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ADAPTATION OF STRATEGIC ENTERPRISE MANAGEMENT IN CONDITIONS OF MARTIAL LAW AND POST-WAR RECOVERY: THEORETICAL FOUNDATIONS AND PRACTICAL RECOMMENDATIONS

Abstract

This article explores strategic management approaches for motor transport enterprises (MTEs) operating under conditions of martial law and subsequent post-war recovery. It addresses the complex external and internal challenges faced by these enterprises, including infrastructure damage, personnel risks, shifting markets, and evolving regulatory frameworks. The study identifies three main strategic directions during the wartime period: preservation of critical functions to ensure business continuity, adaptation through flexible management solutions such as remote operations and logistics optimization, and development by focusing on stable niche markets like humanitarian transport and government contracts. Emphasizing a combined strategy approach, the article demonstrates how balancing stabilization and growth initiatives improves risk management and enterprise resilience in volatile environments. In the post-war phase, the focus shifts towards recovery, modernization of assets, restoration of logistics capabilities, and implementation of digital innovations. Finally, the article highlights the importance of sustainable development, including social responsibility and environmental safety, as part of the long-term strategic vision. The phased, adaptive strategic model proposed offers a practical framework for MTEs to navigate uncertainty, maintain competitiveness, and transition towards a higher level of operational effectiveness and innovation in a rapidly changing environment.

Keywords: *strategic management, motor transport enterprises, martial law, post-war recovery, adaptive strategy, crisis management, business continuity, scenario planning, digital transformation, sustainable development, risk management, logistics.*

INTRODUCTION

In the current conditions of martial law in Ukraine, enterprises face unprecedented challenges that require a prompt revision of both strategic and tactical management approaches. Crisis situations caused by military actions, disruption of logistics chains, resource shortages, and a decline in effective demand necessitate the implementation of adaptive strategies aimed at ensuring business resilience and recovery.

Strategy is one of the key concepts in enterprise management. According to A.I. Ansoff, strategy is «a plan of action that defines the organization's long-term objectives and the means of achieving them, taking into account changes in the external environment» [1]. Similarly, M. Porter defines strategy as «the choice of a unique market position that enables an enterprise to gain a competitive advantage» [2, 3]. In Ukrainian scientific literature, strategy is considered a complex system of goals, principles, and actions aimed at ensuring the sustainable development of an enterprise under conditions of uncertainty and risk [4].

The term «strategy» is defined by explanatory dictionaries as follows: Strategy (from Ancient Greek στρατηγία, "the art of a general") – a general, non-detailed plan of any activity, covering a long period of time; a path to achieving a complex and uncertain goal, which is currently the main one for a leader and which will later be adjusted in accordance with changes in the conditions of existence by the strategist-leader [5].

Strategy is a key element of the enterprise's self-identification and is closely related to organizational culture. It inherits its strengths and weaknesses and influences the formation of social directions within strategies [6].

PURPOSE

The purpose of this article is to analyze and develop strategic management approaches for motor transport enterprises operating under conditions of martial law and post-war recovery. It aims to identify key strategic directions—preservation, adaptation, and development—and to propose a combined adaptive model that enhances enterprise resilience, operational continuity, and sustainable growth amid the complex and dynamic challenges of armed conflict and its aftermath.

ANALYSIS

Scientific literature distinguishes two approaches to strategy creation [6]:

- Generic (template) – involves choosing solutions from an existing list;
- Individual (unique) – based on the formation of a unique set of management actions.

Strategy implementation involves transitioning from general principles to specific plans for individual departments.

Two main strategy concepts are also distinguished – philosophical and organizational-managerial [8]:

- The philosophical concept treats strategy as an ideology of enterprise development. It promotes continuous improvement, is a part of strategic thinking and management culture, and represents a system of values that motivates employee activity.

- The organizational-managerial concept focuses on practical implementation – determining actions, tools, and ways to achieve long-term goals in a market environment.

Characteristic features of strategy [7, 8]: In crisis conditions, the enterprise strategy is characterized by the following features:

- A long-term orientation that directs the enterprise toward achieving key goals in the long run;
- Flexibility and adaptability to rapid changes in the external environment, especially in conditions of armed conflict or economic instability;
- Integration, implying coordination of different functional areas of activity;
- Consideration of risks and uncertainties arising from crisis phenomena.

