V. Laptev,

Doctor of Economic Sciences, Professor, Professor of the Department of Social Economy, Simon Kuznets Kharkiv National University of Economics
ORCID ID: https://orcid.org/0000-0003-4163-0933

A. Semenchenko,

PhD in Economics, Associate Professor, Associate Professor of the Department of Social Economy, Simon Kuznets Kharkiv National University of Economics
ORCID ID: https://orcid.org/0000-0003-2354-0774

APPLICATION OF ELEMENTS OF STRATEGIC MANAGEMENT AT ENTERPRISES IN MARTIAL STATE CONDITIONS

В. І. Лаптєв,

д. е. н., професор, професор кафедри соціальної економіки,
Харківський національний економічний університет імені Семена Кузнеця

А. В. Семенченко,

к. е. н., доцент, доцент кафедри соціальної економіки,
Харківський національний економічний університет імені Семена Кузнеця

ЗАСТОСУВАННЯ ЕЛЕМЕНТІВ СТРАТЕГІЧНОГО МЕНЕДЖМЕНТУ НА ПІДПРИЄМСТВАХ В УМОВАХ ВОЄННОГО СТАНУ

The article explores methodological and applied aspects of the use of strategic management and strategic analysis tools – SWOT analysis, PEST analysis, BCG matrix, McKinsey matrix and SPACE analysis – in the process of forming and adapting development strategies of Ukrainian enterprises under martial law. The relevance of the study is due to the increasing level of uncertainty in the external environment, disruption of production and logistics chains, loss of part of the economic potential, personnel risks, migration processes in the labor market, shortage of financial resources and increased regulatory pressure from the state.

It is substantiated that in the conditions of a war economy, traditional approaches to strategic management require adaptation taking into account security, socio-economic and institutional constraints. It is established that SWOT analysis is an effective tool for identifying internal strengths and weaknesses of an enterprise, assessing resource sustainability, human resources potential and vulnerabilities of the enterprise's operational activities. PEST analysis allows for a comprehensive assessment of the impact of political, economic, social and technological factors on the activities of enterprises, in particular changes in tax and legal regulation, mobilization processes, inflation and currency risks.

The BCG matrix helps optimize the portfolio of business areas by redistributing resources in favor of strategically important and financially sustainable activities. The McKinsey matrix deepens strategic analysis through a multifactorial assessment of the attractiveness of industries and competitive positions of the enterprise, taking into account military risks and the potential for state support. SPACE analysis is defined as a tool for choosing an adaptive strategy that allows balancing the defensive, competitive and conservative development models.

A well-founded conclusion is made that the comprehensive and coordinated use of these methods increases the validity of management decisions, contributes to strengthening economic sustainability and creates the prerequisites for the long-term development of Ukrainian enterprises during martial law.

У статті досліджено методологічні та прикладні аспекти застосування інструментів стратегічного менеджмент та стратегічного аналізу – SWOT-аналізу, PEST-аналізу, матриці БКГ, матриці МакКінзі та SPACE-аналізу – у процесі формування й адаптації стратегій розвитку українських підприємств в умовах воєнного стану. Актуальність дослідження зумовлена зростанням рівня невизначеності зовнішнього середовища, порушенням виробничо-логістичних ланцюгів, втратою частини економічного потенціалу, кадровими ризиками, міграційними процесами на ринку праці, дефіцитом фінансових ресурсів і підвищеним регуляторним тиском з боку держави.

Обґрунтовано, що в умовах воєнної економіки традиційні підходи до стратегічного управління потребують адаптації з урахуванням безпекових, соціально-економічних та інституційних обмежень. Встановлено, що SWOT-аналіз є ефективним інструментом ідентифікації внутрішніх сильних і слабких сторін підприємства, оцінювання ресурсної стійкості, кадрового потенціалу та вразливостей операційної діяльності підприємства. PEST-аналіз дозволяє комплексно оцінити вплив політичних, економічних, соціальних і технологічних чинників на діяльність підприємств, зокрема змін у податковому та правовому регулюванні, мобілізаційних процесів, інфляційних і валютних ризиків.

Матриця БКГ сприяє оптимізації портфеля бізнес-напрямів шляхом перерозподілу ресурсів на користь стратегічно важливих і фінансово стійких видів діяльності. Матриця МакКінзі поглиблює стратегічний аналіз за рахунок багатофакторної оцінки привабливості галузей та конкурентних позицій підприємства з урахуванням воєнних ризиків і потенціалу державної підтримки. SPACE-аналіз визначено як інструмент вибору адаптивної стратегії, що дозволяє збалансувати оборонну, конкурентну та консервативну моделі розвитку.

