for small and medium-sized businesses. The program continues to actively support entrepreneurs by lowering the cost of borrowed capital and making credit resources more accessible.

These figures highlight the significant level of support from the state and banking system, which contributes to stabilizing the financial situation of agricultural enterprises, enhancing their competitiveness, and enabling the realization of strategic development plans. However, it is important to note that high interest rates and risks associated with the unstable economic situation remain substantial barriers for many businesses. In such conditions, ensuring access to financial resources at reasonable interest rates becomes a key element for the survival and further development of businesses.

– the digital and technological infrastructure is a key factor for implementing innovative technologies in enterprises, significantly enhancing their competitiveness



in both domestic and international markets. In today's environment, agricultural enterprises actively utilize digital platforms to manage production processes, optimize resources, and analyze market trends. Investments in digital infrastructure contribute to the automation of business processes, which, in turn, increases productivity and reduces production costs. The widespread adoption of innovations such as precision farming, drones, and analytical systems has become possible due to the development of technological infrastructure, which is crucial for the long-term growth of agricultural enterprises [9].

– the qualification level of the workforce is critical for the effective functioning of the agricultural sector and its further strategic development. The number of graduates from higher education institutions, particularly in the fields of agricultural sciences, technology, and engineering, directly affects enterprises' access to highly qualified personnel. Table 1 presents the number of applicants, graduates, and higher education institutions in Ukraine.

Table 1

**Number of entrants, graduates, and higher education institutions
in Ukraine: 2020-2024**

Academic year	<i>Number of institutions, units</i>	<i>Number of students, of which, thsd.</i>	<i>Number of entrants, thsd.</i>	<i>Number of graduates, thsd.</i>
2020/21	515	1142	277	386
2021/22	386	1047	239	262
2022/23	347	1054	245	273
2023/24	314	1149	252	211

Source: compiled by the authors based on data from the 2022 Statistical Yearbook [5]

Competent specialists are capable of implementing advanced technologies, modernizing production, and enhancing productivity. Based on the presented data, it is evident that the number of higher education graduates has decreased. Given this, investment in education and workforce training is a crucial factor for the sustainable development of the agricultural sector and improving its efficiency.

– social stability is an indicator reflecting the level of protection and quality of life of the population, which directly affects labor productivity. Improvements in social protection and working conditions positively influence employee productivity and loyalty.

– environmental initiatives in the agricultural sector are continuously growing, as enterprises increasingly recognize the necessity of responsible management of natural resources. The level of government expenditure on environmental protection reflects the support for ecological initiatives and projects aimed at reducing the negative impact on the environment. Enterprises that implement environmentally-friendly technologies and practices have competitive advantages in the market, and



government programs help them integrate sustainable development into their business processes.

– the Corruption Perception Index is a key indicator of the transparency and predictability of the business environment. For the agricultural sector, as well as for other industries, the presence of a transparent and fair management system is essential, enabling enterprises to operate under fair rules. Reducing corruption contributes to improving the investment climate, increasing trust in state institutions, and creating a stable environment for business development.

In conclusion, it is important to note that selecting an appropriate development strategy for a company requires a thorough analysis of the key factors that describe its current state and potential. A more detailed analysis of the external environment of agricultural enterprises should be conducted using a PEST analysis, which systematically examines political, economic, social, and technological aspects. The key principle of PEST analysis is the recognition that the external environment is characterized by constant change, requiring the company to be prepared for a quick response and adaptation to new conditions (Fig. 6).

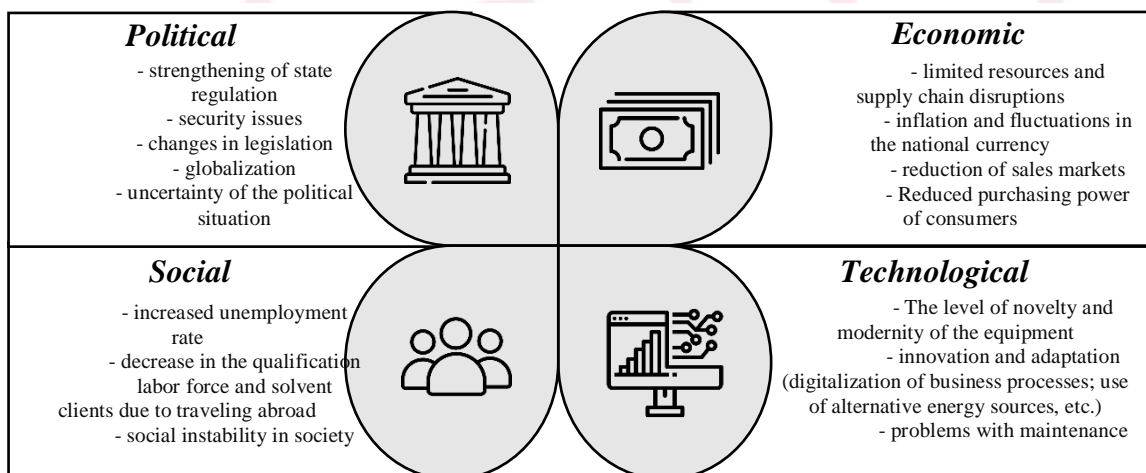


Fig. 6 PEST Analysis of the External Environment of Enterprises in Ukraine under Martial Law

Source: Developed by the authors

Thus, political and economic instability, social issues, and technological challenges require businesses to be flexible and ready to respond quickly to changes. Consequently, enterprises today need to actively implement development strategies.

