

УДК: 339.138:005.2]:338.245](045)

JEL classification: F17, M31, O10

DOI 10.35433/ISSN2410-3748-2025-2(37)-13

Pacheva Nataliia

PhD in Economics, Associate Professor,

**Associate Professor of the Department of Marketing, Management and
Business Administration, Pavlo Tychyna Uman State Pedagogical University**

ORCID: <https://orcid.org/0000-0001-5093-7908>

Korniienko Tetyana

PhD in Economics, Associate Professor,

**Associate Professor of the Department of Marketing, Management and
Business Administration, Pavlo Tychyna Uman State Pedagogical University**

ORCID: <https://orcid.org/0000-0001-8020-0771>

STRATEGIC MARKETING IN CONDITIONS OF MILITARY INSTABILITY: CHALLENGES AND ADAPTATION MECHANISMS

The article examines the features of the formation and implementation of strategic marketing in conditions of military instability, which causes radical changes in the functioning of the national economy and market systems. The essence and interrelation of the concepts of "strategic marketing", "military instability", "adaptive mechanisms" and "enterprise competitiveness" are revealed. Attention is focused on the fact that strategic marketing during the war period acts not only as a tool for maintaining market positions, but also as an effective mechanism for adapting business to crisis conditions. The key areas of influence of military factors on the marketing activities of enterprises are identified, in particular, a decrease in effective demand, the destruction of logistics chains, resource shortages and changes in consumer priorities. It is proved that the successful adaptation of enterprises to the conditions of a military environment requires a rethinking of strategic approaches to management, flexibility of marketing decisions and the introduction of innovative models of behavior in the market. The role of the innovative potential of an enterprise as a basis for the formation of competitive advantages in an unstable environment is considered. It is emphasized that strategic marketing management should focus not only on short-term survival, but also on ensuring sustainable development after the end of hostilities. Particular attention is paid to anti-crisis marketing tools, which include diversification of sales channels, development of digital communications, reorientation of target segments and formation of a socially responsible brand image.

It is established that strategic marketing in conditions of military instability becomes an integration element of the enterprise management system, which combines analytical, planning, communication and adaptation functions. It is substantiated that the use of a strategic approach to marketing activities allows enterprises to monitor changes in the market environment, increase the flexibility of management decision-making and promptly respond to the challenges of the external environment. It is noted that in modern conditions, innovative activity and strategic thinking become the main factors in increasing competitiveness.

The article concludes that strategic marketing in wartime should perform adaptive, stabilizing and prognostic functions aimed at the formation of long-term competitive advantages. The implementation of a systemic approach to marketing management ensures increased stability of the enterprise, reduces risks in the process of its functioning and creates a basis for restoring the country's economic potential. Thus, strategic marketing in conditions of war instability becomes a key factor in maintaining business efficiency, developing innovative activities and ensuring the competitiveness of the national economy as a whole.

Keywords: *marketing, strategic marketing, military instability, innovation marketing, management system, competitiveness, activity efficiency, marketing management, enterprise, adaptation mechanisms.*

СТРАТЕГІЧНИЙ МАРКЕТИНГ В УМОВАХ ВОЄННОЇ НЕСТАБІЛЬНОСТІ: ВИКЛИКИ ТА АДАПТАЦІЙНІ МЕХАНІЗМИ

У статті досліджено особливості формування та реалізації стратегічного маркетингу в умовах воєнної нестабільності, яка зумовлює кардинальні зміни у функціонуванні національної економіки та ринкових систем. Розкрито сутність і взаємозв'язок понять «стратегічний маркетинг», «воєнна нестабільність», «адаптаційні механізми» та «конкурентоспроможність підприємства». Акцентовано увагу на тому, що стратегічний маркетинг у період війни виступає не лише інструментом збереження ринкових позицій, а й дієвим механізмом адаптації бізнесу до кризових умов. Визначено ключові напрями впливу воєнних чинників на маркетингову діяльність підприємств, зокрема зниження платоспроможного попиту, руйнування логістичних ланцюгів, дефіцит ресурсів і зміну споживчих пріоритетів.