Зроблено обґрунтований висновок, що комплексне та узгоджене використання зазначених методів підвищує обґрунтованість управлінських рішень, сприяє зміцненню економічної стійкості та формує передумови для довгострокового розвитку українських підприємств у період воєнного стану.

Keywords: *strategic analysis, martial law, SWOT analysis, PEST analysis, BCG matrix, McKinsey matrix, SPACE analysis, enterprise.*

Ключові слова: *стратегічний аналіз, воєнний стан, SWOT-аналіз, PEST-аналіз, матриця БКГ, матриця МакКінзі, SPACE-аналіз, підприємство.*

General description of the problem and its connection with important scientific or practical tasks. The current stage of development of the Ukrainian economy is characterized by the functioning of enterprises in conditions of martial law, accompanied by a high level of uncertainty, increased risks, and significant structural changes in all areas of economic activity. Military actions have caused the destruction of production and transport infrastructure, disruption of logistics chains, a decline in effective demand, a shortage of labor resources due to migration and mobilization processes, as well as an exacerbation of financial and investment constraints. Under such conditions, traditional approaches to strategic management are proving to be insufficiently effective and need to be rethought and adapted.

The use of strategic analysis tools that allow for timely assessment of the internal environment of an enterprise, identification of key threats and opportunities in the external environment, and justification of the choice of an adequate development strategy is becoming particularly relevant. Such tools include SWOT analysis, PEST analysis, the BCG matrix, the McKinsey matrix, and SPACE analysis, which are widely used in global strategic management practice. However, the conditions of martial law significantly change the logic of their use, bringing to the fore issues of economic stability, business continuity, and the preservation of key resources.

In this regard, there is a need for scientific justification of practical recommendations for the adapted application of these strategic analysis methods, taking into account the specifics of the functioning of Ukrainian enterprises during martial law, which determines the purpose and objectives of this study.

Analysis of recent studies and publications. The issue of applying elements of strategic management in enterprises under martial law is being actively researched by both Ukrainian and foreign scientists, which is due to the growing instability of the external environment, high levels of risk, and the need to adapt management decisions to crisis conditions. The problems of transforming strategic planning, using strategic analysis tools, and forming adaptive development strategies are of considerable scientific interest.

In particular, the works of Illiashenko S. M. and Kuzmin O. E. consider the theoretical and methodological foundations of strategic management of enterprises in conditions of instability, emphasizing the need for flexible strategic analysis and a scenario-based approach. In his research, Melnyk L. G. analyzes the impact of crisis and force majeure factors on the strategic choices of enterprises and substantiates the role of adaptive strategies in ensuring economic stability. The issues of using SWOT and PEST analysis in conditions of increased risks are highlighted by Shegda A. V. and Balabanova L. V., emphasizing their importance for identifying threats and opportunities for the development of enterprises during wartime [1].

Foreign scholars have also made a significant contribution to the study of strategic management in crisis conditions. Michael E. Porter examines the competitive strategy of enterprises through the prism of changes in the external environment and emphasizes the need to rethink the sources of competitive advantage in periods of instability. Henry Mintzberg focuses on emergent strategies as a response of enterprises to unpredictable events, in particular crisis and military challenges. David Teece's works reveal the concept of dynamic capabilities as the basis for strategic adaptation of business in a turbulent environment. Richard Rumelt's research is devoted to the problems of strategic

choice in conditions of uncertainty, and Kathleen Eisenhardt analyzes the mechanisms of rapid strategic decision-making in crisis situations [2].

Thus, an analysis of scientific publications indicates the growing attention of researchers to the problems of applying elements of strategic management in a state of martial law and confirms the need for further development of applied approaches to strategic management of Ukrainian enterprises in a crisis environment.

Formulation of the article's objectives (setting the task). The purpose of the article is to substantiate practical recommendations for the application of strategic analysis tools in the activities of Ukrainian enterprises in conditions of martial law.

Presentation of the main research material. Strategy formation is primarily an analytical process based on a comprehensive study of the conditions under which the enterprise operates. The choice of strategic direction should be based on a comprehensive assessment of the external, intermediate, and internal environment of the organization, obtained through thorough research. In the absence of such an analysis, the chosen strategy risks being ineffective or even unviable in practical implementation.

