



УДК: 658.012.32:005.21:338.24(477)

FEATURES OF MODERN ENTERPRISE DEVELOPMENT STRATEGIES

Alla Grechan

Doctor of Economics, Professor

ORCID: 0000-0003-3984-9952

National Transport University, 1 M. Omelianovycha-Pavlenka Str., Kyiv, 01010, Ukraine

Grechan Pavlo

PhD in Management

ORCID: 0000-0003-4878-9744

International Scientific and Technical University named after Academician Yuriy Bugay,

3 Khersonskyi Lane, Kyiv, 02094, Ukraine

Abstract. This article explores the features of modern enterprise development strategies, taking into account the transformational processes occurring in Ukraine under martial law, hybrid threats, economic digitalization, and the strategic course towards European integration. The authors analyze which types of development strategies demonstrate the highest effectiveness in the domestic context, in particular: adaptive development strategies, digital transformation, sustainable growth, business diversification, innovation-driven expansion, and integration partnerships. Special attention is paid to flexible anti-crisis strategies that enable enterprises to respond rapidly to changes in security, economic, or regulatory conditions. The article also highlights the importance of strategic planning aligned with European ESG standards (Environmental, Social, and Governance), digital maturity, and human capital as key factors of competitiveness. It is determined that for Ukrainian enterprises today, the most effective are combined strategies that integrate incremental innovations, gradual digitalization, flexible risk management, and enhanced partnership cooperation within the European market.

Keywords: strategy, enterprise, development strategy, adaptability, digitalization, innovations, martial law, European integration, hybrid threats, ESG, Ukraine.

Introduction

The current economic situation in Ukraine is characterized by an exceptionally high level of turbulence due to the combination of martial law, political and economic risks, and the influence of global challenges. Under such conditions, strategic management becomes critically important. The choice of an effective development strategy becomes the foundation not only for enterprise survival but also for building long-term competitive advantages [1].

Research results

Modern strategic enterprise management is increasingly undergoing transformation, acquiring an integrated nature. It is grounded in the concepts of sustainable development, digital transformation, adaptive management, and risk-oriented approaches. This multi-vector approach enables the consideration of both global trends and the specifics of the national business environment. According to the



OECD approach [2], strategic management should combine technological dimensions with organizational change, the development of digital and managerial competencies, and the implementation of new, flexible business models capable of adapting to turbulent environments.

Within the structure of strategic management, particular emphasis is placed on modern types of strategies that ensure enterprise competitiveness under conditions of instability and uncertainty (Table 1).

Table 1. Characteristics of modern development strategies of ukrainian enterprises

Type of strategy	Description	Advantages under Ukrainian conditions	Risks / Limitations	Examples of implementation
Incremental Innovation Strategies	Gradual improvement of processes, technologies, and products	Risk reduction, adaptation without major costs	Slow growth in competitiveness	Modernization of equipment in transport companies
Digital Transformation Strategies	Integration of digital technologies into all business processes	Increased transparency, speed, and analytical capabilities	High costs, need for digitally skilled personnel	Implementation of ERP, CRM, and GPS systems
Crisis-Adaptive Strategies	Flexible management in the face of unpredictable changes (war, sanctions, logistics shifts)	Rapid response, maintaining enterprise viability	Inability to engage in long-term planning	Reformatting of logistics routes
ESG Strategies (Environment, Social, Governance)	Focus on sustainable development in line with European standards	Compliance with EU integration requirements, access to funding	Not all enterprises have the resources for full implementation	Implementation of energy-saving technologies
Innovation-Oriented Growth Strategies	Focus on developing new products, services, technologies, and entering new markets	Increased competitiveness, access to new markets	High uncertainty, need for R&D	Launching startups, new delivery services
Cooperative and Integration Strategies	Collaboration with other companies, clustering, public-private partnerships	Access to new resources, cost reduction, accelerated scaling	High dependence on external partners	Industrial parks, cluster associations

Compiled based on [1; 3-7]

In the structure of strategic management, modern types of strategies play a particularly important role, as they ensure the competitiveness of enterprises under



conditions of instability and uncertainty. Among these, the following are especially noteworthy:

1. Incremental innovation strategies, which involve the gradual and phased implementation of new technologies, digital tools, or solutions without a radical transformation of the enterprise's business model [8]. This approach enables risk reduction while steadily increasing innovation potential.

