

Отримано: 08.09.2025

Прийнято: 29.09.2025

Опубліковано: 22.10.2025

УДК 65.01:658

DOI: 10.30857/2786-5398.2025.5.2

Vadym O. Hrytsun

Kyiv National University of Technologies and Design, Ukraine

**CONDITIONS FOR THE FORMATION OF INTEGRATED MODELS
OF BUSINESS STRUCTURE DEVELOPMENT IN THE CONTEXT
OF POST-WAR ECONOMIC RECOVERY**

The study has formed well-founded views and approaches to the formation of integrated models of business development, since a characteristic and important trend of the post-war economic recovery processes is the strengthening of competition between regions, individual territories, and cities. This trend is becoming the main factor that determines the territorial principles of the management system and organization of the economy. The justified modern challenges of regional, territorial competition have become so serious and significant that national, regional, and local authorities are obliged to develop territories and develop business under martial law, taking into account the positioning of relocated businesses and the European integration vector of the state. Only a deep understanding of this modern situation allows one to master the art of competitive struggle in the unification and formation of integrated models of business development. Understanding the essence of territorial competition, mastering the methods of increasing the competitiveness of villages, cities, and regions has become extremely relevant for regional and local administrations and relevant business communities. In conditions of martial law, the time has come not only to understand, but also to be able to apply and use new management models, calculate relevant indicators and indices, choose directions for increasing the competitiveness of territories, districts, and regions, and take into account the development trends of competing regions and opportunities for cooperation between them.

Keywords: *economy; ecosystem; european integration; innovative development; integration; integrated models of business structure development; post-war recovery; cluster concept; competitiveness.*

Вадим О. Грицун

Київський національний університет технологій та дизайну, Україна

**УМОВИ ФОРМУВАННЯ ІНТЕГРОВАНИХ МОДЕЛЕЙ
РОЗВИТКУ БІЗНЕС-СТРУКТУР В УМОВАХ
ПІСЛЯВОЄННОГО ВІДНОВЛЕННЯ ЕКОНОМІКИ**

В дослідженні сформовано обґрунтовані погляди та підходи, щодо формування інтегрованих моделей розвитку бізнесу, оскільки важливою тенденцією процесів післявоєнного відновлення економіки є посилення регіональної конкуренції, окремих територіальних громад, міст. Ця тенденція є одним з головних факторів, який визначає територіальні принципи управлінських та економічних систем. Обґрунтовані сучасні виклики регіональної, територіальної конкуренції в умовах воєнного стану. Доведено, що національні, регіональні і місцеві органи влади зобов'язані розбудовувати території і розвивати малий та середній бізнес в умовах воєнного стану, враховуючи позиціонування релокованого бізнесу та євроінтеграційного вектору держави. Розуміння та аналізування сучасної ситуації дозволяє оволодіти мистецтвом конкурентної боротьби в об'єднанні та формуванні інтегрованих моделей розвитку бізнес-структур. З врахуванням поточного стану територіальної конкуренції, оволодіння прийомами підвищення конкурентоспроможності територіальних громад, міст, регіонів стало вкрай актуальним

для місцевих адміністрацій та відповідного формування інтегрованих моделей розвитку бізнес-структур. В умовах воєнного стану настав час не лише розуміння, але й уміння застосовувати нові управлінські моделі співпраці, розрахунку відповідних показників та індексів, вибору напрямів підвищення конкурентної сили територіальних громад, регіонів, враховуючи всі можливості співпраці та кооперування.

Ключові слова: економіка; екосистема; євроінтеграція; інноваційний розвиток; інтеграція; інтегровані моделі розвитку бізнес-структур; післявоєнне відновлення; кластерна концепція; конкурентоспроможність.

Problem statement. For Ukraine, the formation of integrated models of business structure development is one of the ways to build the post-war economy and support it in the system of world economic relations.

The problem is to ensure coordination of the activities of all links of the technological chain and attract financial resources in order to increase the competitiveness of regions and the state through structural restructuring of production on an integrated basis.

Unresolved parts of the problem. An analysis of the causes of the problem and the justification for the need to solve it revealed that the slowness of the creation of integrated business structures in Ukraine is due to the following factors:

- lack of sufficient information support for the creation and functioning of integrated business structures;
- insufficient interest of small and medium enterprises to unite into large production systems;
- little experience in the functioning of integrated business structures;
- lack of investors due to the investment unattractiveness of the regions

The purpose of the article is justification of the conditions for the formation of integrated models of business structure development in the context of post-war economic recovery.

Analysis of literary sources by problem. The basis for modern scientific research on economic development, both in general and in the context of post-war time, the theory and methodology of economic integration are the scientific works of the classics of world science: J. Gilder, D. Grayson, W. Engdahl, I. Kant, J. Keynes, L. Lindbergh, K. Marx, M. Mescon, J.-J. Rousseau, A. Smith, P. Samuelson, G. Tullock, F. Hayek, whose research is still relevant today.

