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## FEATURES OF THE DEVELOPMENT OF STRATEGIC MANAGEMENT OF AN ENTERPRISE IN CRISIS CONDITIONS

### Abstract

The article conducts a comprehensive study of the transformation of the strategic management paradigm under the influence of dynamic changes in the external environment and crisis phenomena. The author systematizes the evolutionary path of strategic management, within which five key stages are distinguished: from the initial focus on internal budgeting to modern classical strategic management. Particular attention is paid to the identification of the dominant factors of the modern stage - digitalization and globalization, which radically change the nature of the strategic process, transforming it into a continuous and adaptive system.

In the course of the study, the author analyzed the essence of the crisis as a destructive factor and proved that strategic management errors (in particular, managerial inertia and excessive forecasting horizon) are the determining internal causes of the loss of business sustainability. The most critical types of threats for modern enterprises are identified and classified, among which liquidity crises and the outflow of intellectual capital occupy a priority place.

The scientific novelty of the work lies in the detailing of the mechanism of influence of different types of crises on the change of strategic orientations of the enterprise. The author argues that each category of crisis forms a specific destructive response in the management system: from the forced socialization of the enterprise's mission under the influence of social crises to technological modernization as a reaction to production challenges. The managerial consequences of marketing, financial and personnel crises are identified and systematized, which allows management to proactively identify weaknesses in the strategic control system. Based on the analysis conducted, the author formulates the conclusion that in conditions of martial law and economic turbulence, the successful implementation of the strategy depends on the ability of management to quickly reprioritize goals. Approaches to improving the strategic toolkit through the integration of large data sets and the development of adaptive management models that ensure the relevance of business decisions to the needs of stakeholders and the realities of

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the crisis period are proposed.

**Keywords:** strategic management, crisis conditions, enterprise, anti-crisis strategy, development, strategic changes, flexibility, anti-crisis management.

**JEL Classification:** G32, L21, M10

## ОСОБЛИВОСТІ РОЗВИТКУ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ У КРИЗОВИХ УМОВАХ

### Анотація

У статті проведено комплексне дослідження трансформації парадигми стратегічного менеджменту під впливом динамічних змін зовнішнього середовища та кризових явищ. Автором систематизовано еволюційний шлях стратегічного управління, у межах якого виокремлено п'ять ключових етапів: від початкового фокусу на внутрішньому бюджетуванні до сучасного класичного стратегічного менеджменту. Особливу увагу приділено ідентифікації домінуючих чинників сучасного етапу — діджиталізації та глобалізації, що докорінно змінюють природу стратегічного процесу, перетворюючи його на неперервну та адаптивну систему.

У ході дослідження автором проаналізовано сутність кризи як деструктивного чинника та доведено, що стратегічні помилки менеджменту (зокрема управлінська інертність та надмірний горизонт прогнозування) є визначальними внутрішніми причинами втрати стійкості бізнесу. Визначено та класифіковано найбільш критичні види загроз для сучасних підприємств, серед яких пріоритетне місце посідають кризи ліквідності та відтік інтелектуального капіталу.

Наукова новизна роботи полягає у деталізації механізму впливу різних видів криз на зміну стратегічних орієнтирів підприємства. Автором аргументовано, що кожна категорія кризи формує специфічний деструктивний відгук у системі управління: від примусової соціалізації місії підприємства під впливом соціальних криз до технологічної модернізації як реакції на виробничі виклики. Виокремлено та систематизовано управлінські наслідки маркетингових, фінансових та кадрових криз, що дозволяє менеджменту проактивно ідентифікувати слабкі місця в системі стратегічного контролю.

На основі проведеного аналізу автором сформульовано висновок, що в умовах воєнного стану та економічної

турбулентності успішна реалізація стратегії залежить від здатності менеджменту до швидкої репріоритизації цілей. Запропоновано підходи до вдосконалення стратегічного інструментарію через інтеграцію великих масивів даних та розвиток адаптивних моделей управління, що забезпечують релевантність бізнес-рішень запитам стейкхолдерів та реаліям кризового періоду.

