

## Competitive management in post-war conditions

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In the conditions of the introduction of martial law, Ukrainian business faced new challenges, which led to the reduction of production, loss of human resources and partners, disruption of logistics routes, destruction of energy capacities, reduction of real incomes of the population. All this has led to the restraint of the recovery of the economy and caused the deterioration of the expectations of enterprises of all sectors. At the same time, industrial enterprises worsened assessments of economic prospects due to the loss of production and energy capacities. Trade enterprises worsened estimates for the volume of merchandise turnover, but somewhat reduced pessimism in expectations regarding the growth of purchase prices and the value of goods. Enterprises in the service sector have lowered their own expectations, despite further damage to the transport and energy infrastructure and a decrease in the incomes of the population: in particular, a decrease in the volume of services provided and new orders, at the same time they have lowered their expectations regarding the increase in tariffs for their own services [1].

In pre-war times and in today's conditions, the project management methodology, which is successfully implemented in many areas of the economy, proved to be an effective tool for increasing the efficiency of business management [2]. During the martial law, special attention should be paid to the correct selection and formation of the project portfolio, in particular from the point of view of the possibility of achieving the set goal in the shortest possible time, with minimal costs, with minimal risks and to meet the expectations of all stakeholders.

The comprehensive energy strategy of Ukraine in the post-war period for industrial enterprises should cover such areas as: development of its own energy base; development and improvement of the energy resource accounting system; increasing the efficiency of the use of energy resources by the consumer, reducing losses during the transportation of energy resources; full involvement of secondary energy resources in the company's fuel balance; monitoring of energy resource consumption; modernization of technological processes and units; improvement of the energy balance of the enterprise; involvement of personnel in

energy-saving activities.

In today's conditions, during the implementation of measures that contribute to the restoration of the country's economy and business competitiveness, a correctly defined development strategy, which is based on the integration of the business's own resource potential with the external environment in which it operates, requires special attention. At the same time, it becomes clear that changes should be made to the management system, since the existing one is not adapted to modern conditions and requirements of the economy.

An effective tool for improving management efficiency is the implementation of a project approach, which allows to implement business development directions through the implementation of projects, programs and project portfolios [2, 3, 5].

An approach that allows you to increase the efficiency of business operation is a process approach that most adequately reflects the production structure of the enterprise as a structure of business processes, contains a systemic vision of the management object, its structural construction, the functional orientation of barriers that prevent the optimal promotion of business processes. The essence of which is that each employee ensures the functioning of specific business processes. Duties, responsibilities, criteria for successful activity for each employee are formulated and make sense only in the context of a specific task or process. The horizontal connection between structural units is much stronger. The unconditional priority of the vertical relationship «manager-subordinate» is weakening due to the increasing importance of horizontal cooperation of the company's divisions.

Thus, the competitiveness of business in post-war conditions largely depends on the efficiency of business processes operating in a certain organizational structure, therefore the synergy between project and process approaches will improve the efficiency of business management.

### **Список використаних джерел**

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