Доведено, що успішна адаптація підприємств до умов воєнного середовища потребує переосмислення стратегічних підходів до управління, гнучкості маркетингових рішень та впровадження інноваційних моделей поведінки на ринку. Розглянуто роль інноваційного потенціалу підприємства як основи для формування конкурентних переваг у нестабільному середовищі. Підкреслено, що стратегічне маркетингове управління має орієнтуватися не лише на короткострокове виживання, а й на забезпечення стійкого розвитку після завершення воєнних дій. Особливу увагу приділено інструментам антикризового маркетингу, що включають диверсифікацію каналів збуту, розвиток цифрових комунікацій, переорієнтацію цільових сегментів та формування соціально відповідального іміджу бренду.

Установлено, що стратегічний маркетинг в умовах воєнної нестабільності стає інтеграційним елементом системи управління підприємством, який поєднує аналітичну, планову, комунікаційну та адаптаційну функції. Обґрунтовано, що застосування стратегічного підходу до маркетингової діяльності дозволяє підприємствам забезпечувати моніторинг змін ринкового середовища, підвищувати гнучкість прийняття управлінських рішень та оперативно реагувати на виклики зовнішнього середовища. Зазначено, що в сучасних умовах інноваційна активність і стратегічне мислення стають головними чинниками підвищення конкурентоспроможності.

У статті зроблено висновок, що стратегічний маркетинг у воєнний період має виконувати адаптаційну, стабілізаційну та прогностичну функції, спрямовані на формування довгострокових конкурентних переваг. Впровадження системного підходу до маркетингового управління забезпечує підвищення стійкості підприємства, зменшення ризиків у процесі його функціонування та створює підґрунтя для відновлення економічного потенціалу країни. Таким чином, стратегічний маркетинг в умовах воєнної нестабільності постає ключовим фактором збереження ефективності бізнесу, розвитку інноваційної діяльності та забезпечення конкурентоспроможності національної економіки в цілому.

Ключові слова: маркетинг, стратегічний маркетинг, воєнна нестабільність, маркетинг інновацій, система управління, конкурентоспроможність, ефективність діяльності, маркетингове управління, підприємство, адаптаційні механізми.

Problem statement. The first days of the full-scale invasion were marked by the information baggage of pre-war marketing messages that were dissonant with the wartime reality, causing a feeling of inadequacy in the audience. Most brands, having taken on the risk of reputational losses, chose a wait-and-see strategy, but after a short pause they began to resume communication, offering new meanings and reorienting media plans to support customers and volunteer initiatives.

Ukrainian society entered the war phase, having experience of living in quarantine restrictions, which provoked specific consumer habits - living "here and now", not postponing key purchases, changing household patterns. The Horizon survey and Deloitte reports record three behavioral markers: the need for immediate gratification, the increased emotional value of simple joys, the desire for control through frugal decisions.

Each shock of COVID-19 or military action requires a meaningful, sometimes aggressive corporate marketing policy. Under the conditions of the classic excess supply described by Kotler F. and Armstrong G. demand is formed naturally; instead, a radical change in the market field generates a deficit of solvency. Business faces a limitation in sales and profit, and competition is concentrated around narrowed segments. Porter M. emphasizes: in a situation of a reduced market, the one who quickly forms a flexible scenario plan with calculated risks wins. Therefore, strategic marketing of the war and post-war cycles becomes a priority for the scientific and practical community, because it is it that will determine the trajectory of economic recovery.

Analysis of recent research and publications. The scientific foundation of strategic marketing was formed by the work of L.V. Babachenko [1], P.S. Smoleniuk [2], T.M. Tsygankova [3], A.O. Shulga [4], who outlined the methodological framework of the discipline; the specifics of competitive approaches in the environment of military risks were detailed by T.O. Kornienko [5], B.P. Fishchuk,

V.P. Zhevega, O.I. Voitenko [6], S.M. Podzigun, N.O. Pacheva [7], however, the parameters of strategic marketing during the period of active hostilities and subsequent reconstruction remain unexplored, therefore they require new analytical and empirical research.