The external environment of an enterprise encompasses a set of entities, processes, and factors that actively influence its activities while remaining outside the scope of direct management control. These forces can significantly adjust the company's strategic intentions, creating both favorable conditions and additional constraints for its development.

External environment research is a systematic process of observing and evaluating environmental factors, within which strategy developers track changes in the economic, political, social, and competitive spheres. The purpose of such analysis is to identify potential opportunities for enterprise growth in a timely manner, as well as threats that could negatively affect its position and long-term stability.

The main goal of external environment research is to identify and deeply understand potential opportunities and risks that may arise in the future. This

makes it possible to formulate a sound strategic course and determine the general directions of the enterprise's policy, minimizing the uncertainty of future development.

External analysis is a component of SWOT analysis, a comprehensive strategic diagnostic tool that combines an assessment of an organization's internal strengths and weaknesses with an analysis of external opportunities and threats. It is through this combination of strengths and weaknesses with the opportunities and threats of the external environment that a holistic view of the company's position and the prerequisites for its further development is created.

Opportunities should be understood as favorable processes, trends, and events in the external environment, the use of which can ensure growth in sales volumes and increase the company's profitability. They create additional opportunities for development, expansion of sales markets, and strengthening of market positions.

Threats, in turn, are unfavorable phenomena and trends in the external environment, which, in the absence of timely and adequate management decisions, can lead to a weakening of the company's competitive advantages and a deterioration of its market position. In other words, external analysis is focused on identifying and assessing real opportunities and potential threats arising from changes in external factors that can significantly affect the strategic development of the enterprise.

In modern scientific research, SWOT analysis is used not only as an educational example, but also as a specific tool for strategic analysis of an enterprise – to assess competitiveness, search for areas of development, form marketing and management strategies, and evaluate the impact of external and internal factors on the activities of firms in various industries.

In their scientific article, Yu. I. Klyus and A. V. Izhboldina conducted a SWOT analysis of the enterprise NVP Microterm LLC as a tool for assessing its competitiveness in the machine-building products market and forming further strategic directions for development [3]. The paper describes the stages of filling

out the SWOT matrix and the results of the analysis of strengths/weaknesses and opportunities/threats for the enterprise.

The paper by S. P. Dunda and A. V. Taranukha considers a dynamic SWOT analysis using the example of a Ukrainian food industry enterprise (PJSC Obolon). The authors describe how alternative strategies for the enterprise's behavior in the market were formed based on the SWOT matrix. This publication demonstrates a practical case of applying SWOT analysis in strategic management [4].

In the study by S. V. Khimich, SWOT analysis is used to assess the level of digital transformation of industrial enterprises, helping to understand which internal resources and external factors contribute to or hinder the implementation of digital solutions [5].

There are numerous scientific articles of a general nature that explore the role of SWOT analysis in shaping development strategies and competitive positions of enterprises in various industries (with an emphasis on analytical tools and strategy building based on internal and external factors). Such works may contain examples of its application for management decision-making and strategic planning in organizations [6].

An essential tool for strategic assessment of the macro environment is PEST analysis, a methodology whose name is derived from the first letters of the English terms: Political-legal (political and legal factors), Economic (economic conditions), Sociocultural (sociocultural characteristics), and Technological (technological factors). This approach is focused on the systematic identification, research, and quantitative and qualitative assessment of the impact of macroenvironmental factors on the effectiveness of a company's current activities and its long-term prospects.

Within this model, four key blocks of factors are identified that are decisive for the formation and adjustment of a company's strategy: political and legal conditions, economic conditions, sociocultural trends, and the level of technological development. It is the comprehensive consideration of these groups

of factors that makes it possible to form a sound strategic position and adapt to changes in the external environment in a timely manner.

The purpose of PEST analysis is to systematically observe and evaluate changes in the macro environment in four key areas. This involves identifying long-term trends, significant events, and external factors that are not directly controlled by the enterprise but can significantly affect its performance and strategic decisions.

The political component of the external environment is studied primarily to understand the intentions of state institutions regarding social development, as well as the tools and mechanisms for implementing state policy. This allows the enterprise to predict possible regulatory changes, legislative initiatives, and administrative influences.

Analysis of the economic block of the macroenvironment, in turn, allows us to determine how financial and material resources are formed, redistributed, and used at the national level. For most economic entities, economic conditions are the determining factor in their entrepreneurial activity, stability, and development opportunities.

