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## **MODERN APPROACHES TO ENTERPRISE STRATEGIC MANAGEMENT BASED ON THE STRATEGIC POTENTIAL ASSESSMENT**

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### **Abstract**

The article demonstrates that in conditions of military and economic instability, the traditional paradigm of strategic management, based on long-term fixed planning, loses its effectiveness and requires transformation in the direction of adaptive management. The feasibility of transitioning from planning results to managing the development capabilities of the enterprise is substantiated, where the key element of strategy formation is strategic potential. The main components of the strategic potential of the enterprise are determined: financial and investment, production and technological, personnel and management and marketing and innovation, the coordinated interaction of which forms realistic boundaries of strategic development.

A scientific and methodological approach to choosing the type of enterprise development strategy based on the priority of the most developed components of strategic potential is developed, which allows to coordinate strategic decisions with the internal capabilities of the enterprise and reduce the risk of their non-implementation. A typology of enterprise development strategies and adaptive options for strategic planning are proposed, which provide for the possibility of transforming the trajectory of achieving a strategic goal in conditions of a sharp change in the external environment.

The practical significance of the results lies in increasing the validity of strategic decisions, reducing the level of strategic risks and ensuring the stability of enterprises in the war and post-war periods. It is substantiated that the strategic management of a modern enterprise should be based on continuous assessment and development of strategic potential, which ensures not only adaptation to changes in the external environment, but also the formation of prerequisites for long-term competitive development.

### **Keywords**

Strategic management; strategic potential; enterprise development; adaptive management; strategic planning.

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### **Problem statement**

The current conditions for the functioning of Ukrainian enterprises are shaped by the unprecedented turbulence of the external environment caused by full-scale war, structural shifts in the national economy, disruption of logistics chains, relocation of production facilities, shortages of human and financial resources, and instability in demand. Under such circumstances, the level of uncertainty in economic activity increases sharply, the horizon of predictability shrinks, and traditional approaches to strategic management, focused on the relative stability of the market environment, lose their practical applicability.

The classic paradigm of strategic management, based on the formation of long term goals and their consistent implementation within a fixed strategic plan, does not provide the necessary level of adaptability of enterprises to rapid changes. The use of static planning models leads to an increase in strategic risks, loss of competitive position and inefficient use of resources, as decisions quickly become irrelevant. In a war economy, enterprises are forced to operate in a mode of constant transformation, where the decisive factor is not so much the achievement of pre-set targets as the ability to maintain viability and development under existing constraints.

Under such conditions, the concept of an enterprise's strategic potential becomes particularly important, allowing the focus of strategic management to shift from rigid planning of results to managing development opportunities. It is the level of formation and balance of the components of strategic potential - resource, competence, organisational, innovative and market - that determines the realism of the chosen strategy and the enterprise's ability to adapt to external shocks. At the same time, there is no agreed approach in the scientific literature to using strategic potential assessment as a basis for choosing the type of development strategy, and the mechanisms for transforming strategic plans in situations of radical change in operating conditions remain underdeveloped. Thus, there is a scientific and applied problem of forming a new paradigm of strategic enterprise management, within which the strategy development process is based on assessing and strengthening strategic potential, the choice of strategy type is consistent with its most developed components, and strategic planning becomes adaptive and provides for the possibility of timely transformation in conditions of uncertainty. Solving this problem is critically important for ensuring the sustainability and long-term development of Ukrainian enterprises during the war and post-war periods.

### **Relevance of the chosen topic**

The relevance of researching modern approaches to strategic management based on assessing the strategic potential of an enterprise is due to the radical transformation of the conditions of the Ukrainian economy as a result of full-scale war and the associated macro- and microeconomic changes. The destruction of production and energy infrastructure, the relocation of enterprises, the instability of logistics, limited financial resources, the migration of labour capital and significant fluctuations in demand create an environment of increased uncertainty in which traditional long-term planning tools lose their effectiveness. In these conditions, enterprises need not so much rigidly fixed strategic plans as mechanisms for rapid reorientation and a well-founded choice of development directions. Practice shows that focusing exclusively on market forecasts or on achieving predetermined goals without taking into account the real potential of the enterprise leads to strategic mistakes, overuse of resources and loss of competitiveness. Instead, the key factor for survival and development is the ability of an enterprise to assess its own capabilities, strengthen them in a timely manner, and align them with external challenges. That is why the concept of strategic potential is becoming a central element of modern strategic management, as it allows combining the internal capabilities of an enterprise with the dynamics of the market environment. At the same time, scientific research has not sufficiently explored the use of approaches to assessing strategic potential as a basis for choosing the type of development strategy and forming adaptive models of strategic planning capable of ensuring the transformation of strategy in the event of a sharp change in operating conditions.

Therefore, research aimed at substantiating a new logic for forming an enterprise's development strategy based on assessing and strengthening its strategic potential and developing adaptive strategic planning options is timely and scientifically significant. Its results have both theoretical value for the development of the modern concept of strategic management and practical importance for ensuring the sustainability and recovery of Ukrainian enterprises in the war and post-war periods.

### **Analysis of recent research and publications**

A huge number of economists have been and continue to be involved in strategic management theory, including I. Ansoff, H. Mintzberg, A. Chandler, A. Strickland, A. Thompson, J. Gamble, P. Doyle, P. Drucker, P. Kotler, M. Porter, P. Stern, R. Oldcorn, V. Moskalenko, M. Godlevsky, S. Dovbnya, O. Pysmenna, O. Khomenko, T. Velychko, E. Yangulov, V. Artyushok, O. Grublyak, Yu. Kharchenko and others.

Contemporary scientific research considers the theoretical foundations of strategic management as an evolutionary concept that includes adaptation to a dynamic environment and modification of strategic decisions in accordance with external changes (Mann & Ogorodnikov, 2023; Kirichenko, 2024; Gryshko & Glazunova, 2024; Vasylenko, Stepurina & Mykhaylyova, 2025). The authors emphasise the need for continuous monitoring of the results of strategy implementation to ensure that it can be adjusted. Some works emphasise the importance of strategic potential as a key resource for the formation and implementation of an effective strategy. In particular,

authors present an algorithm for diagnosing the strategic potential of enterprises, the application of which increases the validity of management decisions at all stages of potential management - from assessment to decision-making (Bilyavska, 2023). Other scientific works also focus on the theoretical and methodological aspects of forming and assessing the strategic potential of an enterprise, reveal the role of the resource approach in the historical context of the development of the strategic management paradigm, and prove that potential is the subject of strategic planning, implementation, and control (Ladonko & Ganza, 2015; Vovk & Dudik, 2020; Ryabenko, 2014; Koval, 2025; Mokhonko & Trokhymchuk, 2024).

