

Для підприємств, що працюють на міжнародному ринку, важливо використовувати інтенсивний маркетинг для просування своїх товарів і послуг. Це дозволяє збільшити вплив бренду та здійснювати успішні експортні операції.

В цілому, інтенсивний маркетинг є ключовим фактором для досягнення успіху в сучасному бізнес-середовищі. Його використання дозволяє підприємствам ефективно залучати увагу аудиторії, збільшувати продажі та зміцнювати свої позиції на ринку, що стає запорукою стабільного розвитку та успіху на довгострокову перспективу.

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**THE INFLUENCE OF MARTIAL STATUS ON THE  
TRANSFORMATION OF MODERN MANAGEMENT PRACTICES  
AT UKRAINIAN ENTERPRISES**

Managing an enterprise during a state of war requires managers to make quick decisions, adapt to unforeseen circumstances, and support the team in the conditions of wartime uncertainty, which goes beyond traditional management principles. Rapid risk assessment, analysis of

available options, and making informed decisions are key skills for successful leadership during military operations.

In times of war, strategic management actions are aimed at solving the main problems that may arise at enterprises [1, p. 40]. The results of the survey of entrepreneurs and business representatives of Ukraine confirm that logistical challenges, labor safety issues, ensuring supply stability and personnel problems are important aspects in these conditions.

In times of war, business often faces management challenges such as increased response and decision-making time, inefficient organizational structure and lack of clear goals, reactive decision-making and trying to adhere to pre-established norms, as well as over-reliance on external advice and rigid adherence to personal principles. In the conditions of war, enterprises lose the ability to plan effectively, and therefore must be more flexible, which is reflected in management.

The analysis of successful management examples in wartime conditions has confirmed that transformations in these conditions are carried out through improving teamwork, rethinking interactions, and developing clear business models.

The most important directions of management transformations include:

*Changes in approaches to teamwork.* During a war, managing a company involves adjusting priorities and focusing on the interests of the team, partners, and customers.

*Personnel safety.* In wartime, the management team of an enterprise must ensure the development of plans for emergency situations. More attention is usually paid to the physical security of production facilities and employees.

*Management of interruptions in production.* In the conditions of a military conflict, enterprises are forced to temporarily suspend certain production processes and redirect efforts towards creating a safe and reliable working environment for employees.

*Support of team members.* In times of war, businesses often face the challenge of supporting team members who decide to join the armed forces or the Territorial Defense Forces (TDF). Support and recognition of the team members' commitment plays a key role in creating a positive work environment and increasing staff motivation.

*Managing customer expectations.* In these difficult times, transparent communication with customers should be maintained. Such transparent

communication helps manage customer expectations, maintain trust, and maintain goodwill.

*Reputation management.* Effective reputation management requires prioritizing the fulfillment of obligations to customers and partners despite the disruptions caused by war.

During wartime, open communication and transparency are key elements of a reputation management strategy [2, p. 163].

*Rigid organizational structures.* In the field of business management, the effectiveness of a rigid hierarchical structure depends on the nature of the business model used. For example, in cases where optimization and flexibility are key, such as in the field of fixed products or services, a hierarchical structure is often considered the most efficient approach.

*Decentralized decision making for capacity management.* The approach of giving teams and individuals the opportunity to make informed decisions and take appropriate measures, based on specific circumstances, provides greater flexibility and efficiency in responding to changing market dynamics [2, p. 164]. This balanced and adaptive approach fosters innovation and positions the business for sustained success.

*Clarity of production processes.* In such difficult times, clear and consistent production processes become crucial.

Decision-making based on digital data accelerates the decision-making process and promotes flexibility. As a result, the company will have a clear idea of the limits of its activity. Transparency based on mathematical principles, including structured documentation of information and business processes, together with clearly defined corporate goals, contributes to the creation of a more pleasant, efficient and attractive work environment. Therefore, in wartime, the speed of decision-making, adaptability, and support of effective communication channels with the team become critically important for achieving success.

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