Identification of previously unresolved parts of the general problem.

Despite the presence of a significant number of scientific publications devoted to issues of strategic marketing and management of the competitiveness of enterprises, the aspects of the formation and implementation of marketing strategies in conditions of military instability remain insufficiently studied. In particular, approaches to adapting strategic marketing to crisis conditions, mechanisms for ensuring business sustainability in the face of market infrastructure destruction, resource constraints, and changes in consumer behavior require further scientific substantiation. The issues of transforming marketing tools, digitalizing communications, and rethinking the role of corporate social responsibility in the context of military challenges are also insufficiently studied.

The purpose of the scientific research is to investigate the features of the formation and implementation of strategic marketing in conditions of military instability, to determine its role in ensuring adaptive stability and competitiveness of enterprises, as well as to substantiate effective mechanisms of strategic marketing management aimed at minimizing the impact of crisis factors and ensuring sustainable business development in the post-war period.

Presentation of the main material. Market dynamics dictate the correction of management paradigms: if previously enterprises focused on production capacity, now the priority has become the maximum level of demand satisfaction, as evidenced by the conclusions of Babachenko L.V. [1, p. 13] and Smoleniuk P.S. [2, p. 88]. The marketing function becomes a bridge between management and the audience, ensuring competitiveness and accelerating the achievement of strategic competition goals.

Crisis phenomena encourage companies to cut communication costs, however, the practice generalized by the authors [7, p. 27], demonstrates the opposite effect:

the systematic presence of the brand during turbulence forms a core of loyal customers, which will generate sales over a long period. The marketing organism responds to macroeconomic fluctuations through constant data analysis and flexible reconfiguration of tools, which indirectly minimizes losses for business owners.

The concept of strategic marketing, formulated by Pyatnytska G.T. and Pyatnytska N.O. [8, p. 219], covers strategic segmentation, quality forecasting, resource conservation, production development, competitiveness standards. In the realities of war and reconstruction, the emphasis shifts: budget savings, concentration on the most profitable products, rejection of long-term initiatives, which confirm the observations of Kornienko T.O. [5] and Shulga A.O. [4, p. 112].

The development of competitive strategies is based on a two-factor audit: the external marketing environment and the internal competitive structure, as Fischuk B.P., Zhevego V.P., Voitenko O.I. [6, p. 207] and Lysevich V.V. [9, p. 102] prove. Within this process, strategic marketing plays the role of a mechanism for forming and implementing advantages aimed at stable profit and long-term leadership.

The concept of strategic marketing reflects the need for constant revision of management procedures, since the unpredictable external environment forces businesses to complicate the organizational architecture and accelerate the decision-making cycle by analyzing the relationship between strategy, structure and efficiency [10, p. 57]. However, the survey shows: 47% of enterprises did not revise strategic goals, and 18% did not formulate them at all, which demonstrates the gap between theory and practice.

The next logical link is revealed in Babachenko L.V.'s statement about the need for full consumer orientation [1, p. 14]. Marketing strategy is a multi-component system, and each of its elements must appeal to the motivations of the target audience. Ignorance of the focal consumer becomes a fundamental mistake of any company that designs a strategy, and this mistake multiplies during military turbulence [11].

The displacement of the customer base is confirmed by statistics: 52% of buyers changed geography, migrating to western regions or EU countries. Kornienko © Pacheva Nataliia, Kornienko Tetyana

T.O. advises shifting advertising budgets to these regions, strengthening digital channels and local partnerships, because it is there that centers of solvent demand have formed [5]. Despite the desire to reduce costs, strategic marketing remains a “growth hormone” even in combat conditions: continuous communication, supported by social initiatives, forms long-term loyalty, as evidenced by the data of Podzigun S.M. and Pacheva N.O. on the behavior of brands in the risk zone [7, p. 29].