There is an ongoing discussion in scientific literature regarding methodological approaches to assessing strategic potential, with an emphasis on various diagnostic procedures that enhance the managerial quality of strategy. In particular, experts say that a methodological approach to assessing strategic potential should be based both on indicators of the financial and economic condition of the enterprise and on special characteristics (latent factors) that determine the level of its potential (Danevich & Kosharna, 2015). Another work states that the analysis of strategic potential should be carried out according to key components, in particular: managerial competence, flexibility of the organisational structure, the strategic position of the enterprise and its ability to ensure production and technological efficiency (Otenko & Danevich, 2014). Other expert formulates requirements for a mathematical model for assessing the strategic potential of an enterprise in accordance with the concept of the dynamic properties of a firm and the principles of modern strategic management (Patrashkov, 2016).

These studies provide a solid scientific basis for addressing issues related to assessing the strategic potential of an enterprise as a foundation for developing adaptive strategic management in modern conditions, confirming its relevance and practical significance. At the same time, there is a need for further development of methodological approaches to integrated assessment of strategic potential, adaptation of planning models to conditions of high turbulence and uncertainty, as well as the development of tools for forecasting the effectiveness of strategic decisions based on the dynamic characteristics of the enterprise. Further research in these areas will contribute to improving the accuracy of management decisions, reducing risks, and forming sustainable competitive advantages for enterprises in modern economic conditions, including crisis and war factors.

### **Purpose of the article**

The purpose of the article is to develop the theoretical and methodological foundations of strategic enterprise management by substantiating an approach to developing a development strategy based on assessing and strengthening the strategic potential of an enterprise and developing adaptive options for strategic planning in conditions of increased uncertainty. To achieve this goal, the following tasks have been identified:

- analysis of the current conditions of Ukrainian enterprises and justification of the need to change the paradigm of strategic management;
- identifying and systematizing the key components of the strategic potential of an enterprise that have a decisive influence on the formation of a development strategy;
- development of a scientific and methodological approach to substantiating the choice of the type of enterprise development strategy in accordance with the most developed components of its strategic potential;
- forming adaptive options for strategic planning and mechanisms for transforming the enterprise's strategy in conditions of uncertainty in the external business environment.

## **Presentation of the main research material and results obtained**

The deepening instability of the external environment significantly changes the logic of forming strategic decisions of the enterprise. Whereas previously strategy was viewed primarily as a long-term guideline with fixed development parameters, under current conditions it is transforming into a dynamic system of interrelated management decisions that requires constant review and coordination with the enterprise's actual capabilities. At the heart of this approach is not the predicted state of the market, but the internal capacity of the enterprise to respond to changes, i.e. its strategic potential.

It is the assessment of the level of formation and structure of strategic potential that allows the transition from reactive to proactive strategic management, when the enterprise not only adapts to the environment, but also forms its own development trajectory within the limits of available and potentially increasing opportunities. In this context, the formation of a development strategy should be carried out not as a one-time planning procedure, but as a continuous process of selecting and adjusting alternatives that ensure the long-term viability of the enterprise.

Strategic management helps to clearly define long-term priorities, shape the direction of development, and ensure a competitive position in the market. Without a clear idea of what the business is striving for, management loses focus and risks dispersing organisational efforts. Strategic management of enterprise development is based on setting goals and objectives for the future. A well-designed strategy promotes optimal resource allocation, cost minimisation, and business process improvement. Strategic management provides advantages over competitors in the market.

In today's uncertain environment, only with a well-thought-out development strategy, analysis of the competitive environment, and innovative approaches can you create unique offerings that make your product or service attractive and set your company apart in the market. Companies that are not ready to quickly adapt to new conditions lose their leading positions. Having a strategy helps not only to quickly adapt to changes that have already occurred, but also to predict future changes, whether in market technologies, consumer preferences, etc. Strategic business management includes feedback and monitoring mechanisms that allow you to assess the effectiveness of long-term policies, set key performance indicators (KPIs), make adjustments, and track progress.

Therefore, strategic enterprise management is a complex process aimed at achieving long-term business goals. It involves various levels of management, each of which performs its tasks to ensure the effectiveness of the process.

## **The paradigm shift in strategic enterprise management**

When organising strategic management to ensure the independence of the enterprise from a single economic zone, as well as the ability of the enterprise to transfer resources from one economic zone to another, the company's management must have strategic flexibility in the external and internal environment and use a segmented approach in selecting the most promising strategic economic zones.

The prerequisites for changing strategic management concepts are related to economic development cycles, business globalisation processes, diversification, increased competition and uncertainty. Despite changes in modern management theory, the emergence of new features of strategic management and trends in theory under the influence of the growing importance of marketing, environmental factors in the macro environment, and corporate social responsibility have led to an update of the concept of strategic management.

Today, the main types of management include:

- corporate: decision-making at a level that affects the enterprise as a whole, including the definition of key strategic goals, mission and directions for action in the long term;
- business management: focus on individual products and segments, strategic decisions aimed at gaining and securing market share and increasing competitiveness;
- functional: includes strategic decisions regarding individual processes and functions of the enterprise: marketing, finance, production, HR, etc.;
- operational: focuses on the current activities of the enterprise and the implementation of its corporate strategy;
- strategic enterprise management is characterised by simultaneous rapid changes in methods and tools.

Under current conditions of enterprise operation, strategic management is characterised by an entrepreneurial, comprehensive and innovative nature.

Strategic management can be viewed as an activity based on strategic orientation, which is an integral component of enterprise development and is aimed at achieving long-term goals, ensuring sustainable

development, competitiveness and long-term success of the enterprise. The principles of strategic management include: the principle of social responsibility for fulfilling the mission to society; the principle of integrating economic potential and staff capabilities for the effective use of resources in the process of achieving set goals; the principle of innovation, which involves the continuous improvement of technological processes and products.

However, the practical implementation of strategic management principles largely depends on the operating conditions of enterprises, the level of management maturity and the influence of the external environment, which determines the expediency of referring to the results of empirical research.

