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STRATEGIC PLANNING FOR ENTERPRISE DEVELOPMENT IN WARTIME CONDITIONS

Developing a strategic development plan for an enterprise during wartime is a crucial task, as businesses face numerous challenges such as disruptions in logistics, loss of sales markets, staff shortages, and financial difficulties. In conditions of instability, effective strategic planning helps ensure that an enterprise can adapt to a changing environment, maintain competitiveness, minimize risks, and seize opportunities for further growth. This not only enables the company to survive but also lays the groundwork for stable long-term growth.

The essence of developing a strategic development plan lies in creating a systematic approach to defining the company's objectives, directions, and activity priorities for the medium and long term. A strategic plan allows the enterprise to assess its internal resources, external challenges, and opportunities, as well as to formulate a set of measures to achieve its established goals [1].

Table 1 presents the key aspects of the essence of a strategic plan.

Table 1. Key aspects of the essence of a strategic plan

№	Aspect	Description
1.	Environmental analysis	assessment of internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the enterprise. This helps to understand the market conditions, competitive environment, and potential risks.
2.	Defining mission and vision	the mission defines the core purpose of the enterprise and its role in the market, while the vision outlines long-term strategic objectives and future aspirations for growth and development.
3.	Setting strategic goals	establishing specific, measurable, attainable, and realistic goals focused on growth and development, taking into account the company's capabilities and market conditions.
4.	Strategy formulation	selecting optimal approaches to achieve the set objectives, including strategies for growth, diversification, innovation, and cost optimization to enhance competitiveness.
5.	Implementation and control	executing the strategic plan through detailed action plans, efficient resource allocation, coordination of departments, and continuous monitoring to assess plan performance.
6.	Performance evaluation	regular analysis of achieved results to assess the effectiveness of implemented strategies, identify challenges, and adjust the plan to improve outcomes.

Source: compiled by the author based on [1, 2]

Developing a strategic development plan for an enterprise is a key tool for ensuring resilience and competitive advantages in a dynamic market environment, particularly in crisis situations such as war. This enables enterprises to adapt to new realities, minimize risks, and discover new pathways for sustainable growth.

In the current context of conducting business during wartime, enterprises face significant challenges that demand a comprehensive and strategic approach to planning their development. Amid constant uncertainty and instability, companies must reassess their management approaches, focusing

on building resilient business models capable of rapidly adapting to changes in the external environment. A crucial aspect is the development of a strategy that takes into account both internal capabilities and resources, as well as new threats arising from military conflicts. This requires flexibility in decision-making, readiness to manage risks, and the ability to quickly adapt to new market conditions to ensure business continuity, maintain competitive positions, and establish a foundation for sustainable long-term growth. In Table 2, key factors to consider when developing an enterprise's strategy during wartime are presented.

Table 2. Key factors to consider when developing an enterprise's strategy during wartime

№	Factor	Description
1.	Security factors	assessment of employee safety and asset protection, establishing backup communication channels, data security against cyberattacks, evacuation plans, and protection of critical infrastructure.
2.	Risk assessment and crisis management	identification of business risks, development of crisis management plans, action scenarios to minimize losses, and creation of financial reserves for responding to unforeseen situations.
3.	Financial stability and liquidity	cost optimization, cash flow management, review of investment programs, capital preservation, and ensuring access to financial resources (loans, grants).
4.	Flexibility and adaptability of business processes	rapid decision-making, development of new sales channels (including online), diversification of products and services to reduce dependence on specific markets.
5.	Logistics and supply chain management	finding alternative suppliers, adapting logistical routes, creating reserve stocks, and optimizing inventory management to ensure production continuity.
6.	Human resource management	retaining key personnel, maintaining employee motivation, enabling remote work, and implementing social support programs.
7.	Innovation and digitalization	implementation of new technologies, process automation, and leveraging digital platforms to enhance efficiency and reduce costs.
8.	Collaboration with government and partners	seeking state support (grants, tax incentives), collaborating with international organizations and partners to restore and develop the business.