To summarize, strategy is a key tool that defines the directions of enterprise development and ensures the achievement of its long-term objectives. It shapes interactions with the external environment, is based on incomplete but generalized information, is refined during implementation, and serves as the foundation for strategic planning. Strategy has a complex structure, encompasses

the entire organization as a unified system, and determines vital areas of activity, remaining the responsibility of top management.

Let us consider the main types and kinds of enterprise strategies. Depending on the nature of market behavior, strategies are divided into active and passive ones. An active (offensive, expansive) strategy is characterized by diversification through constant expansion of activity areas, a technological orientation where new products are developed prior to market analysis, and an effort to outpace competitors through the rapid introduction of innovations. In contrast, a passive (reactive) strategy focuses on operating within a stable market niche, relies on market orientation that begins with demand research and only afterward proceeds to product development, and seeks to protect market positions by updating products in response to competitors' actions. Within the passive strategy, two subtypes are distinguished: the receptive one, which limits innovation and relies on tested solutions, and the adaptive one, which aims at the swift implementation of new technologies and solutions.

Depending on the company's position in the market, different competitive strategies are applied, whether for a market leader, a follower, an innovator, or a niche player. Additionally, based on the level of management, strategies can be classified as corporate, business, functional, or operational. A corporate strategy defines the overall direction of the company across all areas of activity. A business strategy targets a specific line of business or industry sector. A functional strategy specifies actions within particular functional areas such as marketing, finance, or production. An operational strategy concerns structural units like plants, regional offices, or departments. Lower-level strategies complement and support those at higher levels, ensuring consistency in achieving the enterprise's overall objectives.

Corporate strategy is a general management plan for a diversified company that defines its long-term development. It holds the highest position in the strategic planning hierarchy and encompasses all areas of enterprise activity. The main types of corporate strategy include growth, stabilization, and retrenchment. The main objective of this strategy is to establish the general direction of the company's development, including measures to strengthen its position in various sectors and approaches to managing its business portfolio. The responsibility for corporate strategy development lies with top management, who make decisions based on an analysis of information and suggestions received from lower-level management units.

A business strategy is a component of corporate strategy and focuses on a specific area of a company's operations. It defines actions and approaches aimed at building long-term competitiveness in a target market. Its primary objective is to ensure a stable competitive position within the chosen industry. A functional strategy involves the current management of individual departments such as production, marketing, finance, human resources, and R&D. It translates the overall strategy into functional terms and outlines practical steps for achieving set goals. While it operates at a lower level, the functional strategy plays a crucial role in ensuring the coherence of strategic management. Functional strategies are developed by heads of respective departments, with the most common being marketing, production, financial, innovation, environmental, social, and structural transformation strategies.

An operational strategy details how to manage specific organizational units—factories, sales departments, logistics centers—and execute strategically important tasks on a daily basis, such as procurement, maintenance, or advertising. Middle management is responsible for developing operational strategies, which are then finalized and approved by top executives. Despite its position at the base of the strategic hierarchy, the operational strategy is an integral part of the company's overall strategic plan.

In management theory, the concept of basic or benchmark strategies exists. These are the most common and time-tested business development strategies, widely discussed in academic and professional literature. They reflect approaches to company growth and are associated with changes in one or more elements: product, market, industry, the firm's position within the industry, or technology – table 1 [9].

Table 1

Reference strategies for business development

Strategy	Products	Markets	Development
<i>Concentrated growth strategies</i>			
Strengthening positions	Mastered	Mastered	Resegmenting and repositioning
Market development	Mastered	New	Marketing new markets
Product development	New	Mastered	Innovative developments
<i>Integrated Growth Strategies</i>			
Reverse vertical integration	Mastered	Mastered	Integration with suppliers
Direct vertical integration	Mastered	Mastered	Integration with resellers
<i>Diversified growth strategies</i>			
Centered diversification	New	Mastered	Expansion of old production to launch a new product
Horizontal diversification	New	Mastered	Mastering new technology in old production for a new product
Conglomerate diversification	New	New	New technologies in new production for a new product and a new market
<i>Reduction strategies</i>			
Liquidation of the company	Discontinuation	Discontinuation of sales	Sale of the company
«Harvesting»	Mastered	Mastered	Reduction of inventories, sale of products, surplus equipment
Redundancy of part of the company	Mastered	Mastered	Sale of individual strategic business units, closure of departments
Cost reduction	Mastered	Mastered	Implementation of the cost-based leadership strategy