**Ключові слова:** стратегічне управління, кризові умови, підприємство, антикризова стратегія, розвиток, стратегічні зміни, гнучкість, антикризовий менеджмент.

**JEL Classification:** G32, L21, M10

## Introduction

Crisis phenomena unfolding in modern Ukraine can be not only a threat to the state of financial and economic security of market participants, but also a stimulant and catalyst for the development of innovative management solutions capable of bringing business to a new qualitative level of development. In view of this, additional attention from the scientific community and practitioners is required by the aspects related to strategic planning and forecasting of the activities of enterprises that are under the influence of numerous risks and threats. The managerial vision of security-oriented management for business entities in such conditions can be formalized in the form of strategies that can be used to select specific alternatives and set courses for further business activities. Therefore, the development of strategic management in crisis conditions becomes an urgent challenge for the management of small, medium and large companies that conduct economic activities in wartime.

## Literature review

Modern economic thought is characterized by different approaches to solving the problems of strategic management of organizations. Hnylyanska [1] suggests ways to adapt management to the challenges of Industry 4.0 through various strategies, Dolga [2] considers organizational changes as an element of strategic management of entrepreneurship, Levytsky [3] explores creative management in the system of strategic change management and development of the enterprise's competitiveness, Lepeyko et al [4] propose an adaptive model of strategic management of an enterprise in the conditions of change management, Lytvynov et al [5] propose techniques and strategies for decision-making in management based on analysis, optimization and risk assessment, Pivtorak et al [6] outline a model of an effective management team in the system of strategic team management, Pravdyuk [7] specifies the accounting support of strategic management of the enterprise, Rudenko et al [8] study leadership and business communications in the context of strategic management, Sergeeva [9] deals with the issues of forming an adaptive assessment of the business model in the strategic management system of the bank, Stelmakh et al [10] are engaged in the systematization of key concepts of the study through the prism of strategic innovation management and transformation management, Urbansky [11] focuses on the strategic management of enterprise digitalization in the context of innovation management, Khomyuk, & Shmatkovska [12] deal with the issues of integrating the theory of organization and strategic management of foreign economic activity in the context of digital transformation, Chervona, & Hopka [13] consider brand management in the system of strategic business management, Chobal et al [14] propose a management strategy for enterprises in the service sector in modern conditions, Chupryna et al [15] describe organizational and structural support, team management and controlling the life cycle of strategic initiatives in construction enterprises, Shpakov et al [16] analyze the influence of current concepts of strategic

management on the choice of options for strategic innovations in construction projects and for their stakeholders.

## Aims and Objectives

The purpose of the study is to find opportunities and innovative approaches to the development of strategic enterprise management in crisis conditions. The following tasks were set and solved in the study: to trace the evolution of theories of strategic enterprise management; to investigate the causes and consequences of the crisis in the process of enterprise development; to specify the impact of crises on strategic enterprise management; to determine strategic guidelines for the development of Ukrainian business under the influence of digitalization.

## Methods

The following theoretical and general scientific methods of scientific research were used: system analysis, which was applied to consider the concept of strategic management of an enterprise as a holistic system (interrelationships and mutual coordination of the mission, vision, goals, strategies, resources and organizational structure of the enterprise) under the influence of external pressure of crisis phenomena; comparative analysis, which made it possible to research and compare anti-crisis strategies of foreign and domestic enterprises that successfully overcame the crisis in their activities; methods of abstraction and generalization - for formulating universal principles of anti-crisis strategic management and in the process of developing the author's concept of strategic management of an enterprise in crisis conditions; the method of historical and logical analysis, which made it possible to trace the evolution of strategic management from traditional planning to adaptive project management in the conditions of increasing economic crises and global turbulence caused by the realities of the BANI world; empirical and sociological methods that were used to collect primary data that reflect the experience of enterprise management in crisis conditions.