2. Digital transformation strategies, aimed at deep digital integration across all operational, managerial, and analytical processes of the enterprise, leading to the creation of new digital value [9].

3. Crisis-adaptive strategies, which provide for flexible responses to challenges ranging from warfare and economic sanctions to disruptions in international supply chains [10].

Special attention should also be paid to:

- ESG strategies, which focus on environmental responsibility, social obligations, and corporate governance. These strategies are gaining particular importance in the context of Ukraine's European integration, as compliance with such standards opens access to new markets and fosters investor trust [5];

- innovation-oriented growth strategies, which stimulate the development of new products, the implementation of breakthrough technologies, and entry into new markets through rapid adaptation to demand and shifting consumer preferences [4].

Thus, strategic management in today's environment must be a synergy of innovation, digitalization, adaptability, and sustainable development. This ensures not only short-term effectiveness but also the long-term viability of enterprises in a landscape of constant change.

Martial law, systemic cyber threats, disruptions in transport and logistics chains, energy vulnerabilities, and a high level of uncertainty have become key factors reshaping strategic business management in Ukraine. Under such conditions, an effective development strategy cannot be focused solely on growth or scaling — it must incorporate elements of adaptability, resilience, security, and rapid response to external environmental changes.



One of the key trends is the rethinking of the role of flexible strategic planning, which provides for the possibility of multi-stage revision of strategic priorities in the face of threats. The importance of crisis response strategies and scenario-based forecasting models is growing, as they enable enterprises to develop multiple action plans depending on the evolution of events (e.g., complete or partial logistics blockade, cyberattacks on IT infrastructure, power supply disruptions). As a result, such components as cybersecurity, information resilience, and digital backup of data and resources are coming to the forefront, allowing for the minimization of losses during attacks or infrastructure failures [7].

In the context of hybrid warfare, it is also critically important to reduce dependency on external suppliers and global supply chains. This necessitates the activation of production localization strategies — that is, relocating key processes and capacities closer to the consumer or within controlled territories. Enterprises are developing alternative logistics routes, investing in regional order processing centers, and shifting to multimodal transportation. These approaches help mitigate risks related to blocked seaports or destruction of critical infrastructure.

Since Ukraine was granted candidate status for accession to the European Union, the strategic direction of enterprises has increasingly focused on adapting to European norms and standards [4; 11]. This primarily concerns areas such as energy efficiency, digital interoperability, ESG reporting, and sustainable development.

One of the key development vectors is the transition to ESG standards — environmental, social, and governance. This entails not only the formal implementation of reporting practices, but also a genuine rethinking of operational activities in terms of environmental impact, governance transparency, and social responsibility. According to research by O. Kutsenko and V. Levchenko (2023) [12], the implementation of ESG approaches is a crucial step toward integration into the European economic space, especially for strategically important sectors.

Another vector is the development of digital ecosystems, including the creation of joint solutions within the EU4Digital initiative [13]. This program supports digital transformation in customs, transport, logistics, and e-business, while also promoting



interoperability between the IT infrastructures of Eastern Partnership countries and the European market.

Ukrainian enterprises are also actively engaging with European logistics platforms, particularly within the frameworks of the Connecting Europe Facility and the Digital Transport and Logistics Forum programs [10; 11]. This fosters not only technical integration but also opens new channels for cooperation and supply, which is especially relevant under conditions of geopolitical instability.

Aligning development strategies with European frameworks also requires harmonization of regulatory policies, particularly in the areas of sustainable resource management, carbon footprint accounting, and digital transformation [14]. As a result, enterprises not only enhance their competitiveness but also strengthen their adaptability to changes in the global market.