The challenge of implementing and improving the process of justifying a company's development strategy primarily involves the development of an effective mechanism for organizing, coordinating, and controlling the process of strategy formation and implementation, taking into account market trends. In this regard, Balanovych A.M. formulated an accurate structure of the concept of "mechanism for forming a development strategy," specifically noting that this mechanism:



"...combining objects, subjects, principles, functions, methods, tools, and a support system, defines the sequence of implementing the most important actions to provide a basis for decision-making at the operational, tactical, and strategic levels regarding the company's development directions and ensuring their most efficient implementation" [10]. Figure 7 presents a generalized mechanism for the formation of a company's development strategy.

It is also important to emphasize that the successful implementation of a strategy is possible due to the following reasons: the presence of well-developed internal organizational communication; the involvement of the entire management team in the implementation process; comprehensive information support; and the introduction of a management system as an element of organizational culture, which can contribute to the realization of strategic ideas.

The next step is to consider the features of the company's development strategy, where it is crucial to highlight the key characteristics that ensure its success and adaptability to changing conditions. Figure 8 presents the main features that play a decisive role in the formation and implementation of an effective strategy.

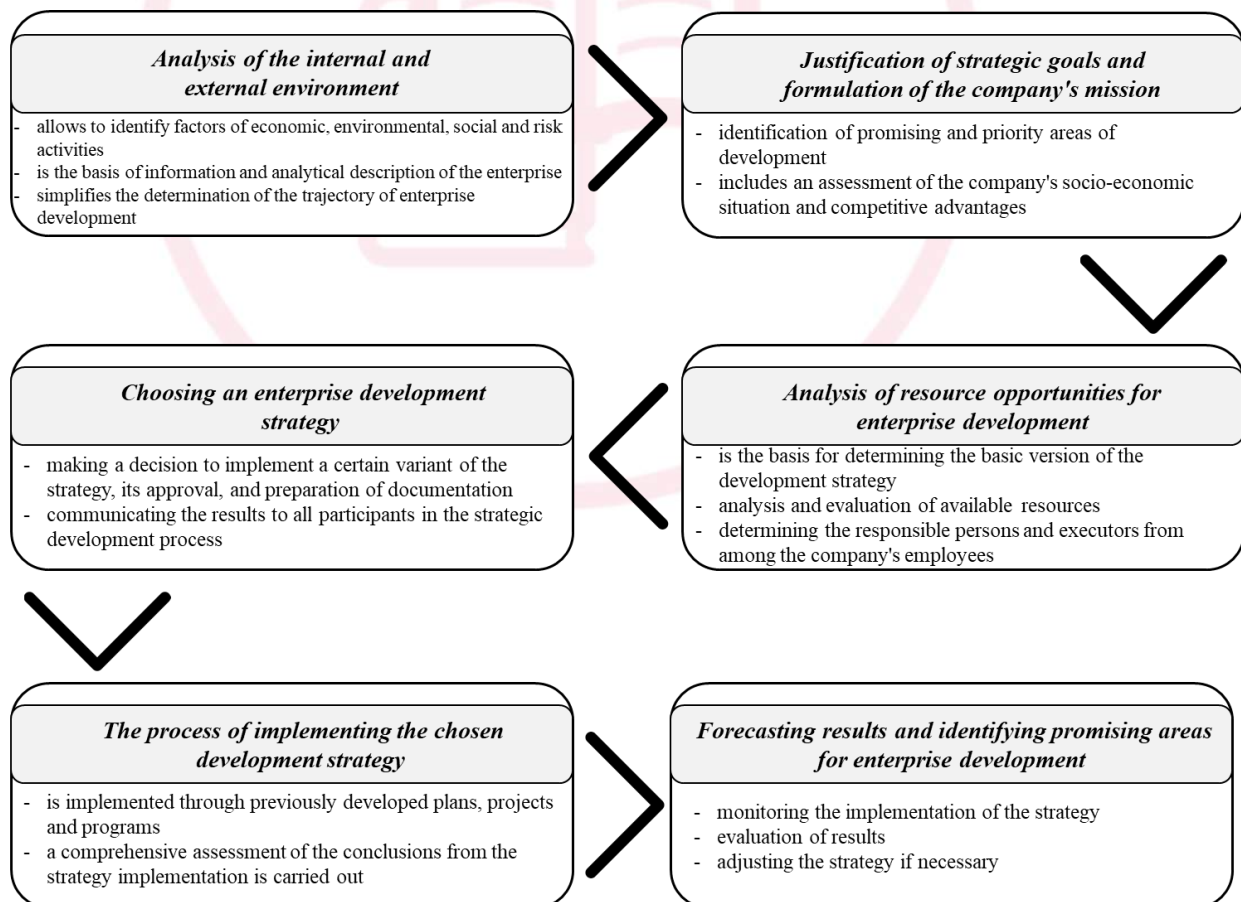


Fig. 7. The Mechanism of Forming a Business Development Strategy
 Source: grouped by the authors based on sources [11,12]