## Results

The evolution of the conceptual foundations of strategic management has been intensively continuing since the beginning of the 20th century. Scientists distinguish four, and sometimes five main stages of the formation of strategic management in its modern form within the framework of management science:

- the first stage is the "pre-strategic" stage;
- the second stage is the stage of long-term planning;
- the third stage is the stage of strategic planning;
- the fourth stage is the stage of classical strategic management;
- the fifth stage is the modern stage, which is characterized by adaptive and hyper-competitive strategic management.

Let us consider each of the mentioned stages in more detail.

At the pre-strategic stage, long-term management was a set of budgeting and financial planning functions. In terms of time scale, this approach was typical for the beginning-middle of the 20th century. The essence of this approach was that the main attention of management was paid to the functions of operational control and current financial planning or budgeting of the enterprise's activities for a short period of time - traditionally up to 1 year. The focus of management attention was on internal efficiency and control over the use of corporate resources of the enterprise, and this state of affairs was explained by the relatively stable and predictable external environment of business development at that time. The key question of strategy at that time was: how can available resources be used more effectively to perform current business tasks? At the stage of long-term planning, which emerged in the fifties and sixties of the 20th century, enterprises began to develop long-term plans for their activities and development for a period of up to five years, based on past trends and economic successes. This stage can be called a managerial step from short-term budgets to a vision of the future desired state of the business. The focus of management personnel during this period was on forecasting the growth indicators of the enterprise and investments in business planning

and scaling. The disadvantage of this approach was the ignoring of changes in the external environment and the clear confidence that the future of the business will be built in the same way as it was in its retrospective. The key management question becomes: what can be done better in order to repeat past experience in the future? At the stage of strategic planning, which actively spread in the mid-sixties-seventies of the 20th century, a noticeable increase in the instability of the external environment, which was manifested through increased competition, energy and financial crises in the management of companies of that time, formed a persistent need for company management to constantly analyze the external environment, identify competitors, look for market niches and adapt to constant changes in the economic environment. At this time, SWOT analysis is gaining popularity, and business development planning becomes customer-oriented. The strategic management of enterprises of that time is based on the question: what can be external opportunities and threats, and how exactly can a business use them to strengthen its competitive advantages?

At the stage of strategic management in the mid-seventies-nineties of the 20th century, its conceptual foundations transitioned from planning to clear management tasks and their achievement. Strategy began to be understood as a process that is implemented and controlled at all levels of organization management. The managerial emphasis shifted to implementing the strategy, building a management culture, finding ways to motivate personnel and strengthening leadership qualities in key employees of the enterprise. The focus of management systems is on finding and creating competitive advantages by increasing unique corporate resources and management competencies, and the main question becomes: how can an enterprise form a sustainable competitive advantage based on the unique resources it possesses?

At the current stage of strategic management development, the variability of the surrounding world, digital transformation and globalization have led to the fact that strategizing becomes a continuous, dynamic and flexible process aimed at obtaining sustainable competitive advantages and digitalization of most business functions. The focus of management decisions is on the speed of innovation, flexibility, customer adaptability, and analysis of large data sets, and the main question remains: how can you quickly adapt to constant changes without losing your image and business reputation?

Chervona, & Hopka (2024) emphasize that strategic business management is a process of making decisions and determining directions of activity aimed at achieving long-term goals and success of the organization.

Dolga (2024) believes that the strategy of organizational changes should be understood as a number of interrelated measures and processes that systematically reorganize the organization so that it can function effectively in current conditions. An important aspect of developing a strategy of organizational changes is determining the degree of staff involvement in its implementation.

Fig. 1. summarizes the main directions of the current stage of evolution of strategic management.



**Figure 1. Main directions of the current stage of evolution of strategic management**

Source: author's development

According to scientists such as Stelmakh et al. (2025), strategic changes differ from ordinary operational adjustments in that they are long-term in nature and aimed at fundamental transformations. They can include the introduction of innovative approaches, changing the company's market position, digital transformation of business processes or adaptation to new challenges. Thus, modern strategic management is a continuous process of initiating changes in order to achieve the desired economic state of the enterprise.