A defining feature of modern enterprise strategies is the active implementation of digital technologies, which opens new horizons for business process optimization, productivity growth, and significant reduction of operational costs.

One of the main directions of digitalization is the automation of operations. The implementation of automated systems enables a significant reduction in the time required for routine tasks, minimizes the likelihood of human errors, and increases process accuracy. This applies both to production cycles and to business processes in logistics, finance, and customer interactions [9].

The second important aspect is the use of cloud solutions and ERP (Enterprise Resource Planning) systems. Cloud platforms provide flexible real-time access to information, scalability of IT infrastructure, and the ability to integrate with various information systems. ERP systems help consolidate all key enterprise functions — from procurement to sales — into a unified digital ecosystem, enhancing transparency and cost control [10].

The third direction involves the implementation of intelligent analytics and artificial intelligence (AI), which allows enterprises to more effectively analyze large volumes of data (Big Data), forecast demand, optimize supply routes, and identify potential risks. AI systems facilitate real-time, strategically informed decision-making,



which is especially important in a rapidly changing market environment [15].

Finally, digitalization involves integration into digital supply chains that unite different participants — from producers and carriers to customers and regulators — in a shared information environment. This ensures transparency, responsiveness, and flexibility in supply chains, reduces transaction costs, and improves quality control.

Thus, digital technologies are not merely tools for optimization, but a foundation for the strategic development of enterprises. They enable businesses to adapt to the challenges of the modern economy, ensure sustainable development, and gain competitive advantages on a global scale.

It is widely recognized that under current conditions, only innovation allows enterprises not only to adapt to external challenges but also to create new markets, expand their product offerings, and improve service quality, thereby strengthening their competitive positions.

Successful development strategies in today's business environment involve the active implementation of innovative projects — ranging from digital technologies and new production processes to marketing and organizational innovations. Particular importance is placed on participation in national and European acceleration programs, which facilitate the faster introduction of new ideas, access to funding, technologies, and expert support [13].

An essential component of strategic resilience is the development of partnerships with research institutions, technology parks, and innovation clusters. Such collaborations provide enterprises with access to cutting-edge research, new knowledge, and innovative resources, enhancing their ability to respond swiftly to market changes and launch competitive products [2; 9].

Moreover, fostering an innovation-oriented culture within a company is not only about creating a favorable environment for idea generation, but also about systematically investing in human capital. Education, development of digital competencies, encouragement of creativity, and motivation of employees are indispensable elements for ensuring a continuous innovation process and long-term business sustainability.



Taking all this into account, it can be argued that innovation, combined with strategic partnerships and human capital development, forms the foundation of strategic resilience. This enables enterprises to successfully overcome crises and maintain sustainable growth over the long term.

Conclusions

The analysis of the specific features of modern enterprise development strategies confirms that under current conditions — particularly within the context of martial law, hybrid threats, digitalization, and European integration — strategic management must be multidimensional and comprehensive.

Firstly, martial law and hybrid threats such as cybersecurity risks, disruption of supply chains, and energy instability present new challenges for enterprises. These require enhanced flexibility and adaptability in strategic planning. The implementation of security elements, diversification of supplies, localization of production, and digital backups become critical for ensuring business continuity and minimizing risks.

Secondly, the European integration context sets new development benchmarks for Ukrainian enterprises. Harmonization with European standards, particularly in the areas of ESG, digital interaction, and sustainable governance, contributes not only to internal improvements but also provides access to new markets and financial resources. Active participation in European logistics platforms and programs such as EU4Digital becomes an effective tool for integration into the common economic space.

Thirdly, digitalization acts as a powerful driver of strategic development. Automation of operations, adoption of cloud solutions, ERP systems, intelligent analytics, and artificial intelligence enable cost optimization, improve management quality, and enhance business process transparency. Integration into digital supply chains creates competitive advantages through rapid market adaptability.