According to the survey, most modern Ukrainian enterprises use individual elements of strategic management, and the majority of managers (up to 78.5%) recognise the need to develop a strategy as the main tool for ensuring development. However, strategic decisions are most often made at enterprises in response to significant changes in the external environment, especially in cases of signs of a crisis, and only some enterprises (up to 11.5%) develop a strategic plan for their activities. Approximately 10% of enterprise managers identify the impossibility of using the principles of strategic management due to the volatility of the external environment.

Thus, three clusters of the surveyed enterprises can be identified, characterised by a certain degree of strategic orientation development. Cluster 1 (54.8% of enterprises recognised as conservative in the field of innovation), which is represented mainly by small enterprises, is characterised by the absence of a strategic approach, a focus on internal opportunities, the resolution of only current operational problems and the development of operational plans.

Cluster 2 (32.4% of enterprises recognised as followers of leaders in innovation), which is represented mainly by large and medium-sized enterprises in the manufacturing sector, is characterised by the non-systematic use of individual elements within the framework of strategic management.

Cluster 3 (12.8% of enterprises recognised as leaders in innovation), which consists mainly of large and medium-sized enterprises and is predominantly diversified, is characterised by the consideration of strategic management as a present-day imperative, the systematic use of individual elements, the resolution of strategic problems, and the development of strategic plans.

Ten established, albeit rather narrow, concepts prevail in modern scientific approaches to strategy definition: from early schools of design and planning to more modern schools of management that take into account factors such as learning, culture and the environment. The basis for the formation of any strategy is the analysis of the enterprise and the assessment of its potential. The content of the strategy is determined by the specific goals and priorities of the enterprise's development, while its resources and competitive advantages are a means of implementing strategically important tasks.

Currently, the prevailing theory is that business strategy should be formed taking into account the resources and strategic potential of the enterprise. The theory is based on the concept of economic rent and the view of the enterprise as a set of powers. This type of strategy is aimed at coordinating and combining efforts, which puts it significantly ahead of other mechanisms for making strategic decisions (Fig. 1).

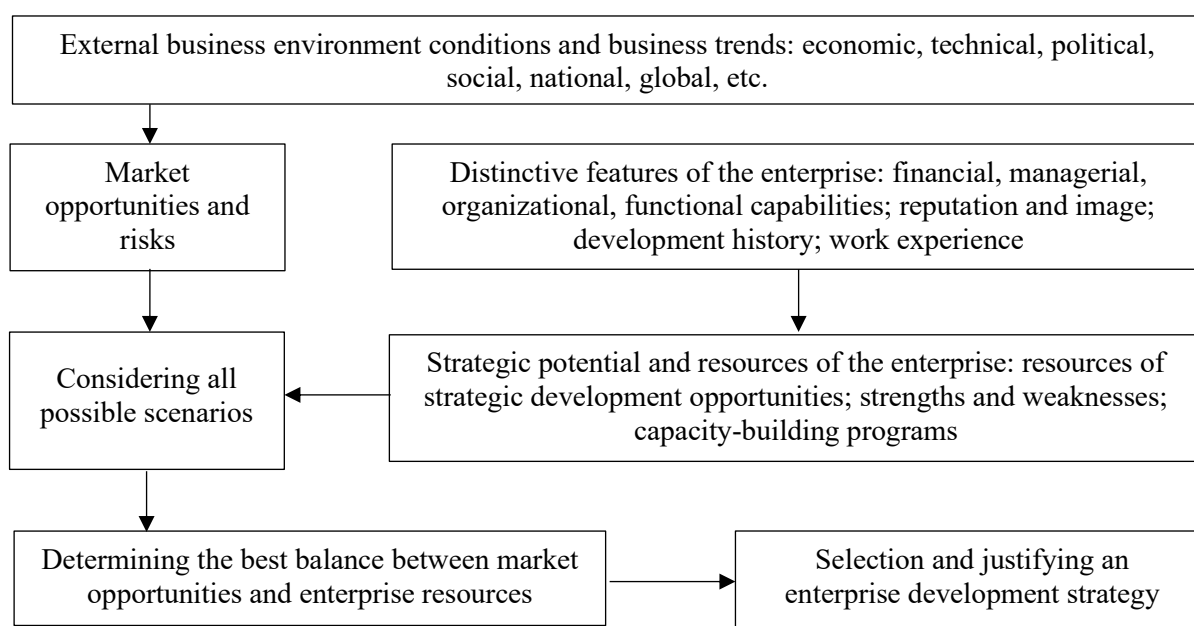


Fig. 1: Scheme for forming an enterprise development strategy

Source: developed by the author

Modern approaches to strategic management are based on the development of a system of strategic changes for the optimal development of the enterprise and the achievement of its goals. In the future, any enterprise must create its own strategic potential, consisting of resources and competencies. Therefore, strategic resources are assets and capabilities that provide an enterprise with competitive advantages. Strategic resources are valuable to an enterprise, difficult to copy or replace, and rare among competitors. The realisation of strategic potential is characterised by the conditions, mechanisms and instruments of implementation, the degree of implementation and the result itself - the sustainable, competitive development of the enterprise, determined by the receipt of additional income and growth in marginal profit in the process of realising the innovative and entrepreneurial potential of the enterprise, which ultimately creates new opportunities for sustainable reproduction in general.

The strategic potential or development potential of production structures is formed by resources and competencies (primarily management competencies) that allow the transformation of the resources and advantages (including competitive advantages) or critical success factors available to a particular enterprise, ensuring high-quality strategic planning and effective implementation of the strategy. Resources and competencies can be defined as the basis of an enterprise's development capabilities.

Under current conditions of enterprise operation, several key factors can be identified in the formation and effective use of strategic potential, namely:

- the human factor, which initiates and ensures the movement of all enterprise development processes;
- the technological factor, which forms the basis or platform for the organisation and conduct of the enterprise's activities;
- the institutional factor, which determines the regulatory and legal basis for the organisation and conduct of the enterprise's activities;
- the organisational factor, which determines the structuring of the strategic management system for the enterprise's development;
- the information factor, which allows formalising the overall picture of economic development and the place of a particular enterprise in it.

Of course, all of the above factors are important not only for ensuring the development of the enterprise, but also for creating effective strategic plans for this development.

However, it should be noted that there are other important factors that must be taken into account in the strategic planning of an enterprise's development. In particular, these include factors of inter-company interaction, innovation factors, factors of state administration and state regulation of market relations, market and consumer factors, and many other factors.