The study of the social component of the external environment aims to identify and comprehensively assess how social processes affect the activities of the enterprise. This involves analyzing the population's attitude to work, the level and standards of quality of life, social mobility, consumer behavior and activity, as well as changes in the system of values and consumer priorities that directly affect business decisions.

Assessing the technological factor, in turn, makes it possible to take into account the potential of scientific and technological progress in a timely manner. Such analysis helps the enterprise to respond quickly to innovations, move to the production and promotion of technologically promising products, and predict in advance when the technologies used will lose their effectiveness and need to be replaced or modernized.

The process of conducting a PEST analysis usually includes several consecutive stages.

First, a list of key external strategic factors is formed, the probability of which is high enough and which can significantly affect the activities and development of the enterprise.

Second, for each of the selected factors, its significance is determined, i.e., the probability of an event occurring for a particular enterprise. To this end, each factor is assigned a weighting coefficient ranging from 0 (minimum importance) to 1 (maximum importance), with the total sum of all weights equal to one.

Thirdly, the strength of each factor's impact on the company's strategic objectives is assessed on a five-point scale: a score of "5" corresponds to a powerful impact or serious threat, while "1" indicates no significant impact or danger.

Fourth, weighted indicators are calculated by multiplying the weight of each factor by the assessment of its impact, after which the total weighted sum for the enterprise is determined.

The resulting integral value reflects the company's level of preparedness to respond to existing and predicted changes in the external environment, as well as its ability to adapt its strategy to macroeconomic, social, political, and technological factors.

PEST analysis is also widely used to analyze the impact of macroenvironmental elements on business profitability. Thus, in an article by Y. Salo, I. Marchuk, and S. Orlovska, a PEST analysis of the macroenvironment of small and medium-sized businesses was conducted to identify external political, economic, social, and technological factors that influence the activities of enterprises. Based on the analysis, the main threats (economic factors) and opportunities for the development of enterprises in various sectors of the Ukrainian economy were identified [7].

The article by researchers G. Amanova, G. Tussibayeva, and G. Sagindykova shows how PEST, together with SWOT analysis, is used in the

marketing audit of a specific company to comprehensively assess its external environment and develop recommendations for improving marketing strategies [8].

Historically, the first systematic model for planning corporate strategic development is considered to be the so-called "growth-share" model, better known as BCG. Its creation was the logical result of analytical and research work by specialists from the Boston Consulting Group. The BCG model reflects the strategic position of a specific business area in a coordinate system, where one axis characterizes the growth rate of the market for the corresponding product, and the other characterizes the relative market share of the organization for this product. This approach allows you to clearly determine the positions of business units and make informed strategic decisions regarding their development or optimization.

The Boston Consulting Group (BCG) matrix is used to develop and justify general corporate strategies, competitive approaches, and strategies for specific products or product lines.

The Boston Matrix is based on the concept of the product life cycle, according to which each product goes through four stages of development: market entry (the "problem" category), the growth period ('star'), the maturity stage ("cash cow"), and the decline stage ("dog").

Two key indicators are used to assess the competitive positions of individual business units or products: the growth rate of the relevant market segment and the company's relative market share compared to its main competitors. These criteria allow you to clearly compare the development potential and effectiveness of business areas and choose the optimal strategies for managing them.

The market growth rate is calculated as the weighted average of the growth rates of the various market segments in which the company operates, or is assumed to be equal to the growth rate of gross domestic product. According to generally accepted criteria, industry growth rates exceeding 10% are classified as high.

The relative market share is defined as the ratio of the market share of a particular business line to the market share of the largest competitor in the same

industry. This indicator allows you to assess the position of the enterprise among its competitors and determine its strategic strength in the market.

In their study, researchers Gorb O., Dorohan-Pysarenko L., Yehorova O., Yasnolob I., and Doroshenko A. describe the possibilities of applying the BCG matrix in the strategic analysis of companies, including the classification of goods, works, or services of an enterprise according to potential profit reserves. The authors determine how companies can use the BCG matrix for strategic planning and marketing analysis of their product portfolio [9]. In their work, Yehorova O. V. and Yasnolob I. O. propose a modified version of the BCG matrix that is better suited for assessing the financial performance of an enterprise, in particular the profitability and "growth reserves" of individual products or business areas.