Fig. 2 demonstrates the terminology of strategic management at the current level of development of management science.



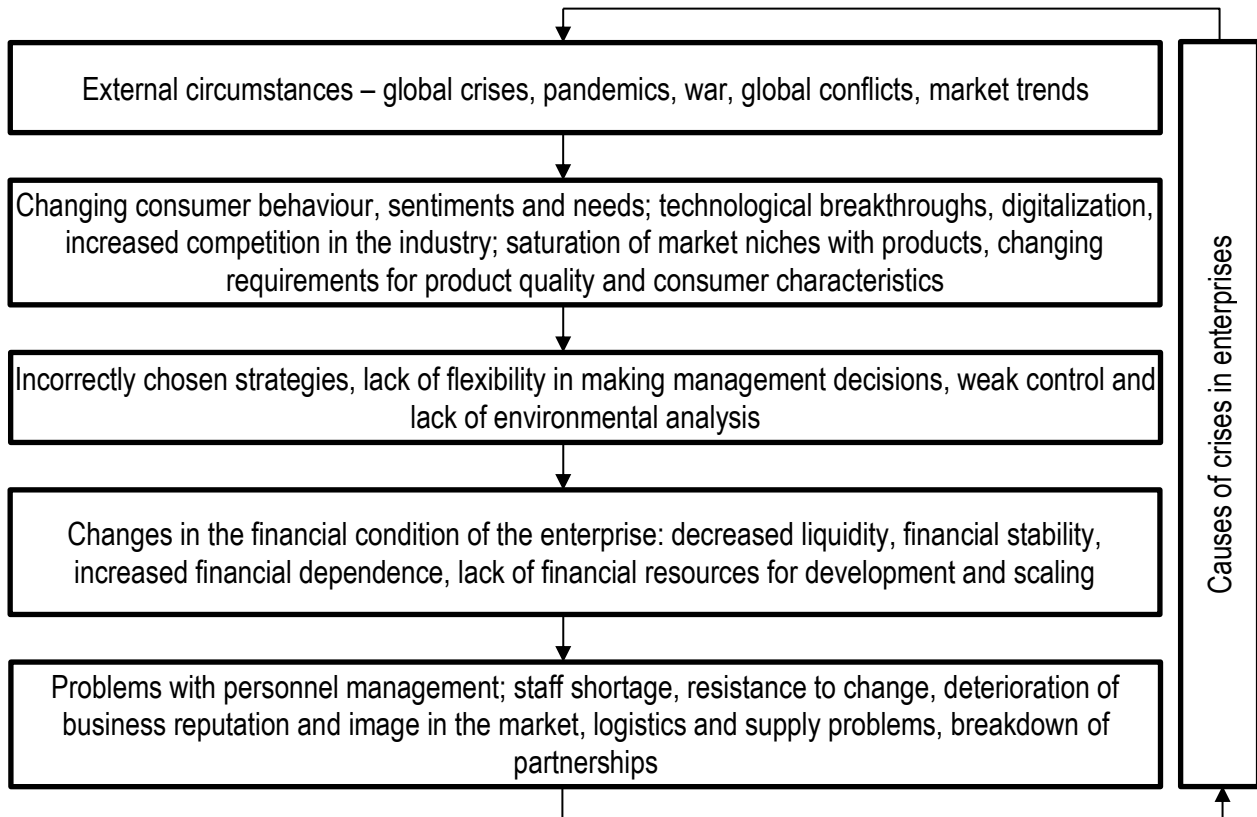
**Figure 2. The terminology of strategic management at the current level of development of management science**

Source: author's development

Like any type of management activity, strategic management is based on such basic postulates and paradigmatic principles as planning, forecasting, organization, motivation, implementation, control, etc. At the same time, the goals of strategic management differ from tactical management in that they are focused on a long-term time horizon. In the context of increasing economic turbulence caused by military operations in Ukraine, determining long-term goals for the existence and development of a business becomes a complex management task, therefore modern managers need a large array of data and up-to-date information in order to make their management decisions more relevant and adapted to the changing needs of stakeholders and the real economic situation that develops around the enterprise and changes with the emergence of new threats and risks.