Source: compiled by the author

During wartime, enterprises are forced to reassess their approaches to strategic planning and adaptation to extremely challenging and unstable conditions. The importance of ensuring the safety of employees and assets comes to the forefront, as any breaches in this area can lead to significant financial losses and threats to lives. Securing backup communication channels and cybersecurity becomes critically important for protecting information systems, helping businesses maintain operations even in the absence of stable infrastructure. In parallel, strategic risk management and crisis planning enable companies to proactively prepare for potential threats and minimize the impact on their business.

Ensuring financial stability and liquidity is a key factor in sustaining the viability of enterprises in times of uncertainty. Cost optimization and efficient cash flow management help prevent shortages of financial resources and maintain business resilience. Flexibility in business processes is crucial, enabling companies to swiftly adapt to market changes and implement new sales approaches, particularly through digital channels. Product and service diversification helps reduce dependency on specific markets and provides additional revenue sources during challenging periods.

Special attention should be given to personnel management, as people are the main asset of any company. Creating conditions for remote work and maintaining employee motivation helps retain skilled staff. Innovation and digitalization of business processes enhance efficiency and optimize costs, which is particularly important in wartime. Moreover, collaboration with government bodies

and international partners can open access to additional resources, such as grants and tax incentives, providing substantial support for business recovery and development. All these factors together lay the foundation for a resilient development strategy, helping enterprises not only survive but also find opportunities for further growth.

Figure 1 presents the tools for developing an enterprise's strategy.

The presented figure clearly illustrates the necessity of adopting a structured approach to developing an enterprise's strategy, particularly in conditions of instability and crises. By employing modern tools and methodologies at each stage of the strategic planning process, companies can conduct a thorough and comprehensive assessment of their internal resources, potential risks, and external influences, significantly enhancing their flexibility and adaptability to changing circumstances. Such an approach not only helps enterprises optimize internal processes and utilize resources more efficiently but also enables them to preserve competitive advantages, even in the most challenging and uncertain environments. Ultimately, this structured strategy ensures business resilience and fosters the ability to swiftly adapt, which is crucial for sustaining ongoing operations and driving future growth and long-term success in volatile markets.