Fourthly, innovation remains a cornerstone of long-term enterprise sustainability. The implementation of innovative projects, the development of partnerships with academic institutions, and participation in acceleration programs foster continuous renewal of business models and technologies. Crucially, forming an innovative culture and investing in human capital enhances creativity and a company's ability to respond



quickly.

Finally, effective strategic management today must integrate technological, organizational, social, and environmental aspects, creating synergy across various development areas. Such comprehensive approaches allow enterprises not only to survive external shocks but also to achieve stable growth, improve their competitiveness, and successfully integrate into global economic and logistics networks.

Thus, Ukrainian enterprises that can systematically implement digital technologies, comply with European standards, invest in innovation and human capital, and remain flexible in responding to wartime challenges will gain significant competitive advantages and ensure long-term sustainability in a dynamic environment

References

1. Білоус, С. П., Трохименко, А. С., & Камінський, В. В. (2024). Стратегічне управління розвитком підприємства в умовах кризи та військових викликів. *Економіка та суспільство*, (68). <https://doi.org/10.32782/2524-0072/2024-68-62>
2. OECD. (2023). *Digital Transport Policy and Governance*. <https://www.oecd.org/>
3. Волошина-Сійдей, В., Євсєєва, О., Маслиган, О., Сирцева, С., Нестеренко, О., & Гаркуша, С. (2023). Стратегічні орієнтири розвитку економіки в умовах глобальних викликів та воєнної агресії (український кейс). *Financial and Credit Activity Problems of Theory and Practice*, 1(48), 219–228. <https://doi.org/10.55643/fcaptp.1.48.2023.3942>
4. Ліба, Н., Турянчик, Ю., & Лендел, М. (2025). Інноваційні стратегії розвитку бізнесу в умовах післявоєнного відновлення України: виклики інтеграції та роль підприємницької активності. *Сталий розвиток економіки*, (2 (53)), 329–334. <https://doi.org/10.32782/2308-1988/2025-53-45>
5. Середюк, К. В. (2023). Впровадження практики ESG в діяльність українських компаній у воєнний період. *Причорноморські економічні студії*, (84), 41–46. <https://doi.org/10.32782/bses.84-6>



6.Official Journal of the European Union. (2021). *European Industrial Strategy: Pathways to Resilience and Sustainability*. <https://eur-lex.europa.eu>

7.OECD. (2022). *SME and Entrepreneurship Outlook 2022*. OECD Publishing. <https://www.oecd-ilibrary.org>

8.Кузьмін, О. Є., & Гаврилів, І. В. (2023). *Інноваційні стратегії розвитку підприємств*. Львів: Видавництво ЛНУ.

9.Deloitte. (2023). *Digital Transformation 2023 Outlook*. <https://www2.deloitte.com/>

10.World Bank. (2023). *Connecting to Compete 2023: Trade Logistics in the Global Economy – The Logistics Performance Index*. Washington, DC: International Bank for Reconstruction and Development / The World Bank. <https://lpi.worldbank.org>

11.European Commission. (2022). *Sustainable Finance and the EU Taxonomy: Corporate sustainability reporting*. <https://finance.ec.europa.eu>

12.Куценко, О. С., & Левченко, В. П. (2023). ESG-підхід у стратегічному управлінні підприємствами: досвід ЄС і перспективи для України. *Економіка та суспільство*, (47). <https://doi.org/10.32782/2524-0072/2023-47-1>

13.EU4Digital Initiative. (2023). *Digital Transport Corridors*. <https://eufordigital.eu/>

14.Люстей, В. О. (2024). Політико-правові засади європейської інтеграції України. *Державне управління: удосконалення та розвиток*, (3). <http://doi.org/10.32702/2307-2156.2024.3.28>

15.World Economic Forum. (2022). *Digital Transformation: Powering the Great Reset in Logistics and Mobility*. Geneva. <https://www.weforum.org/reports>