Presentation of the main results of the study. Today, only a small number of enterprises in Ukraine are going through or have passed the stage of informal integration. However, only the conscious creation of integrated business structures will allow them to fully use and ensure their competitive advantages. The optimal solution to this problem should be determined on the basis of a comparative analysis of possible options. Thus, an alternative to the formation of integrated business structures for development may be the creation of clusters. The positive thing here is that as a result of the consolidation of capital, large companies have a leading role in ensuring scientific and technological progress, improving products and technologies; large enterprises have an advantage in forming multi-sector models that allow them to best realize scientific and technical, production, and marketing capabilities and meet the most diverse market needs.

Integration enhances the positive aspects of the alternative approach and allows overcoming the shortcomings, ensuring the competitiveness of the economy of regions and the state. In addition, clusters can unite enterprises and institutions of regions, as well as different countries, to increase the efficiency of their activities, increase labor production and product quality, stimulate competition and innovation, and promote the formation of new enterprises, taking into account their favorable geographical location and new jobs.

An effective tool for the implementation of large-scale financial and industrial projects in the conditions of post-war recovery can be business companies united in groups according to the industry, territorial or other principle. The effectiveness of integrated business structures is ensured by using the concentration of interconnected industries.

Integrated business structures are a subsystem of the investment system, which is a dynamic part of the developing economy. Changes in the innovation system are stimulated by market requirements and are aimed at meeting the demand of consumers of food products. The advantages of forming integrated business structures are: stimulation of the development of the food market, improvement of the trade balance of the region, increase in employment, increase in budget contributions; concentration of basic innovations for a certain period in a certain economic space.

To conduct a comparative analysis of the creation and support of the advantages of forming integrated business structures from the point of view of the possibility of realizing economic interests in the conditions of post-war recovery, which will make it possible to identify the priorities for the development of trade in the EU common market, it is advisable to use the Bela Balassa index:

$$RCA_{ij} = \left(\frac{x_{ij}}{X_i} \right) / \left(\frac{x_{aj}}{X_a} \right), \quad (1)$$

where RCA_{ij} is the coefficient of revealed comparative advantages;

x_{ij} is the export of product j from country i ;

X_i is the total export of products from country i ;

x_{aj} is the total export of product j from region a ;

X_a is the total export of products from region a .

According to this index, a country demonstrates (reveals) comparative advantages in trade in goods for which the indicator is higher than 1.

Integrated business structures focus on the connections and interdependencies between companies united in a network structure for the production of products, services and innovations. This concept goes beyond the limits of "simple" horizontal networks, in which firms, operating in a common market for finished products and belonging to the same industrial group, cooperate in such areas of activity as research and development.

Attributes that characterize networks: variety of forms, types of structures that cooperate with each other; self-interest; asymmetric interdependence; dynamism.

By setting rigid boundaries for industries and sectors of industry, the traditional research approach does not take into account the importance of establishing relationships and sharing knowledge in the production process within the framework of the network structure.

Traditionally, the sectoral approach, emphasizing strategic groups of similar firms with a similar position in the network structure, focuses on horizontal relationships and competitive interdependence (relationships between direct competitors with a similar field of activity operating in the same product markets), while the cluster approach focuses on the importance of vertical relationships between heterogeneous firms and their symbiotic interdependence based on synergy, i.e. mutual reinforcement of action. Despite the fact that innovation activity is stimulated by horizontal competition between direct competitors operating in the same markets, vertical relationships between suppliers, main manufacturers of products and its users are also important for research and innovation generation.

Studying the behavior of competitors and consumers in the market includes: assessing the effectiveness of business processes related to product quality, personnel, logistics, innovations and

marketing; identifying the strengths and weaknesses of the enterprise, assessing potential opportunities and threats; identifying key success factors; analyzing technological factors and existing developments; studying product and pricing policies, new product development technologies, and the specifics of working with consumers; identifying market leaders and analyzing their activities; identifying market outsiders and analyzing their activities; choosing effective methods of competition; segmenting the consumer market and studying the dynamics of the development of the product market, including regional ones; identifying consumer preferences, loyalty to a particular retail network; determining the competitiveness of the enterprise.

A detailed analysis of the possibilities of using marketing trends of integrated business structures in production, economic and commercial activities allows us to determine the importance of finding marketing niches, using just-in-time supply tactics, and combining social responsibility and competition.

Conclusions and research prospects Today, it is not companies that compete with each other, but the most effective value chains that capture the global market. Integrated business structures allow you to use all strengths and create synergy for all participants in business structures. The process of developing regional competition based on an integrated model carries with it positive and negative consequences, contributing to the strengthening of some regions and the weakening of others. It is impossible not to take into account that the obstacles to the development of free competitive rivalry of regions based on an integrated model are elements of the mentality of local business leaders who are not ready for unification. It is proposed to use the Béla Baláss index to conduct a comparative analysis of the creation of advantages and conditions for the formation of integrated business structures from the point of view of the possibility of realizing economic interests in the conditions of post-war recovery.