In the work of Mazur O. E., the BCG matrix is considered as a tool for analyzing a company's product portfolio, helping to identify strengths and weaknesses in the product range. The author also highlights the difficulties that arise when applying the classical approach. The author also highlights the difficulties that arise when applying the classical approach and shows ways of classifying the enterprise's product range groups [10].

The elements of the BCG matrix are fairly simple, while the GE/McKinsey model (McKinsey model) is more complex and multifactorial. This analytical construct was developed in a joint project between General Electric and the consulting firm McKinsey & Company, and was named the "GE/McKinsey model."

At a certain stage, it became one of the most popular multifactorial models for assessing the strategic positions of business areas. The McKinsey model is presented in the form of a nine-cell matrix, which allows you to visualize and compare the strategic positions of different areas of the company's economic activity, taking into account their attractiveness and competitive strength.

The main innovation of the GE/McKinsey model (McKinsey model) was that it took into account not only "physical" indicators such as sales or profit, but also more subjective characteristics of the company's activities when comparing

different business areas. These include, for example, market share dynamics, level of technological development, and human resource potential.

The factors that determine the attractiveness of an industry and the competitive position of a business in specific markets vary. The main indicators of industry attractiveness can be market size, growth rate, level of competition, and consumer price sensitivity.

The competitiveness of a specific business area is assessed based on criteria such as the market share controlled by the company, the effectiveness of the marketing system, the level of costs, and the available potential for development.

Thus, when analyzing each market segment, it is important to identify the key factors for its assessment and determine their level – low, medium, or high – which allows for a more accurate comparison of the strategic positions of businesses and informed management decisions.

In this scientific report by authors Kotvitskaya A.A. and Sedykh O.L. – "Using the General Electric McKinsey Method for Analyzing a Company's Strategic Development" – the authors consider the use of the GE/McKinsey matrix as a strategic analysis tool for making decisions about investing in, developing, or reducing business areas in the context of a company's activities. This makes it possible to separate promising divisions/products that are worth developing from those that need to be reviewed or eliminated [11].

SPACE analysis allows you to clearly identify the most appropriate direction for the organization's development and choose the optimal strategy. This analysis is used to assess the current strategic position of the enterprise, even if the company does not conduct formal strategic planning.

The SPACE analysis process is based on identifying and assessing the key strengths and weaknesses of an enterprise, as well as external opportunities and threats. The data obtained makes it possible to understand the extent to which the existing strategy corresponds to the conditions of the external and internal environment and allows for a well-founded adjustment of the organization's development course.

With the help of SPACE analysis, it is possible to identify the strategy that an organization actually uses, even if the company itself is not aware of it. This is especially important in the current conditions of Ukrainian enterprises, where formal strategic management is practically not implemented in many companies.

However, any company, regardless of its size, embodies the management's desire to achieve certain goals, implements its own plans, and partially uses its existing and potential resource potential. These actions are the embryonic forms of strategic planning, which can be systematically evaluated and analyzed using the SPACE method, providing an objective picture of the actual strategic course of the enterprise.

There are two ways to assess existing opportunities. The first is simple ranking, in which the most significant factors are identified and selected for further analysis. The second is the matrix method, which takes into account the probability of realizing the identified opportunities. Both approaches require the involvement of experts to evaluate and agree on the results. However, the second method, although more complex to implement, provides a more visual and structured representation of data, as it allows each specific opportunity to be positioned in a matrix or table format, which greatly facilitates its further analysis and strategic planning.

In his scientific article, T. G. Burdenyuk performed a SPACE analysis of the strategic position of the enterprise PJSC "Ternopil Poultry Farm." The author assesses the financial position and competitiveness of the company, the attractiveness of the industry, and the stability of the environment–the main factors of SPACE analysis. On this basis, a system of strategic alternatives has been formed and a vector for the further development of the enterprise has been substantiated.

The scientific material by S. A. Bakulina and T. G. Belova describes the assessment of the strategic position of an enterprise in the market using SPACE analysis. The study shows how financial strength, competitiveness, industry attractiveness, and market stability are assessed when developing strategic

recommendations. The article by O. Yu. Bochko, V. V. Kuzyak, and N. T. Hryniv presents a SPACE analysis of a company using the example of PJSC "MZMV "Oskar" (mineral water market). The study includes an assessment of indicators: stability of the environment, attractiveness of the industry, competitive advantages, and financial potential – for selecting the optimal development strategy for the enterprise [12].