In academic literature, it is generally accepted to distinguish several types of strategies depending on the level of management and strategic orientation [7, 10, 11, 12]. The corporate strategy formulates the overall vision for the development of an organization, defining the areas of activity, investment priorities, and diversification policy. The business strategy (also referred to as the competitive strategy) is aimed at achieving competitive advantages within a specific industry or market segment. According to Porter, there are three main types of competitive strategies: cost leadership, differentiation, and focus. The functional strategy details approaches for individual business functions such as marketing, production, finance, and human resources, providing operational support for the implementation of the business strategy. The crisis strategy is a set of measures aimed at stabilizing operations during periods of crisis and facilitating recovery. It includes rapid response, resource restructuring, cost optimization, and the search for new opportunities.

Among the general strategies that occur throughout the enterprise's "life cycle," the following are distinguished: growth strategies, stabilization strategies; reduction strategies, and restructuring strategies [9].

In the current conditions of martial law and post-war recovery, enterprises must consider the following strategic planning directions [13, 14]:

- Analysis of the external environment, particularly political, economic, and social risks;
- Strategic control of resources to ensure the stability of production processes;
- Searching for new market niches and diversifying activities;
- Developing scenarios for event progression to promptly adjust strategy;
- Implementing innovative solutions to enhance flexibility and management efficiency.

One of the key directions of strategic management in crisis conditions is flexibility and adaptability. As noted by O. Feyer, K. Haustova, and S. Husti [14], enterprises must quickly respond to changes in the external environment by implementing mobile management structures and adapting business models to new realities. This includes reorienting production, changing the product range, and introducing digital technologies to ensure business continuity.

Another important aspect is strategic planning based on risk analysis and scenario forecasting. S. Bilous and A. Bryvus [15] emphasize the need to develop strategies that consider possible scenarios, including worst-case ones, to ensure the enterprise's readiness for any changes. This allows enterprises to reduce uncertainty and make informed decisions in unstable conditions.

Diversification of enterprise activities is also crucial. As O. Prodius [13] points out, enterprises with multiple areas of activity or operating in various markets have greater resilience to crisis phenomena. Diversification helps reduce dependence on individual markets or products and provides stable income sources in a changing environment.

Moreover, human resource management during crises is essential. I. Dvornyk, O. Dvornyk, and O. Harafonova [16] highlight the necessity of supporting personnel, ensuring their safety and motivation, as well as implementing flexible employment forms to retain key staff. Effective personnel management contributes to maintaining productivity and stability of the enterprise under crisis conditions.

Strategic management in crisis conditions should include continuous monitoring of the external environment and readiness for change. As M. Fedyk [17] notes, enterprises must be prepared for rapid adaptation and innovation implementation to maintain their competitiveness in the post-crisis period.

Lipytsch L.H., Kushnir M.A., and Khilukha O.A. formulate that when choosing a strategy in a wartime economy, three aspects must be considered: the strategic context, the strategy creation process, and the strategy content. Creating a strategy during war may even take the form of a spontaneous strategy, but it is important to adhere to key principles: openness to unexpected opportunities, flexibility, learning through trial, and leveraging employee entrepreneurship and support for changes. These are the primary tasks of managers [18].

Thus, the main directions of strategy and tactics development for enterprises in crisis conditions include flexibility and adaptability, strategic planning based on risk analysis, activity diversification, effective personnel management, and constant external environment monitoring. Implementing these approaches allows enterprises to ensure their resilience and successfully adapt to new realities. Successful implementation requires clear coordination of specific steps within short time intervals, which are executed not at the strategic planning level but at the tactical management level.

Therefore, it is appropriate to move on to consider enterprise tactics as a practical tool for achieving strategic goals within limited resources and defined time frames.

Tactics (from ancient Greek *τακτική* *taktike* – the art of arranging) is a component of military art that includes theory and practice of preparation for combat, a conceptual action performed as one or more specific tasks. Tactics is a tool for implementing strategy and is subordinate to the main strategic goal. Strategy achieves the primary goal through solving intermediate tactical tasks [5].