Content analysis of professional literature allowed us to generalize the causes of crises in modern enterprises (Fig. 3).

Crises can be associated with strategic and managerial errors in company management, caused by insufficient flexibility and inertia of management personnel, which hinder the timely adaptation of the company's strategy to new challenges and external changes. Too long a horizon for forecasting financial and economic indicators makes them unrealistic, and also prevents the achievement of the company's goal and mission. Top management errors can also lead to incorrect choice of the company's development strategy, to financing unprofitable and unpromising projects. Excessive diversification of production or, conversely, too narrow specialization of financial and economic activities, flaws in the organization and implementation of strategic control, make early warning systems about risks ineffective, which leads to delays in responding to them and their negative consequences. In addition, the emergence of a crisis at an enterprise is also possible for financial reasons and circumstances.



**Figure 3. Causes of crises in modern enterprises**

Source: author`s development

The consequences of crises for the strategic management of an enterprise may be financial difficulties, deepening insolvency, increasing the level of conflict in the team, freezing promising development projects and launching new products and services on the market, reducing competitive advantages, curtailing environmental initiatives, as well as motivational programs and people-centred approaches to personnel management. Financial and personnel consequences may be the most obvious for the management of the enterprise, since the outflow of key specialists may become immediately noticeable due to constant financial instability and psychological pressure on the team, as well as increased emotional stress, overload and imbalance of time for work and rest. As for the financial component, for enterprises that have fallen into a state of crisis, a decrease in the level of wages, the appearance of obligations to settle with creditors, a decrease in the value of securities and a deterioration in the quality of products are characteristic. Over time and in the absence of necessary management decisions, crisis trends can lead to bankruptcy and liquidation of the business.

## Discussion

The onset of a crisis in the external environment of an enterprise and its impact on internal resources and management processes radically change the strategic guidelines of the business and require a review of existing strategies for conducting business activities, initiate changes that are necessary for adapting the business to new conditions. First of all, the management of the enterprise needs to work to change the planning horizon and specify the goals of its development. The planning horizon under the influence of the crisis should be reduced, since long-term plans for five or more years lose their relevance. The focus of entrepreneurial activity in this case is transformed into the goal of short-term economic survival and maintaining medium-term financial stability with a time horizon of 1-3 years. The priority in the financial activities of the enterprise becomes obtaining liquidity, rather than profit or scaling economic influence on the market. Enterprise managers need to take care of preserving cash flow and minimizing debt burden in

order to avoid the risk of bankruptcy. Strategies that are built on the basis of scenario planning, which did not foresee sharp economic cataclysms, lose their relevance and require changes. In such conditions, it is advisable to form several scenarios of the development of events and use the one that will be the most rational in the prevailing conditions.

Strategic management under the influence of a crisis is characterized by such aspects as the transformation of analysis and management decision-making. The development of crisis phenomena requires constant monitoring of trends in changes in the external environment, in particular, the behaviour of competitors, suppliers of regulatory requirements with an emphasis on early warning of risk, on finding opportunities to minimize it at a time when such an impact has already become noticeable for the business. Strategic management in crisis situations is characterized by flexibility, since strategic decisions are usually made and implemented with a short periodic cycle, allowing teams to quickly adjust the economic course of business development as a response to new, unpredictable factors of the external and internal environment. In addition, to keep the business from turbulence, strategies should provide for the centralization of management decisions, which in the acute phase of the crisis allows focusing the functions of making decisions important for the economic survival of the business at the level of the company's top management or anti-crisis team, which will ensure the speed of response and coordination of management actions.

Under the influence of the crisis, most enterprises have an urgent need to review resources in order to optimize costs, reformat strategic goals and find sources to compensate for the losses that have arisen. Development strategy in such a context turns into a constant search for opportunities to minimize additional costs and search for investment resources. The resources available to the enterprise must be quickly redistributed in accordance with changes in the behaviour of market participants and the emergence of new threats.