Based on the results of the analysis of scientific sources and research on the practical use of strategic management elements by enterprises, the authors have developed practical recommendations for Ukrainian enterprises on the application of strategic management techniques in wartime, which are as follows:

1. Features of the application of SWOT analysis in a state of martial law. SWOT analysis remains a basic tool for assessing the internal and external environment of an enterprise, but its structure undergoes changes in wartime conditions.

Key recommendations for adaptation:

strengthening the threat block, where military risks, infrastructure destruction, personnel mobilization, energy and logistics disruptions become key;

rethinking the strengths of the enterprise through the prism of flexibility, digitalization, diversification, and the ability to relocate;

creating opportunities taking into account government support programs, import substitution, economic recovery, and entry into foreign markets.

During wartime, it is advisable to conduct SWOT analysis on a regular basis (quarterly), focusing on the formation of ST and SO strategies aimed at maintaining stability and adaptation.

2. Use of PEST analysis to assess the macro environment. PEST analysis in wartime takes on the character of a scenario forecasting tool.

Practical aspects of application:

political factors are analyzed from the perspective of military regulation, mobilization legislation, and state priorities;

economic factors include currency fluctuations, inflationary processes, and availability of financing;

social factors are related to population migration, changes in the structure of consumer demand, and personnel issues;

technological factors are focused on energy autonomy and digital solutions.

It is advisable to use PEST analysis in combination with alternative scenarios.

3. Adapting the BCG matrix to crisis conditions. In a state of martial law, the BCG matrix is used primarily to optimize the product portfolio and concentrate resources.

Practical recommendations for using the BCG matrix:

Focus resources on supporting cash cows.

Invest in stars only if there is stable demand.

Minimize risks associated with question marks.

Gradually phase out or preserve dogs.

It is advisable to replace the classic market growth rate indicator with the criterion of demand stability in wartime.

4. The McKinsey matrix as a tool for prioritizing resources. The GE/McKinsey matrix allows for a more flexible assessment of strategic business units along two dimensions: industry attractiveness and competitive position.

In a state of war, it is recommended to:

take into account the strategic importance of industries for the national economy;

assess competitiveness taking into account personnel, logistical, and financial stability;

focus investments in areas with high potential for post-war recovery.

5. SPACE analysis to determine the strategic behavior of an enterprise. SPACE analysis is useful for choosing a type of strategy in conditions of high uncertainty.

In wartime conditions:

financial strength is assessed in terms of liquidity and access to external resources;

competitive advantages are linked to adaptability and responsiveness;

environmental stability is determined by the level of regional risks.

For most companies, a defensive or competitive strategy is optimal, while an aggressive strategy is only possible in critically important industries.

Conclusions and prospects for further research in this area. The study showed that the effective use of strategic analysis tools in a state of war requires their significant adaptation. The comprehensive use of SWOT, PEST, and SPACE analyses, as well as BCG and McKinsey matrices, allows enterprises to increase their resilience, minimize risks, and create the conditions for post-war recovery. Prospects for further research include the development of industry-specific models of strategic analysis for enterprises in crisis conditions.

The study also leads to the conclusion that, under martial law, strategic management of Ukrainian enterprises requires a systematic, adaptive, and risk-oriented approach to analyzing the internal and external environment. Classic strategic analysis tools, such as SWOT analysis, PEST analysis, the BCG matrix, the McKinsey matrix, and SPACE analysis, remain relevant, but their application must take into account the specifics of the war economy, increased uncertainty, and security restrictions.

It has been established that SWOT analysis should be used not only for formal assessment of the strengths and weaknesses of an enterprise, but also as a tool for identifying critical resources for survival, the level of personnel stability, financial liquidity, and organizational flexibility. PEST analysis is particularly important during a period of martial law, as it allows for the timely identification of the impact of political decisions, changes in legislation, government support programs, macroeconomic imbalances, and social transformations on the activities of enterprises.

The BCG matrix is an effective tool for restructuring a portfolio of business areas, allowing limited resources to be focused on those activities that provide

stable cash flows or are strategically important for maintaining market positions. The McKinsey Matrix deepens strategic assessment through a multifactorial approach to determining the attractiveness of industries and the competitive advantages of a company, which is critically important in a high-risk environment. SPACE analysis allows you to justify the choice of the optimal strategic position and strike a balance between defensive, competitive, and conservative development models.

Thus, the comprehensive and complementary use of these tools contributes to improving the quality of management decisions, strengthening economic stability, and ensuring the long-term strategic viability of Ukrainian enterprises in a state of martial law.

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