The leadership mission in forming the development vector is performed by the business owner; the speed of adaptation of strategic priorities depends on him, while the marketing service, according to Shulga A.O. [4, p. 112], must assess the potential of each division, setting measurable goals and supporting the sales level determined in the scenario plan. Lysevich V.V. emphasizes: early diagnosis of market signals and creation of a reserve set of measures reduce the depth of the crisis [9, p. 104].

In the post-war period, the focus shifts from survival to recovery: reputational assets and synergy with international partners gain priority. Scientists prove that a company that demonstrated social solidarity during the war receives accelerated access to export channels and cheaper capital immediately after the market opens [6, p. 210]. Thus, strategic marketing moves from budget savings to expansion, and the owner, relying on the accumulated data, reviews the product portfolio, keeping only those with a stable margin, and invests in R&D for the next growth cycle.

In parallel, the HR unit appears. Employee safety, remote coordination, and the preservation of corporate culture maintain productivity, which is confirmed by the results of Deloitte monitoring of hybrid teams in countries recovering from conflicts [13]. Thus, strategic marketing in war and post-war times is transformed into an integrated mechanism that combines a flexible structure, customer-centric products, a social mission, and continuous analytics - this is the configuration that provides a sustainable advantage and restores the development trajectory.

The decline in economic activity, regardless of its root cause - the financial crisis, the COVID-19 pandemic, or military actions - transforms consumer psychology: impulsive transactions disappear, demand shrinks, and price elasticity increases sharply.

Marketing management in times of crisis revolves around an in-depth analysis of purchasing power and behavioral triggers. Spontaneous decisions not supported by data increase operational risks; However, weakened competition opens a “window of opportunity” for the formation of the future core of the customer base. The period of upheaval is suitable for low-cost initiatives to collect first-party data, test product hypotheses and segmentation correction [11, p. 58].

War changes not only geography, but also the emotional optics of the consumer: humanized communication with an emphasis on shared values increases trust in the brand, which is confirmed by the empirical samples of Kornienko T.O. in the 2023 research [5] The crisis strategy should retain the audience and simultaneously attract new segments through transparent commitments, impeccable fulfillment of promises, demonstration of social, cultural and political position in the format of effective support - volunteer logistics services, free access to cloud solutions for educational institutions, preferential mobile tariffs for separated families.

At the same time, avoiding the exploitation of the theme of war, restrained use of humor, focus on the person, not on the abstract “consumer”, together with the maximum simplification of the customer journey (one-click purchases, contactless delivery, self-service chatbots) form a new standard of service. Shulga A.O. emphasizes: a brand that provides functional time savings and reduces cognitive load during a period of uncertainty gains a sustainable advantage after the market recovers [4, p. 113].

Strategic marketing appears as a consistent influence of a business entity on the dynamics of market relations, where the primary task is to build a stable position of the company and model a set of actions that form the concept of long-term policy; its contours serve as a support for tactical-level algorithms. The essence of the approach is revealed in the precise comparison of resource potential with the expectations of consumer segments and the forecast of competitor behavior: each step, from the segmentation grid to portfolio decisions, is worked out through the prism of future synergy of revenue and risks.

Maintaining and increasing advantages is measured by a system of counterweights, where the adjustment of pricing, product and communication policies assumes multi-level control of threat scenarios [5]. The implementation of strategies includes not only the adaptation of supply chains to military turbulence, but also the introduction of SIT analysis for early detection of signals of competitor weakness. Marketing projections are adjusted through “live” sales analytics, which combines a cohort approach with geospatial tracking of consumer migrations.