Thus, the crisis not only needs to be responded to in the management plane - it can and should be managed provided that the company's management has sufficient experience, a strategic vision of the problem, as well as sufficient resource provision capable of supporting the financial condition of the enterprise until the crisis is overcome.

Fig. 4 demonstrates the directions of the impact of crises on the strategic management of the enterprise.

Thus, a crisis at an enterprise affects all areas of its production and financial and economic activity, and therefore requires coordinated work from the management of the business entity and each member of the team so that its consequences are minimal and do not affect the most important and life-giving functions of the business. At the same time, a crisis can hide opportunities for business development and its qualitative evolution. Crisis phenomena cannot be completely avoided, they accompany entrepreneurial activity and are its integral part. However, top management of companies that want to develop and remain on the market for a long time should take care in advance of developing anti-crisis strategies for doing business and determine strategic guidelines for companies to maintain market positions at the stage of crisis deployment.



**Figure 4. Directions of the impact of crises on the strategic management of an enterprise**

Source: author`s development

## Conclusions

1. At the current stage of development of management science, strategic management has emerged as a separate branch of it, having passed through five main stages: from the pre-strategic period (focus on internal budgeting) to long-term and strategic planning (orientation on the external environment and SWOT analysis) and, finally, to the stage of classical strategic management. The current stage of evolution of strategic management of organizations is characterized by the dominance of such factors as digitalization, globalization and high speed of change. This requires enterprises to transform strategy into a continuous, dynamic and flexible process, where the key priorities are the speed of innovation, customer orientation and effective analysis of large data sets. In the context of increasing economic turbulence caused by military actions and global crises, determining long-term goals for business development strategies becomes a complex management task that requires managers to use a large array of current information and adaptive approaches to ensure the relevance of management decisions to the changing needs of stakeholders and the real economic situation.

2. Analysis of the scientific views of modern scientists on the essence of the crisis has proven that this phenomenon is defined as a sudden, unexpected event that threatens the normal functioning of the organization (economic, financial, social or political). The causes of crises have an external and internal nature of origin. Among the internal causes, strategic and managerial errors play a key role: insufficient flexibility, inertia of management personnel, incorrect choice of development strategy, too long a forecasting horizon, as well as shortcomings in financial policy and strategic control. The greatest threat to enterprises is posed by financial crises (especially liquidity and solvency crises) and organizational and personnel crises (key specialist outflow and conflict). The consequences of such crises are multifaceted and include financial difficulties (decrease in profits, increase in liabilities), personnel losses (key specialist

outflow, psychological pressure) and strategic losses (freezing of promising projects, reduction in competitive advantages). In the absence of effective management decisions, these consequences lead to insolvency and the risk of liquidation of the business entity.

3. Various types of crises significantly affect the strategic management of the enterprise, as they change the strategic guidelines for business development and require immediate reactions from management personnel, which shifts the focus of their attention from long-term to current problems of the business entity's functioning. In particular, the impact of economic crises is realized through a revision of economic development guidelines, resource saving, and resource restrictions aimed at the modernization of production activities. The impact of financial crises is noticeable due to the search for sources of long-term financial resources and opportunities for the extension of debt obligations. The impact of social crises can be traced in the revision of the strategic goals of the enterprise, in the socialization of the purpose and vision of the existence of the business. The impact of personnel and organizational crises is noticeable due to the emergence of personnel hunger, low qualifications of the workforce, a long period of closing vacancies, the emergence of tension in the team, low labor efficiency and the need for a personnel reserve. The impact of production and technological crises usually results in low demand for products, in increased requirements for its quality and qualitative characteristics of the product and consumer value, in the search for new market niches, and the impact of marketing crises means for the enterprise a decrease in its competitiveness, an outflow of customers, the need for additional market analysis and a review of consumer interests and needs.

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