In economic discourse, tactics is understood as follows: Tactics are adaptive, actively interactive actions developed for periods shorter than strategic ones. Tactics allow considering the specifics of the current period depending on the situation. The strategy remains unchanged [19].

It should be noted that an enterprise's strategy and tactics differ in their content and functions: strategy defines the overall direction and conceptual foundations of development, whereas tactics focus on details, specific actions, and practical methods of implementation. Tactics are formed based on the strategy but can contribute to its refinement during the implementation process. The choice of strategy is determined by the organization's goals, the level of risk the company is willing to take, and the external and internal environment of the firm.

METHODS

In the context of prolonged military threats, strategic management of a motor transport enterprise (MTE) must be multi-level and dynamic. Its foundation is an adaptive model that allows

combining various management approaches – from maintaining core functions to actively developing in narrow, safe market segments.

In strategic management of MTEs under conditions of armed conflict, a systemic understanding of external challenges and internal adaptation becomes critically important. Under such circumstances, traditional management approaches lose their effectiveness, and enterprises are forced to develop a new strategic model that ensures viability, adapts to an unstable environment, and simultaneously seeks opportunities for growth.

Motor transport enterprises find themselves amid a radical transformation of the operational environment. Factors such as security concerns, economic instability, disruption of logistics chains, and workforce losses create a high level of uncertainty that demands a new managerial approach. The response to these challenges is a strategic management model based on scenario thinking and phased adaptation to changes (Fig. 1).

The first key element of strategic management during the period of martial law is the influence of the environment. Enterprises must consider not only direct threats – such as infrastructure damage and risks to personnel – but also indirect ones: decreased customer solvency, market relocation, and changes in the regulatory framework. This multifactorial nature forms the basis for scenario-based strategic thinking – the development of several alternative event progressions and corresponding management decisions.