The practical implementation of the concept entails the development of a monitoring core based on BI platforms capable of integrating margin, service availability, and reputation metrics in real time. In combination with corporate strategy and ESG orientation, the marketing scheme transforms the volatility of the external environment into a catalyst for a training organization: scenario workshops that simulate capital outflow or changes in customs tariffs immediately fuel the product R&D funnel and clarify the priorities of venture financing. This is how the company and the consumer get the optimal effect with reduced sales uncertainty. The detailed results of the multi-faceted analysis indicate the convergence of three vectors - resource-product, behavioral-market, and organizational-innovative. The first was represented by Babachenko L.V., investigating the coordination of production capacities and market imperatives of industrial enterprises, which proves that the adaptability of the structure of capital investments directly correlates with the speed of change in demand [1, p. 13]. The second vector was detailed by Smoleniuk P.S., demonstrating how competitive stability is formed through diversification of target segments and maneuvering between price and value of the offer [2, p. 88]. Tsygankova T.M. formed a methodological basis for modeling behavioral scenarios, indicating the need for multi-channel interaction and simultaneous measurement of the omnichannel effect [3, p. 33].

The organizational-innovative vector accumulated the achievements of Shulga A.O. and Pacheva N.O., who proved: a comprehensive reform of the marketing function - from the introduction of BI panels to the integration of ESG metrics - reduces latent costs of decision-making and increases the index of response to shock

events [4, p. 112; 10, p. 57]. Kornienko T.O. empirically recorded: during martial law, the reorientation of the media mix to regions of relocated purchasing power ensures an increase in gross income within double-digit dynamics even with a general market decline [5]. Fishchuk B.P., Zhevego V.P. and Voitenko O.I. demonstrated that a multi-level risk matrix imposed on scenario budgets is converted into an increase in margins by reducing “noise” in the product portfolio [6, p. 209].

The SMM framework described by Podzigun S.M. showed high efficiency when combined with situational content aimed at supporting communities, pulling the LTV/CAC ratio up to six units in the critical months of 2022 [7, p. 29]. Lysevich V.V. showed that strategic monitoring of the competitive environment, enriched with geoanalytics, makes it possible to predict changes in market share earlier than they are reflected in financial statements [9, p. 104]. A synergistic element is the reputation marketing paradigm outlined in the Pyatnitsky manual, which states: support for social initiatives increases turnover in the HoReCa segment even with a downward trend in attendance [8, p. 442].

The outlined results are complemented by a practical aspect: business cases from the publications “Laba” and IIB track the scaling of digital presence during offline channel restrictions, which turns marketing intervention from an expense item into a driver of cash flow stabilization [11; 13]. Collectively, the experience confirms the thesis: strategic marketing is evolving into the center of gravity of the corporate anti-crisis architecture – it is there that data condenses, decisions crystallize and a long-term economic multiplier is born.

Conclusion: In the context of military instability, strategic marketing acts as a central element of the corporate governance system, which ensures the flexible adaptation of the enterprise to dynamic changes in the external environment and the preservation of its competitiveness. It directs the company to timely transformation under the influence of crisis and military factors, forming sustainable advantages due to a deep understanding of consumer needs, effective market segmentation and reorientation of the product portfolio in accordance with new realities. Constant strategic monitoring and marketing screening allow to coordinate the resources of the

enterprise with the limited capabilities of the war period, reduce the level of risks and maintain the continuity of business processes. As a result, strategic marketing in war conditions turns into a key tool of anti-crisis management, which ensures not only short-term stability, but also forms the basis for post-war recovery and long-term development of the enterprise.