References

Література

1. Yershova, O. O., Honcharenko, I. M., & Hanushchak-Iefimenko, L. M. (2023). Klasteroobiednani pidpriemstva yak innovatsiina forma rozvytku biznesu [Cluster-linked enterprises as an innovative form of business development]. *Zhurnal stratehichnykh ekonomichnykh doslidzhen = Journal of Strategic Economic Research*, 3(14), 16–26. DOI: <https://doi.org/10.30857/2786-5398.2023.3.2> [in Ukrainian].
2. Hotra, V. V., & Popovych, V. V. (2012). Faktory peretvorennia innovatsii na konkurentni perevahy natsionalnoi ekonomiky [Factors of transforming innovations into competitive advantages of the national economy]. *Rozvytok metodiv upravlinnia ta hospodariuvannia na transporti = Development of management and management methods in transport: collection of scientific papers*, Odesa: ONMU, 4 (41), 220–230 [in Ukrainian].
3. Yermoshenko, M. M., & Hanushchak-Iefimenko, L. M. (2010). Mekhanizm rozvytku innovatsiinoho potentsialu klasteroobiednanykh pidpriemstv [Mechanism for developing the innovative potential of cluster-associated enterprises: scientific monograph].
1. Єршова О. О., Гончаренко І. М., Ганущак-Єфіменко Л. М. Кластерооб'єднані підприємства як інноваційна форма розвитку бізнесу. *Журнал стратегічних економічних досліджень*. 2023. № 3(14). С. 16–26. DOI: <https://doi.org/10.30857/2786-5398.2023.3.2>.
2. Готра В. В., Попович В. В. Фактори перетворення інновацій на конкурентні переваги національної економіки. *Розвиток методів управління та господарювання на транспорті*: зб. наук. пр. Одеса: ОНМУ, 2012. Вип. 4 (41). С. 220–230.
3. Єрмошенко М. М., Ганущак-Єфіменко Л. М. Механізм розвитку інноваційного потенціалу кластерооб'єднаних підприємств: наук. моногр. К.: Національна академія управління, 2010.

- Kyiv: National Academy of Management. 236 p. [in Ukrainian].
4. Nelson, R. R., & Winter, S. G. (2002). *An Evolutionary Theory of Economic Change*. 540 p.
5. Levenets, Yu. et al. (2011). Kant Immanuel [Kant Immanuel]. *Politychna entsyklopediia = Political Encyclopedia*. Editorial team: Y. Levenets (chair), Y. Shapoval (deputy chair) and others. Kyiv: Parlamentske vydavnytstvo. 313 p. [in Ukrainian].
6. Smit, A. (2018). *Bahatstvo narodiv. Doslidzhennia pro pryrodu ta prychny dobrobutu natsii [The Wealth of Nations. A Study on the Nature and Causes of the Well-being of Nations]*. translated by Alexander Vasiliev. Kyiv: Nash Format. 722 p. [in Ukrainian].
7. Haiek, F. A. (2000). *Pravo, zakonodavstvo i svoboda. Nove vyznachennia liberalnykh pryntsyviv spravedlyvosti i politychnoi ekonomii [Law, Legislation, and Liberty. A New Definition of Liberal Principles of Justice and Political Economy]*. Translated from English by V. Dmytruk. Kyiv: Akvilon-Pres. 448 p. [in Ukrainian].
8. Mescon, M. H. (1988). *Management*. New York: Harper & Row, Publishers.
9. Nifatova, O. M. (2017). Benchmarking intehrovanykh struktur biznesu [Benchmarking of integrated business structures]. *Problemy ekonomiky = Economic problems*, (2), 217–222 [in Ukrainian].
10. Shkoda, M. S., & Shcherbakov, V. O. (2023). Analiz rozvytku biznes-aliansiv v Ukraini ta yikh vplyvu na ekonomiku krainy [Analysis of the development of business alliances in Ukraine and their impact on the country's economy]. *Zhurnal stratehichnykh ekonomichnykh doslidzhen = Journal of Strategic Economic Research*, 4(15), 83–89. DOI: <https://doi.org/10.30857/2786-5398.2023.4.10> [in Ukrainian].
- 236 с.
4. Nelson R. R., Winter S. G. *An Evolutionary Theory of Economic Change*, 2002. 540 p.
5. Кант Іммануїл. *Політична енциклопедія*. Редкол.: Ю. Левенець (голова), Ю. Шаповал (заст. голови) та ін. К.: Парламентське видавництво, 2011. 313 с.
6. Сміт А. *Багатство народів. Дослідження про природу та причини добробуту націй / пер. Олександра Васильєва*. К.: Наш Формат, 2018. 722 с.
7. Гайек Ф. А. *Право, законодавство і свобода. Нове визначення ліберальних принципів справедливості і політичної економії*. Переклад з англійської: В. Дмитрук. К.: Аквілон-Прес, 2000. 448 с.
8. Mescon M. H. *Management*. New York: Harper & Row, Publishers, 1988.
9. Ніфатова О. М. Бенчмаркінг інтегрованих структур бізнесу. *Проблеми економіки*. 2017. № 2. С. 217–222.
10. Шкода М. С., Щербаков В. О. Аналіз розвитку бізнес-альянсів в Україні та їх впливу на економіку країни. *Журнал стратегічних економічних досліджень*. 2023. № 4(15). С. 83–89. DOI: <https://doi.org/10.30857/2786-5398.2023.4.10>.