### **Scientific and methodological approach to choosing a strategy based on assessing the strategic potential of an enterprise**

Strategic potential can be defined as the suitability and sufficiency of an enterprise's resources and competencies for developing and implementing a strategy. Most scholars define the strategic potential of an enterprise as the level of provision of the necessary resources for the organisation's strategy in conditions of maximising performance results. The necessary resources are understood as a combination of promising tangible and intangible resources and technologies that will ensure the implementation of the organisation's strategy and a reasonable choice of strategic alternatives in conditions of uncertainty. Strategic potential can also be viewed as the sum of an organisation's reserves, its structure and capabilities in a strategic period. Thus, the strategic potential of an enterprise can be understood as the difference between its potential at the beginning and at the end of the strategy implementation, taking into account the measurement of average, normative and stage indicators.

The strategic potential of an enterprise, taking into account the elements, separately highlighting the management system, will consist of financial and investment, production and technological, human resources and management, marketing and innovation potentials (Fig. 2). The financial and investment potential of an enterprise should be interpreted as the integral ability of a business entity to form, accumulate and attract internal and external financial and investment resources, as well as to use them effectively in order to obtain economic results and ensure the achievement of strategic and tactical development goals. In terms of its structure, financial and investment potential combines the financial and investment potential of an enterprise. At the same time, financial potential reflects the level of financial independence, stability and solvency of an enterprise, while investment potential characterises the possibilities for accumulating and attracting investment resources, taking into account the factors that determine the volume and structure of the enterprise's investment needs (Dotsenko, 2023).

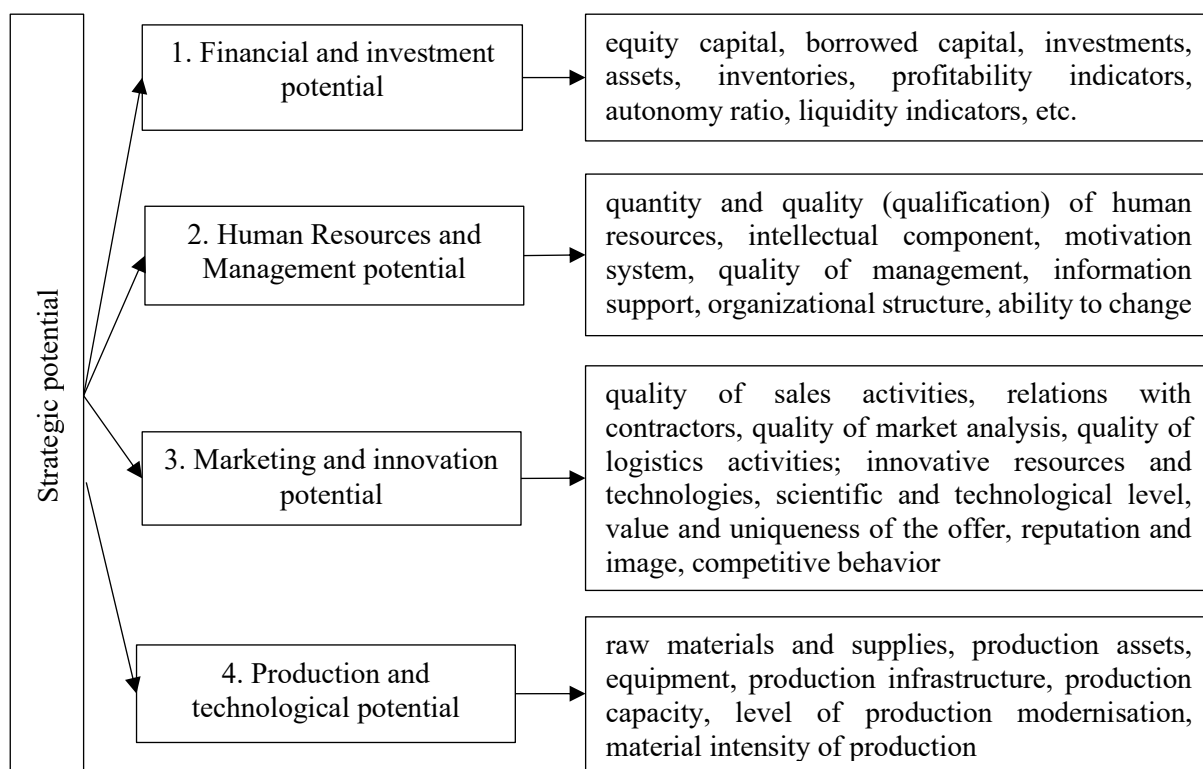


Fig. 2: Components of the strategic potential of an enterprise

Source: developed by the author

From the point of view of strategic management, human resources and management potential can be defined as the combined ability of the human resources and management system of an enterprise to form, adopt and implement effective management decisions, ensure the coordinated use of human resources and achieve the strategic and operational goals of the enterprise's development in a changing external environment.

Marketing and innovation potential is the integrated ability of an enterprise to identify and predict market needs, formulate and implement innovative marketing decisions, and effectively commercialise innovations in order to create sustainable competitive advantages and ensure the long-term development of the enterprise.

Production and technological potential is the aggregate ability of an enterprise, based on available and attracted production resources, technologies, and organisational and technical solutions, to ensure the effective, continuous, and flexible implementation of production processes, the development of new technologies, and the release of competitive products in accordance with the strategic development goals of the enterprise.

All the resources, competencies and capabilities of the organisation that constitute its strategic potential interact with each other through procurement, logistics and sales activities. All these elements are based on a well-designed system for managing customer relations across different organisations and enterprises.

Since the set goal can be achieved by implementing several alternative strategies, it is necessary to calculate the potential that the enterprise must have to implement each individual strategy, taking into account the priority of certain types of resources. The calculation will be carried out using weighting coefficients that reflect the priority of the resource. By comparing the potential required to implement each strategy with the existing potential of the enterprise, a strategy is selected based on the criterion of increasing the value of the enterprise, where the limitation is the amount of possible costs for implementing the strategy.

Another approach considers the strategic potential of an enterprise as the difference between the realised and potentially possible ability to transform the totality of available resources into factors of production in order to obtain goods that maximally satisfy solvent demand. It is advisable to determine the strategic potential of an enterprise as the difference between its potential at the beginning and end of strategy implementation using the formula:

$$SP = \sum_{i=1}^n (P_{i,t_1} - P_{i,t_0})$$

SP - strategic potential of the enterprise;

$P_{i,t_0}$  - i-th component of the enterprise's potential at the start of strategy implementation;

$P_{i,t_1}$  - i-th component of the enterprise's potential at the end of the strategy implementation.