The strategy must constantly evolve according to the new interests of owners, investors, and staff, as well as the emergence of new development goals. This underscores the importance of adaptability in a strategy within a dynamic external environment.

A successful strategy should be based on an assessment of the company's potential, including intellectual potential, managerial potential, marketing potential, financial potential, innovative potential, scientific and technical potential, and organizational structure. The results of strategy development must be documented and visualized to ensure clear understanding and effective implementation. A strategic map is a tool that helps structure strategic goals and actions, linking them to performance indicators.

Thus, the strategic development of a company is based on a comprehensive approach that covers various aspects of its activities—from product and market development to managing the company's potential, with constant consideration of changes in internal and external conditions. Strategic management in times of crisis and instability requires high flexibility and rapid adaptation to changes in the external environment.

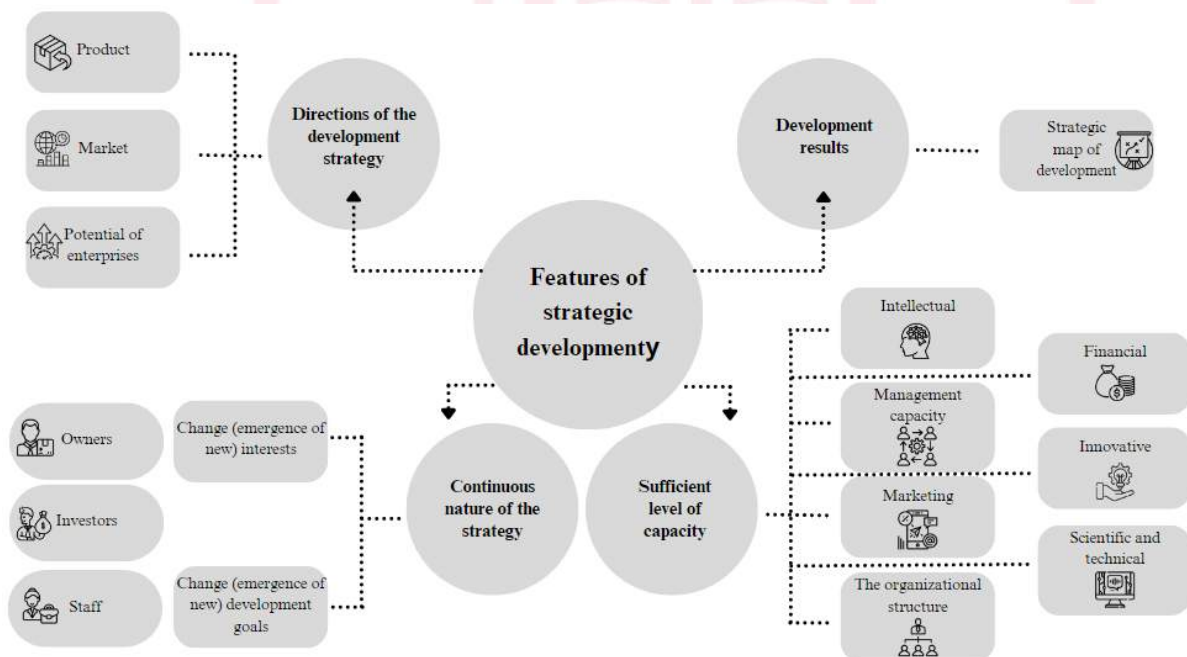


Fig. 8 The main components of the mechanism for forming a company's development strategy

Source: grouped by the authors based on sources [12]

Companies face disruptions in supply chains, reduced market activity, labor and financial losses, necessitating the prompt revision of business models and strategies. Adaptive strategies, which include market diversification and the



introduction of innovations [13], ensure resilience and flexibility in response to instability, while effective change management helps minimize negative impacts and ensure sustainable growth even in times of crisis.

Conclusions.

Thus, under martial law conditions, Ukrainian enterprises face unprecedented challenges that require adaptation to changing economic, political, and social circumstances. The strategic development of enterprises involves not only adapting to new realities but also setting long-term goals to ensure sustainable growth in the future. Particular attention must be paid to efficient resource management, financial stability, attracting qualified personnel, and implementing innovative solutions. Government support, particularly through lending programs that promote the development of the agricultural sector, also plays a crucial role. Flexibility and readiness for a quick response to changes in crisis situations remain priorities for enterprises.

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