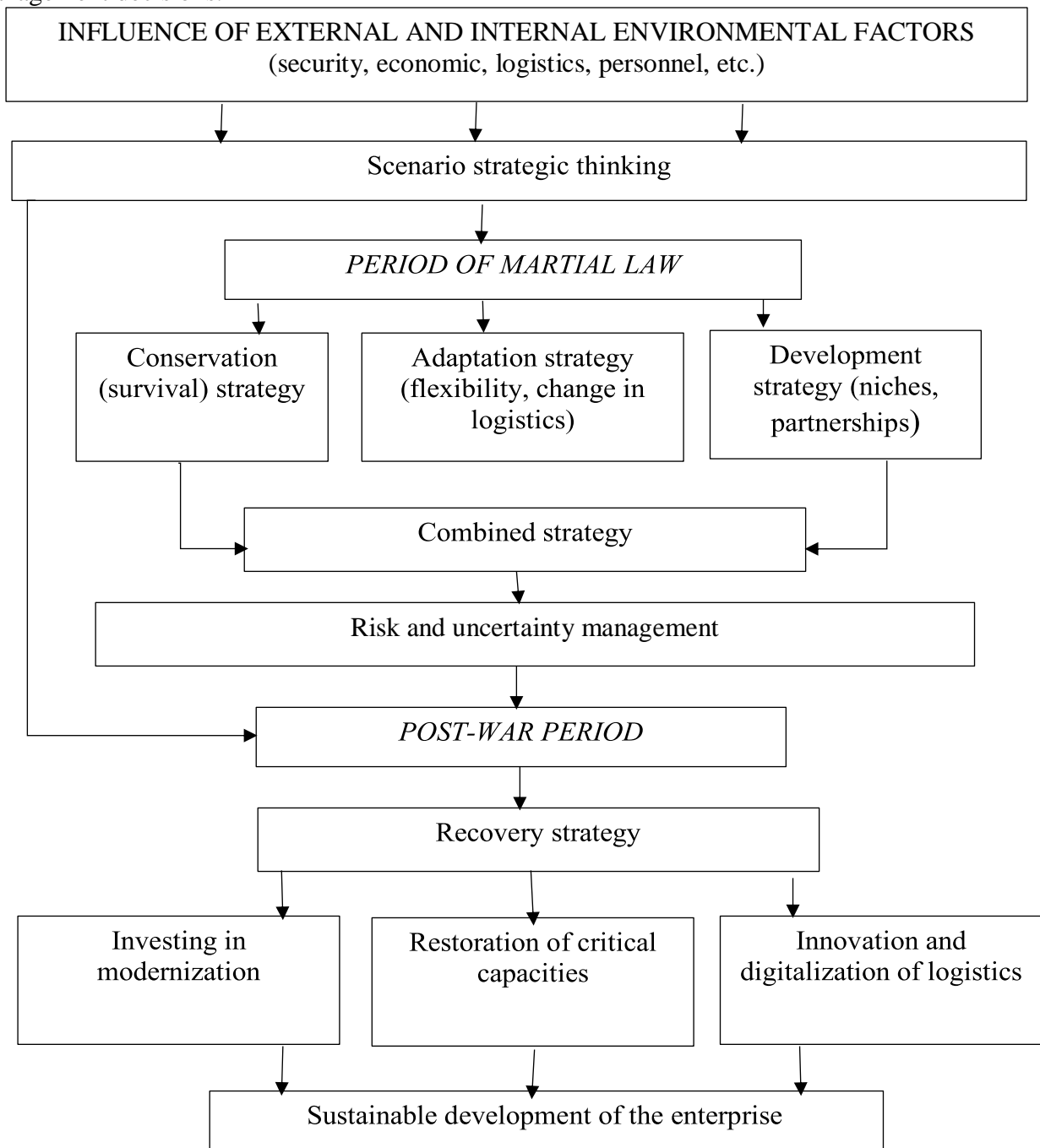


Figure 1 - Strategic model of MTE management under martial law and post-war recovery

During this period, strategic management focuses on three directions:

- Preservation – ensuring continuity of critical functions, minimizing losses, and maintaining business viability;
- Adaptation – implementing flexible solutions: transitioning to remote management, changing logistics, optimizing costs, and short-term planning;
- Development – operating in narrow, stable niches such as humanitarian transportation, government contracts, and cooperation with international partners, which allows maintaining and even strengthening certain business areas.

In strategic management practice, these strategies are not implemented in isolation. An effective approach is a combined strategy that enables flexible balancing between stabilization measures and development initiatives. This approach provides better risk management and enhances enterprise resilience in an unstable environment.

In the post-war period, strategic management focuses on recovery and long-term transformation. The main direction becomes a recovery strategy, which covers three key blocks: modernization (upgrading fleet, infrastructure, and management automation), restoration of critical capacities (logistics, routes, maintenance), and innovative digital transformation (implementation of IT systems, digital platforms, integration into international networks).

The final stage is the formation of a sustainable development system that goes beyond the economy and includes social responsibility, environmental safety, and readiness for new challenges. This implies a flexible organizational structure, an adaptive culture, and active participation in partnership ecosystems.

Thus, strategic management of motor transport enterprises during armed conflict and recovery is a phased model combining crisis, adaptive, and innovative solutions, oriented not on returning to the past but on transitioning to a new level of development.

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During this period, strategic management focuses on three directions:

- Preservation – ensuring continuity of critical functions, minimizing losses, and maintaining business viability;
- Adaptation – implementing flexible management solutions such as transitioning to remote operations, modifying logistics routes and methods, optimizing operational costs, and employing short-term planning cycles to remain agile. Adaptation is crucial because it allows the enterprise to maintain operational continuity despite external disruptions, reduces vulnerability to sudden shocks, and enables timely adjustments to emerging challenges. It supports incremental innovation and continuous improvement, fostering resilience and ensuring the enterprise can pivot its activities according to evolving demands and constraints;
- Development – operating in narrow, stable niches such as humanitarian transportation, government contracts, and cooperation with international partners, which allows maintaining and even strengthening certain business areas.

In strategic management practice, these strategies are not implemented in isolation. An effective approach is a combined strategy that enables flexible balancing between stabilization measures and

development initiatives. This approach provides better risk management and enhances enterprise resilience in an unstable environment.

In the context of ongoing military conflict and subsequent post-war recovery, motor transport enterprises (MTEs) face a range of significant threats and risks that directly impact their operational stability and long-term viability. These challenges require the development of adaptive and flexible strategic responses tailored to different scenarios of conflict intensity and recovery phases.

Key threats include risks related to physical security, economic instability, logistical disruptions, workforce challenges, and the need for technical modernization. Each threat affects the enterprise in unique ways, such as interruptions to service delivery, increased operational costs, or reduced staff productivity.