Since each component of the strategic potential of the enterprise has its own indicators and units of measurement, it is advisable to evaluate it using an integral index and expert assessment method.

$$SP = \sum_{i=1}^n \frac{I_{FI}p_i}{n} \times \alpha_{FIp} + \sum_{m=1}^j \frac{I_{HRM}p_j}{nm} \times \alpha_{HRMp} + \sum_{r=1}^k \frac{I_{MI}p_k}{r} \times \alpha_{MIp} + \sum_{s=1}^h \frac{I_{PT}p_h}{s} \times \alpha_{PTp}$$

$I_{FI}p_i$  - assessment of the corresponding indicator of financial and investment potential by the i-th expert,  $i=1, \dots, n$ ;  
 $I_{HRM}p_j$  - assessment of the corresponding indicator of human resources and management potential by the j -th expert,  $j=1, \dots, m$ ;

$I_{MI}p_k$  - assessment of the corresponding indicator of marketing and innovation potential by the k-th expert,  $k=1, \dots, r$ ;

$I_{PT}p_l$  - assessment of the corresponding indicator of production and technological potential by the h-th expert,  $h=1, \dots, s$ ;

$\alpha_{FIp}$ ,  $\alpha_{HRMp}$ ,  $\alpha_{MIp}$ ,  $\alpha_{PTp}$  – relative significance of integrated financial and investment, human resources and management, marketing and innovation, production and technological potentials, respectively, as part of the strategic potential of the enterprise.

Thus, the type of enterprise strategy is determined based on the principle of giving priority to the most developed components of its strategic potential, which form key competitive advantages and determine possible directions for strategic development (Table 1). This approach involves orienting strategic decisions towards those elements of potential that are characterised by the highest level of maturity, efficiency and scalability, ensuring consistency between the enterprise's internal capabilities and the chosen type of strategy (Fig. 3).

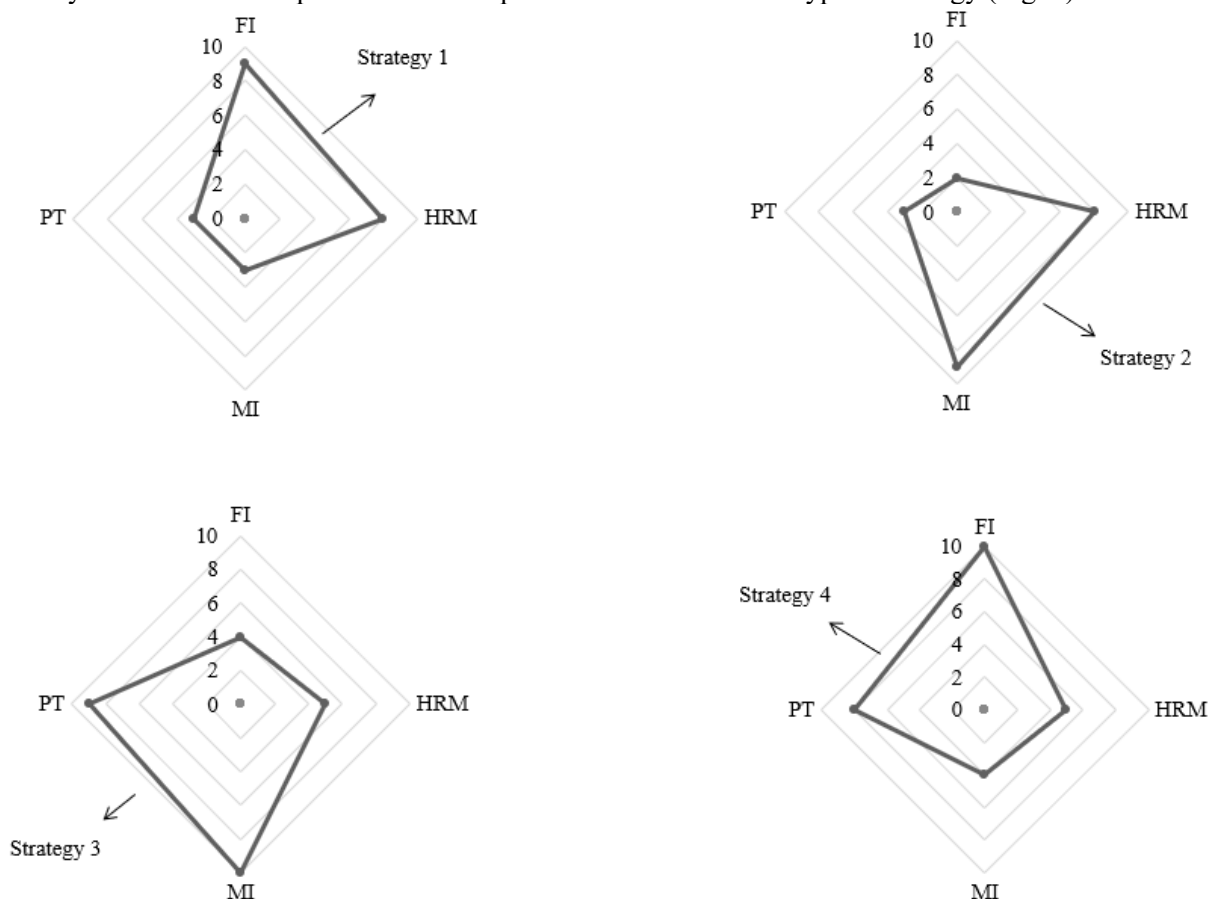


Fig. 3: Justification for choosing the type of enterprise strategy in accordance with the most developed components of its strategic potential

Source: developed by the author

Table 1: Typology of strategies according to the most developed components of the enterprise's strategic potential

Strategy number	Most developed components of the enterprise's strategic potential	Strategy type
1	Financial and investment, human resources and management components	Strategy for realising advantages and competencies
2	Human resources and management, marketing and innovation components	consumer-oriented strategy
3	Marketing and innovation, production and technology components	innovation and technology advantage strategy
4	Production and technological, financial and investment components	strategy of increased quality

*Source: compiled by the author based on his own research*

Strategy 1. The strategy of realising advantages and competencies is appropriate for enterprises whose financial and investment and human resources and management components of economic potential have reached a high level of development and are key sources of competitive advantage. It is focused on the active use of accumulated financial resources, access to investment instruments and high-quality management decisions in order to ensure long-term growth in the value of the enterprise. The implementation of this strategy involves concentrating investments on priority areas of development that can ensure maximum multiplier effect, as well as forming an effective system of strategic and financial control. An important role is played by human resources and management potential, which ensures the enterprise's ability to develop and implement complex investment projects, manage risks, adapt the organisational structure to strategic changes and maintain high quality corporate governance. Within the strategy, the integration of financial and management competencies into a single strategic management system is of particular importance, as it allows investment decisions to be aligned with long-term development goals, ensures the effective allocation of resources and increases the investment attractiveness of the enterprise. As a result, the strategy contributes not only to the realisation of existing advantages, but also to their further growth and transformation into sustainable competitive positions in the market.