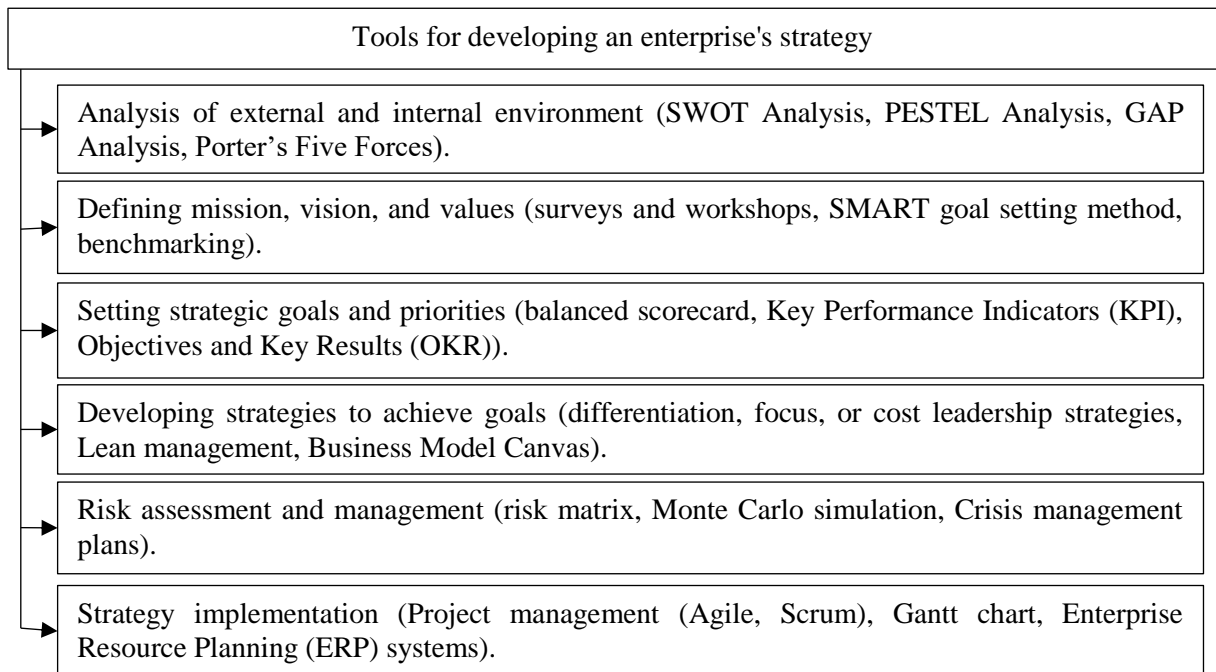


Fig. 1. Tools for developing an enterprise's strategy

Source: constructed by the author based on [3]

Thus, developing a strategic development plan for an enterprise during wartime is an exceptionally important task that requires a comprehensive approach and the application of modern strategic management tools, as it directly influences the company's ability not only to overcome significant disruptions but also to protect its assets and ensure stable operations even under the most challenging conditions. In a highly unstable environment, where the level of risks is constantly increasing, enterprises must swiftly respond to unpredictable changes in the external environment by implementing agile strategies that not only guarantee continuity of operations but also enhance financial stability and strengthen market positions in the face of ongoing crises. Flexibility, effective resource management, timely risk assessment, and the implementation of innovative solutions become the foundation not only for maintaining competitiveness but also for uncovering new growth opportunities. This enables enterprises to optimize resource allocation, discover new ways to increase efficiency, reduce costs, and achieve sustainable profitability even amid serious external threats and instability. As a result, strategic planning becomes the cornerstone that helps companies not only

survive but also lay a solid foundation for future sustainable growth, ensuring adaptability to any changes in the market environment.

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FORMATION OF A SYSTEM FOR MANAGING THE INNOVATIVE DEVELOPMENT OF AN ENTERPRISE IN THE CONTEXT OF DIGITALIZATION OF THE ECONOMY

Many works by domestic and foreign researchers have been devoted to the issues of improving the management systems for innovative development of an enterprise in the context of global competition in the struggle for competitive advantages. However, methodologically and practically, the problem of managing the innovative development of enterprises in the context of digitalization of the economy, which creates new opportunities for the development of enterprises, but also requires them to constantly adapt and improve, is not sufficiently studied. Management of innovative development is becoming one of the key success factors in modern conditions, which combines strategic thinking, flexibility, investment in technology and human resource development.

The concept of “innovation” has become more multifaceted and complex, covering a wide range of changes in society, the economy and technology. Successful innovation requires taking into account both technological aspects and social, economic and marketing factors. Digitalization is a powerful catalyst for innovation that is changing technology, society, the economy, and the way we understand innovation.

After analyzing the latest trends in the formation of the conceptual apparatus of the innovation category, we will provide the following clarification and addition to the concept: innovation is the result of a complex process that includes scientific research, technological development, financial investment and entrepreneurial activity aimed at creating and introducing new products, services, processes or business models to the market based on the use of digital technologies and ensuring increased efficiency, competitiveness and sustainability of economic systems.

In general, the innovation process consists of three stages: 1) the concept stage in which new ideas are found, the stage of ‘invention’ and free creativity; 2) the development stage in which ideas are transformed into projects; 3) the business stage in which projects are turned into new business [1].

In the context of the digitalization of the economy and global economic transformations, innovation is an essential argument for the competitive advantage of an enterprise.

An important theoretical construct for further research is the consideration of innovation potential in the context of economic digitalization. Innovation potential is understood as a set of institutional, structural and technological elements that create a favorable environment for the generation, development and implementation of innovations. In the context of the digital transformation of the economy, innovation potential is of particular importance, as it determines the ability of the economy to adapt to new technologies, create competitive products and services, and ensure sustainable economic development.

The digitalization of the economy significantly expands opportunities for innovation, opening up new markets, sales channels, and ways of interacting with customers. However, it also poses new