To effectively navigate these uncertainties, MTEs must formulate strategic and tactical responses that ensure resilience and adaptability. This involves relocating assets for safety, diversifying suppliers, optimizing routes, and employing digital technologies, among other measures.

The following table summarizes the primary threats and risks faced by MTEs, along with their potential impacts and suggested strategies and tactics for response under varying conditions of war and post-war recovery.

Table 2

Threats, risks, and possible strategies for a motor transport enterprise (MTE) in war and post-war recovery scenarios

Threat / Risk	Description	Possible Impact on MTE	Response Strategy	Tactical Options
Military actions / Security	Infrastructure damage, risk to personnel and equipment	Loss of vehicles, work stoppage	Relocate fleet to safer regions; ensure staff safety	Organize mobile teams, flexible work schedules
Economic instability	Fluctuations in fuel, spare parts prices, currency risks	Increased costs, reduced profits	Diversify suppliers; optimize expenses	Negotiate long-term contracts, optimize routes
Logistic restrictions and blockades	Road closures, route changes	Delivery delays, increased time and costs	Develop alternative routes; use multimodal transport	Use IT systems for route monitoring and planning
Workforce challenges	Employee turnover, reduced motivation	Staff shortages, decreased productivity	Implement flexible employment; motivation programs	Training and retraining, temporary subcontracting
Post-war market recovery	Changes in demand, new client needs	Need to adapt services	Develop new services, explore new market niches	Marketing campaigns, digitalization of services
Technical upgrade and modernization	Need to renew fleet, introduce digital technologies	Competitiveness of the enterprise	Invest in innovations; use government support programs	Implement telematics, automate processes

In the context of ongoing military conflict and the subsequent stages of post-war recovery, Motor Transport Enterprises (MTEs) must prepare for various scenarios reflecting different levels of conflict intensity and recovery phases. Each scenario presents unique challenges and risks, requiring tailored strategic and tactical approaches to maintain operational resilience and adapt to rapidly changing conditions.

The table 3 below outlines three key scenarios – high conflict intensity, moderate conflict with transitional recovery, and post-war recovery – with descriptions of their conditions, primary risks, strategic focus, and tactical actions to guide decision-making for MTEs.

Table 3

Scenarios for motor transport enterprise (MTE) under different conflict and post-war recovery conditions

Scenario	Conditions	Primary Risks	Strategy	Tactical Actions
High Conflict Intensity	Active hostilities in the region, frequent damage to transport infrastructure, risk to personnel safety.	Loss of vehicles, inaccessible key roads, workforce demotivation and attrition.	Maximize resource mobilization for staff and asset safety. Relocate fleet to safer regions. Implement flexible work schedules and temporary staffing.	Continuous security monitoring. Use alternative routes and multimodal transport. Keep staff informed of safety measures.
Moderate Conflict / Transitional Stage	Reduced hostilities, partial infrastructure restoration, unstable demand.	Delivery delays due to route restrictions, changes in client order structure, some workforce instability.	Diversify activities and expand client base. Optimize routes considering new conditions. Increase staff motivation and retention.	Analyze market needs and adjust services flexibly. Employ digital technologies for planning and control. Implement staff training and development.
Post-War Recovery	Peace restoration, large-scale infrastructure reconstruction, rising demand for transport services.	High market competition, need to modernize fleet and technology, demand for high-quality and rapid services.	Invest in fleet modernization and innovations. Explore new market niches and develop new services. Focus on efficiency and customer orientation.	Implement telematics and process automation. Launch marketing campaigns to expand client base. Enhance staff qualifications and motivation systems.

In the post-war period, strategic management focuses on recovery and long-term transformation. The main direction becomes a recovery strategy, which covers three key blocks: modernization (upgrading fleet, infrastructure, and management automation), restoration of critical

capacities (logistics, routes, maintenance), and innovative digital transformation (implementation of IT systems, digital platforms, integration into international networks).

The final stage is the formation of a sustainable development system that goes beyond the economy and includes social responsibility, environmental safety, and readiness for new challenges. This implies a flexible organizational structure, an adaptive culture, and active participation in partnership ecosystems.

Thus, strategic management of motor transport enterprises during armed conflict and recovery is a phased model combining crisis, adaptive, and innovative solutions, oriented not on returning to the past but on transitioning to a new level of development.