Strategy 2. A customer-oriented strategy is appropriate for enterprises in which the marketing, innovation, human resources and management components of economic potential are highly developed and determine the organisation's ability to deeply understand market needs and respond to them quickly. It aims to build sustainable competitive advantages by creating unique consumer value, increasing customer satisfaction and loyalty, and adapting products, services and business processes to dynamic changes in consumer demands. The implementation of this strategy is based on the active use of marketing tools for market analysis, digital technologies, innovative approaches to product development and promotion, as well as the introduction of customer-centric business models. An important prerequisite for its effectiveness is the availability of management and human resources' competencies that ensure coordination between functional departments, the development of a consumer-oriented corporate culture, and support for continuous innovation. Within the strategy, the integration of marketing and innovation potential with human resources and management capabilities is of particular importance, allowing the company not only to identify the needs of target segments in a timely manner, but also to transform the market insights gained into management decisions and practical innovations. As a result, a consumer-oriented strategy contributes to increasing the adaptability of the enterprise, strengthening its market position and ensuring sustainable development in conditions of high competitive and technological dynamics.

Strategy 3. The innovation and technological advantage strategy is appropriate for companies whose marketing and innovation and production and technological components of economic potential are highly developed and form the basis of longterm competitiveness. It aims to create and maintain stable market positions by introducing technological innovations, updating the product portfolio, and using advanced production solutions that ensure unique consumer characteristics and high product quality. The implementation of this strategy involves active interaction between the research and development, production and marketing subsystems, which allows innovative ideas to be transformed into technologically advanced products adapted to the needs of target markets. The marketing and innovation component ensures the identification of promising areas for innovative development, the formation of demand for new solutions and

the commercialisation of innovations, while the production and technological component determines the company's ability to effectively implement, scale and stably reproduce them. Within the strategy, constant updating of the technological base, investment in modern equipment, digital and automated production systems, as well as the development of the competencies of personnel involved in innovation and technological processes are of particular importance. Aligning the technological capabilities of the enterprise with market requirements allows for shorter product life cycles, faster time to market for innovations, and reduced technological risks. As a result, the implementation of an innovation and technology advantage strategy enables the enterprise to stay ahead of its competitors through technological leadership, develop unique offerings for consumers, and maintain a high level of adaptability to changes in the external environment in conditions of intense competition and technological dynamics.

Strategy 4. The strategy of increased quality is appropriate for companies whose financial, investment, production and technological components of economic potential are highly developed and ensure the ability to provide stable financing and technological improvement of activities. It aims to build sustainable competitive advantages by systematically improving the quality of products, works or services at all stages of their creation - from investing in modern technologies and equipment to implementing effective quality control and management systems. The implementation of this strategy involves the targeted use of financial resources to modernise production capacities, upgrade the technological base, and automate and digitise production processes, which makes it possible to ensure stable quality parameters, reduce the level of defects, and increase resource efficiency. The production and technological component is a key factor in the standardisation of processes, compliance with technological regulations and the implementation of international quality standards. Within the strategy, the integration of financial and investment opportunities with quality management systems is of particular importance, ensuring continuous improvement of products and processes, increasing production reliability and the ability of the enterprise to respond quickly to growing consumer demands. This approach allows not only to achieve a high level of quality, but also to maintain it in the long term.

As a result, the implementation of a strategy of enhanced quality contributes to strengthening the company's market reputation, increasing consumer confidence, growing the added value of products and ensuring stable competitiveness in the face of increasing market demands for quality and reliability

### **Enterprise's development strategy: opportunities for transformation in uncertain conditions**

The implementation of the chosen strategic course of the enterprise takes place through a system of strategic planning, which appears as an integrated structure of coordinated long-term goals and development objectives. The central element of this structure is the general goal, which sets the parameters of the concept of the future state of the enterprise for making management decisions in terms of time and resources. The development of a strategic goal together with a system of key tasks is the initial phase of strategic management, since this is where the conceptual model of enterprise development is formed. In essence, the strategic goal reflects the controlled transition of the socio-economic system to a new level of functioning, which involves improving performance relative to past indicators or the competitive environment. With this approach, strategy becomes not so much a tool for achieving planned indicators as a mechanism for transforming the enterprise.

The set of tasks details the target benchmarks and defines the milestone results necessary to achieve the strategic vision. Together, they form a predictive model of the future state of the enterprise in terms of its main areas of activity. However, this model does not have a rigidly defined trajectory: strategic benchmarks are a theoretical construct formed in conditions of limited information and stochasticity of the external environment.

It is the uncertainty of the environment that necessitates the constant refinement of strategic decisions. Changes in the basic preconditions for functioning lead to a loss of some of the predictive value of the established benchmarks, so the strategic plan should be viewed not as a set of rules, but as a flexible management model capable of adaptation and revision. Accordingly, strategic management should be based on variability, i.e. the formation of alternative development scenarios, which reduces risks and increases the enterprise's ability to respond to environmental dynamics. The need for such an approach is exacerbated by the growing turbulence of the economic space and limited resources.

In practical terms, enterprises are constantly faced with a choice: to continue implementing an already funded strategic course or to reorient themselves towards a new development model with potentially greater effect but a higher level of uncertainty. Conservative management logic usually involves completing a preselected strategy through additional resource investments. However, such inertia often leads to a loss of innovative

momentum, the consolidation of outdated technologies, and a decrease in the efficiency of business processes.

The rigidity of the strategic course has a double effect: it maintains operational stability, but at the same time limits the adaptability of the system. Large companies partially compensate for these losses with the scale of their operations, while for small and medium-sized businesses, even minor changes can take on a strategic nature. In the event of significant disruptions, a company may abandon its current plan and switch to a different development strategy. Such a change is not a sign of mismanagement if it ensures the formation of new competitive advantages - resource, competence or market. The transformation of an enterprise's development strategy can be implemented according to two conceptually different scenarios, which differ in the depth of change and the nature of management decisions. In the first scenario, the strategic goal remains unchanged, while the method of achieving it undergoes modification (Fig. 4).