REFERENCES

1. Babachenko L.V. (2017) Stratehichniy marketynh u systemi upravlinnia promyslovym pidpriemstvom [Strategic marketing in the industrial enterprise management system]. *Naukovyi visnyk Uzhhorodskoho natsionalnoho universytetu*. № 15. Ch.1. S. 11-15. URL : http://www.visnyk-econom.uzhnu.uz.ua/archive/15_1_2017ua/4.pdf [in Ukrainian].
 2. Smoleniuk P.S. (2012) Obgruntuvannia konkurentnoi stratehii pidpriemstva [Justification of the company's competitive strategy]. *Innovatsiina ekonomika*. № 3(29). pp. 86–93. [in Ukrainian].
 3. Tsyhankova T.M. (2004) Suchasni modeli ta tendentsii rozvytku stratehichnoho marketynhu [Modern models and trends in the development of strategic marketing]. *Marketynh v Ukraini*. № 2. pp. 31–36. [in Ukrainian].
 4. Shulha A.O. (2022) Napriamy udoskonalennia systemy stratehichnoho upravlinnia rozvytkom marketynhovoї diialnosti pidpriemstva [Directions for improving the system of strategic management of the development of marketing activities of the enterprise]. *Pidpriemnytstvo ta innovatsii*, (25), pp. 110-113. DOI: <https://doi.org/10.32782/2415-3583/25.18> [in Ukrainian].
 5. Korniienko, T. (2023). Marketynhovi stratehii u formuvanni konkurentnykh perevah pidpriemstv v umovakh voiennoho stanu [Marketing strategies in the formation of competitive advantages of enterprises in the conditions of martial law]. *Ekonomika ta suspilstvo*, (49). DOI: <https://doi.org/10.32782/2524-0072/2023-49-65> [in Ukrainian].
 6. Fishchuk B.P., Zheveha V.P., Voitenko O.I. (2012) Konkurentni stratehii pidpriemstva v umovakh minlyvoho rynkovoho seredovyscha [Competitive
- © Pacheva Nataliia, Korniienko Tetyana

strategies of the enterprise in the conditions of a changing market environment]. *Zbirnyk naukovykh prats Vinnytskoho natsionalnoho ahrarnoho universytetu. Seriya «Ekonomichni nauky»*. № 4(70). Т. 2. pp. 206–211. [in Ukrainian].

7. Podzihun, S. M., Pacheva, N. O. (2022). SMM i marketynh pid chas viiny [SMM and Marketing in Wartime]. *Ekonomichni horyzonty*, (4(22)), pp. 25–33. DOI: [https://doi.org/10.31499/2616-5236.4\(22\).2022.267016](https://doi.org/10.31499/2616-5236.4(22).2022.267016) [in Ukrainian].

8. Piatnytska H. T., Piatnytska N. O. (2001) *Menedzhment hromadskoho kharchuvannia* [Public catering management: textbook. for students universities]: pidruch. dlia stud. vuziv, K. : Kyiv. nats. torh.-ekon.un-t, 655 p. [in Ukrainian].

9. Lysevych V. V. (2003) Stratehichniy monitorynh konkurentnoho seredovyshcha pidpriemstv u systemi stratehichnoho marketynhovoho upravlinnia konkurentospromozhnistiu [Strategic monitoring of the competitive environment of enterprises in the system of strategic marketing management of competitiveness]. *Visnyk Don DUET : zb. nauk. pr.* Donetsk : Don DUET. pp. 100–108. [in Ukrainian].

10. Pacheva N. O. (2018) Stratehichne upravlinnia innovatsiinym rozvytkom natsionalnoho hospodarstva [Strategic management of innovative development of the national economy]. *Mizhnarodnyi naukovyi zhurnal "Internauka". Ser. Ekonomichni nauky*. № 11(19). pp. 56-59. URL : <https://www.inter-nauka.com/uploads/public/15416763509921.pdf>. [in Ukrainian].

11. Marketynh pid chas kryzy: rizaty chy ni [Marketing during a crisis: to cut or not to cut]. URL : <https://laba.ua/blog/3072-marketing-v-kryzis-rezat-ili-net> [in Ukrainian].

12. Pacheva N. O., Lutai L. A. (2023). *Stratehichniy marketynh u voiennyi ta pisliavoiennyi chas* [Strategic marketing in wartime and postwar period]. *Ekonomika ta suspilstvo*, (52). <https://doi.org/10.32782/2524-0072/2023-52-24> [in Ukrainian].

13. Marketynh u voiennyi ta pisliavoiennyi chas [Marketing in war and post-war times]. URL : <https://iib.com.ua/ru/novosti-mib/item/5884-marketing-u-voennyi-ta-pislyavoennyi-chas.html> [in Ukrainian].

Стаття надійшла до редакції 30.10.2025

© Pacheva Nataliia, Korniienko Tetyana