Table 4

Strategic management of motor transport enterprises during martial law and post-war recovery

Period	Strategic Focus	Key Strategies	Objectives
Martial Law Period	Environmental Impact & Risk	- Preservation: Continuity of critical functions, minimizing losses	Ensure business viability under direct and indirect threats
		- Adaptation: Remote operations, logistics changes, cost optimization, short-term planning	Maintain operational continuity, reduce vulnerability, increase agility
		- Development: Focus on stable niches (humanitarian transport, government contracts, international cooperation)	Sustain and strengthen core business areas
Post-War Recovery	Recovery & Transformation	- Modernization: Fleet, infrastructure, automation	Upgrade operational capacity
		- Restoration: Logistics, routes, maintenance	Restore critical operational capabilities
		- Digital Transformation: IT systems, digital platforms, international integration	Innovate and increase competitiveness
Sustainable Future	Long-term Sustainability	- Social responsibility, environmental safety, flexible organization, adaptive culture	Build resilience, readiness for future challenges

RESULTS

The strategic management of motor transport enterprises (MTEs) in the context of ongoing armed conflict and post-war recovery requires a comprehensive, dynamic, and multi-level approach. The combination of preservation, adaptation, and development strategies allows enterprises to maintain operational continuity, enhance resilience, and seek growth opportunities despite the instability of the environment. Scenario-based strategic thinking and flexible management models enable timely responses to evolving risks and challenges, ensuring business viability under uncertain conditions.

Post-conflict recovery emphasizes modernization, restoration of critical capacities, and digital transformation as pillars for long-term sustainability and competitiveness. Furthermore, the integration of sustainable development principles – including social responsibility and environmental safety – fosters organizational adaptability and readiness for future challenges.

Ultimately, successful strategic management in this domain is not merely about returning to pre-conflict operations but about transforming enterprises to thrive in a new reality, balancing risk management with innovation and sustainable growth.

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Hərbi vəziyyət və müharibədən sonrakı bərpa şəraitində müəssisənin strateji idarə edilməsinin adaptasiyası: nəzəri əsaslar və praktiki tövsiyələr

Xülasə

Bu məqalədə hərbi vəziyyət və sonrakı müharibədən sonrakı bərpa dövründə fəaliyyət göstərən motor nəqliyyat müəssisələri (MNM) üçün strateji idarəetmə yanaşmaları araşdırılır. Məqalədə müəssisələrin qarşılaşdığı mürəkkəb xarici və daxili problemlər, o cümlədən infrastrukturun zədələnməsi, kadr riskləri, bazarların dəyişməsi və tənzimləyici mühitin yenilənməsi mövzuları müzakirə olunur. Tədqiqat müharibə dövründə üç əsas strateji istiqaməti müəyyən edir: biznesin davamlılığını təmin etmək üçün kritik funksiyaların qorunması, uzaqdan idarəetmə və logistika optimallaşdırması kimi çevik idarəetmə həlləri ilə adaptasiya, habelə humanitar nəqliyyat və dövlət müqavilələri kimi sabit niş bazarlara fokuslanaraq inkişaf. Məqalədə sabitləşdirmə və inkişaf təşəbbüslərinin balanslaşdırılmasının risk idarəetməsi və müəssisənin dayanıqlılığının artırılmasında əhəmiyyəti vurğulanır. Müharibədən sonrakı mərhələdə diqqət bərpa, aktivlərin modernləşdirilməsi, logistika imkanlarının bərpası və rəqəmsal innovasiyaların tətbiqinə yönəlidir. Nəhayət, məqalədə davamlı inkişafın — sosial məsuliyyət və ekoloji təhlükəsizliyin — uzunmüddətli strateji baxışın vacib hissəsi olduğu qeyd olunur. Təklif olunan mərhələli və adaptiv strateji model MNM-lərin qeyri-müəyyənlik şəraitində rəqabət qabiliyyətini qoruyub saxlamaq, əməliyyat effektivliyini və innovasiyanı artırmaq üçün praktik çərçivə təmin edir.

Açar sözlər: *strateji idarəetmə, motor nəqliyyat müəssisələri, hərbi vəziyyət, müharibədən sonrakı bərpa, adaptiv strategiya, böhran idarəçiliyi, biznesin davamlılığı, ssenari planlaşdırması, rəqəmsal transformasiya, davamlı inkişaf, risk idarəçiliyi, logistika.*