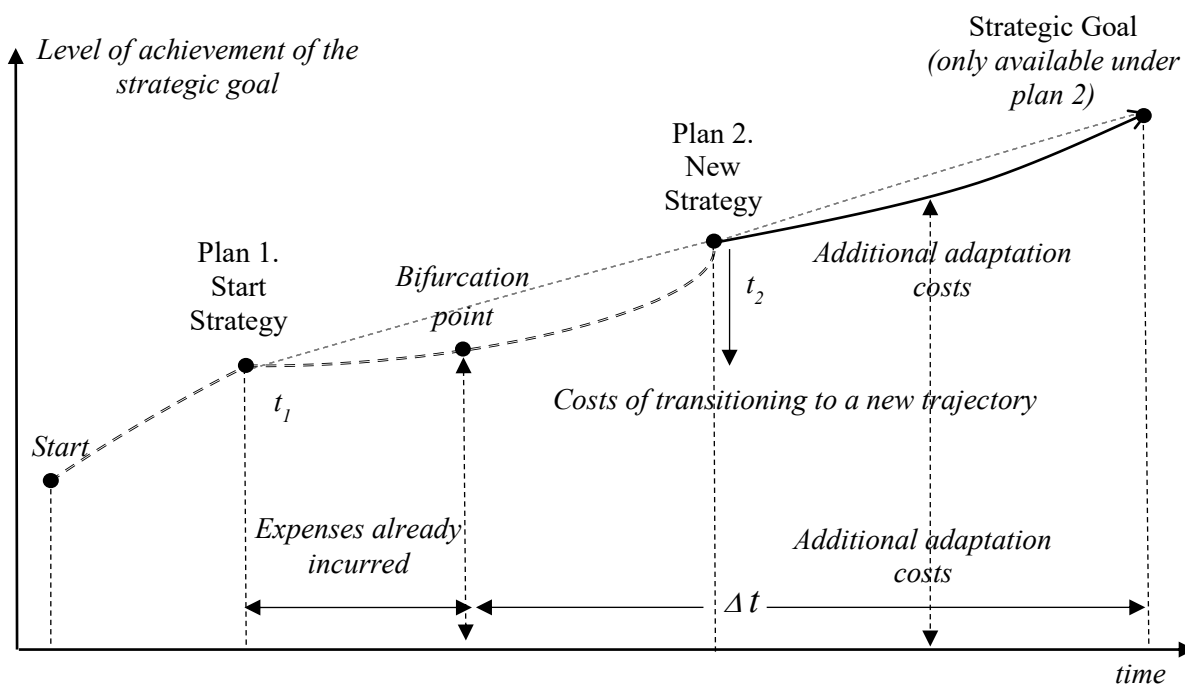


Fig. 4: Model of changes in the trajectory of a company's strategy implementation while maintaining its strategic goal  
Source: developed by the author

Such a transformation involves a review of management tools and methods, technologies used, spatial parameters of implementation, task configuration, and the organisational architecture of the enterprise. The transition to an alternative development trajectory is usually accompanied by an increase in transaction, adaptation, and time costs due to the need to implement additional, previously unforeseen management actions. New costs are added to the investments already incurred after passing the critical point of strategic change, but their economic feasibility is justified by the possibility of achieving the target result, which was unattainable within the previous strategic configuration. Thus, the basic prerequisite for this type of strategic change is the recognition of the irreversibility of the influence of external determinants and the need for a timely and adequate management response.

The second scenario for strategy transformation involves a more radical review - changing the strategic goal itself when it becomes fundamentally impossible to achieve it due to changing external environment parameters. Under these conditions, the transformation goes beyond instrumental adjustments and affects the target model of the enterprise's development. This can manifest itself in a rethinking of the system of strategic guidelines, a change in the logic and direction of strategic movement, as well as in the adjustment of the time horizons for the implementation of planned results. In conditions of increased turbulence and uncertainty, the most relevant mechanism of strategic management is rolling planning (Fig. 5). Its concept is based on the formation of an iterative set of strategic plans, where each subsequent plan is based on the results of the previous one, ensuring the continuity of resource and organisational decisions, but at the same time preserving the possibility of operational adjustments under the influence of significant changes in the external environment. In essence, rolling planning functions as a continuous process of coordinating strategic and tactical decisions based on updated information. Unlike discrete approaches, which are primarily focused on fixed initial conditions, it ensures the constant relevance of strategic guidelines and maintains their adaptability in the long term.

Thus, with a five-year strategic horizon and an annual tactical planning cycle, an updated five-year strategy is formed each year, covering the next time interval and taking into account the transformations in the environment identified in the process of implementing the previous plan. This allows for the continuity of the strategic vision and avoids its conceptual obsolescence. When critical external factors come into play, key strategy parameters are adjusted and the company shifts to a different development trajectory. As a result, the configuration of the strategic plan changes: target benchmarks are refined, the system of performance indicators is revised, and the set of tactical tasks necessary to achieve the updated goals is modified.

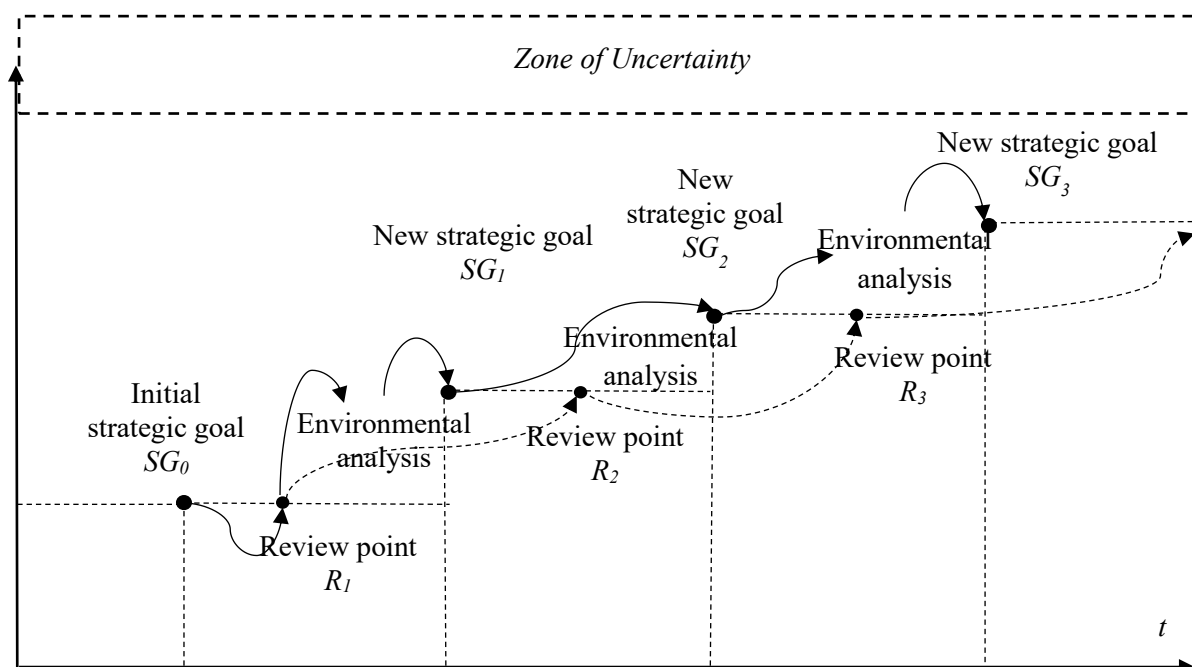


Fig. 5: Model of strategic enterprise management in the event of a change in strategic goal  
Source: developed by the author

Although agile strategic management potentially requires more time and resources than linear planning models, it is characterised by higher target efficiency due to a reduced likelihood of strategic errors and the accumulation of management experience. As a result, the strategic process is transformed from linear and reactive- adaptive to spiral-shaped, forward-looking and proactive, creating sustainable organisational prerequisites for the long-term development of the enterprise.

## Discussion

The results of the study confirm that in the current conditions of Ukrainian enterprises, strategic management ceases to be a tool for long-term forecasting and becomes a continuous process of adaptation. Unlike classical approaches, in which strategy is viewed as a sequence of planned actions to achieve specific goals, the proposed approach shifts the focus to managing development opportunities through strategic potential assessment. This logic corresponds to the realities of a war economy, where the determining factor is not the accuracy of the forecast, but the ability of the enterprise to quickly restructure its behaviour.

In scientific literature, strategic potential is mainly analysed as a resource base for strategy implementation, but the results of the study give grounds to consider it as a primary element in the formation of the strategy itself. This means a change in the cause-and-effect relationship: strategy no longer determines the need for resources, but rather the structure and level of potential development shape possible strategic alternatives. This approach reduces strategic risks, as the enterprise chooses a direction of development that is not desirable, but realistically achievable.

The proposed typology of strategies according to the dominant components of strategic potential demonstrates that there is no universal development strategy. Management effectiveness depends on the correspondence between the internal capabilities of the enterprise and the nature of strategic decisions. In this context, strategy is not a fixed plan, but a set of acceptable development trajectories that can be transformed depending on changes in the environment.

At the same time, the practical implementation of this approach is associated with a number of limitations. First, the complexity of an integrated assessment of strategic potential necessitates the use of expert methods, which increases the subjectivity of the results. Second, in military conditions, a significant part of the parameters of the external environment cannot be formalised, which limits the accuracy of strategic forecasting. Third, the transformation of strategy is accompanied by additional costs and organisational time losses, so management decisions must take into account the ratio of adaptation costs to the expected strategic effect.

Thus, the proposed approach to strategic management should be viewed as a concept of controlled flexibility: the enterprise does not abandon its strategic goals, but changes the ways of achieving them in accordance with the structure of its own potential and the level of uncertainty in the environment.

### Conclusions

As a result of the study, theoretical provisions were summarised and scientific and methodological foundations for strategic enterprise management were developed, based on the assessment and development of its strategic potential in the conditions of a war and post-crisis economy. It has been established that the traditional model of strategic management, focused on the stability of the external environment and the long-term immutability of strategic guidelines, does not correspond to the current conditions of Ukrainian enterprises. A high level of uncertainty, the destruction of production links, logistical constraints, business relocation and unstable demand necessitate a transition from a predictive-planning paradigm to an adaptive-potential paradigm of development management.

It is reasonable to consider strategic potential not as a resource prerequisite for the implementation of an already formed strategy, but as a determining factor in its formation. In this approach, strategy is derived from the configuration of the enterprise's capabilities, and not vice versa. This avoids strategic unrealizability of decisions and ensures consistency between development goals and the enterprise's actual capabilities to achieve them.

The structure of the enterprise's strategic potential has been systematised and its key components have been identified:

- financial and investment (ability to ensure stability and reproduction of resources);
- production and technological (flexibility and renewability of operational activities);
- personnel and management (competence and adaptability of management decisions);
- marketing and innovation (ability to restructure market behaviour).

It has been proven that the dominance of individual components forms objective limitations and opportunities for strategic choice.

A scientific and methodological approach has been developed to justify the choice of the type of enterprise development strategy, which involves identifying the most developed components of strategic potential and aligning strategic decisions with them. This approach allows moving from the normative choice of a "desirable" strategy to the choice of a "realistically achievable" strategy, which reduces the level of strategic risk.

It has been established that strategy transformation can take two forms:

1. a change in the trajectory of achieving a strategic goal while maintaining it;
2. revision of the strategic goal itself if it becomes unattainable.

Both options are accompanied by additional costs, but their economic feasibility is determined by the ratio of adaptation costs to the expected strategic effect.

The use of rolling strategic planning as a basic mechanism for managing development in an unstable environment is proposed. Its application ensures the continuity of the strategic horizon, regular updating of goals and accumulation of management experience, which improves the quality of strategic decisions in the long term.

It has been proven that the adaptability of a strategy is a critical factor in the preservation and development of an enterprise in wartime conditions. Enterprises that are able to quickly change the configuration of their activities, even at the cost of additional short-term expenses, have an advantage, since strategic inertia leads to a loss of competitive position and degradation of potential.

The practical significance of the results lies in the possibility of using the proposed approach to:

- improving the soundness of strategic management decisions;
- reducing the risk of strategic errors;
- identifying realistic directions for enterprise development;
- ensuring sustainable operation during wartime and post-war periods.

Therefore, strategic management of an enterprise in modern conditions should be based on the principle of controlled adaptability: strategy should be formed taking into account the structure of strategic potential and constantly adjusted in accordance with changes in the environment. It is this model that ensures not only survival, but also the long-term competitiveness of enterprises.

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