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МІЖНАРОДНІ ЕКОНОМІЧНІ ВІДНОСИНИ
INTERNATIONAL ECONOMIC RELATIONS

UDK 339.97

doi: <https://doi.org/10.15330/apred.1.22.286-296>

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**ТРАНСФОРМАЦІЯ СТРАТЕГІЧНОГО ПЛАНУВАННЯ
ГЕОЕКОНОМІЧНОЇ СТРАТЕГІЇ ДЕРЖАВИ В УМОВАХ ВІЙНИ ТА
НЕВИЗНАЧЕНОСТІ**

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Анотація. У статті досліджено трансформацію стратегічного планування як основи формування геоекономічної стратегії держави в умовах повномасштабної війни та високої невизначеності. Геоекономічна стратегія розглядається як система стратегічних рішень, спрямованих на забезпечення економічної безпеки, енергетичної й технологічної стійкості, розвиток міжнародної торгівлі, залучення стратегічних інвестицій та економічну дипломатію. Актуальність дослідження зумовлена тим, що війна як системний шок виявила обмеженість традиційних моделей стратегування, орієнтованих на стабільність і прогнозованість, актуалізуючи потребу в адаптивних підходах до стратегічного планування. Метою дослідження є теоретичне обґрунтування трансформації стратегічного планування як основи формування адаптивної геоекономічної стратегії держави в умовах війни та глибокої невизначеності, а також розроблення концептуальної рамки такого переходу.

Методологічну основу дослідження становить поєднання методів теоретичного узагальнення, порівняльного аналізу, структурно-логічного моделювання, аналізу стратегічних документів Європейського Союзу та України як ілюстративних кейсів, а також сценарного підходу. Теоретичний базис сформовано на основі концепцій емерджентної стратегії (*emergent strategy*), динамічних здібностей (*dynamic capabilities*) та стратегічного форсайту (*strategic foresight*). У результаті дослідження визначено чотири ключові напрями трансформації стратегічного планування: перехід від лінійності до ітераційності, від послідовності до паралельності процесів, від фіксованого до адаптивного цілепокладання та від прогнозування до сценарного планування. На цій основі розроблено аналітичну рамку адаптивного стратегування, яка пояснює механізм трансформації стратегічного планування у процесі формування геоекономічної стратегії держави.

Наукова новизна полягає у концептуалізації трансформації стратегічного планування як механізму формування адаптивної геоекономічної стратегії держави шляхом інтеграції ітераційності, паралельності процесів, адаптивного цілепокладання та сценарного планування в єдину аналітичну рамку.

Практичне значення результатів полягає у можливості їх використання для вдосконалення державного стратегічного планування у сфері економічної безпеки, енергетичної політики, міжнародної торгівлі, стратегічних інвестицій та післявоєнного відновлення шляхом упровадження адаптивних механізмів прийняття рішень, сценарного аналізу та стратегічного форсайту. Запропонований підхід також може бути використаний у

підготовці фахівців з публічного управління та для посилення взаємодії між органами влади, науковими установами й аналітичними центрами у процесі формування спільних гео економічних і безпекових стратегій України та Європейського Союзу.

Ключові слова: стратегічне планування; гео економічна стратегія; адаптивне стратегування; стратегічний форсайт; сценарне планування; економічна безпека; державна політика; війна.

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TRANSFORMATION OF STRATEGIC PLANNING OF THE STATE'S GEOECONOMIC STRATEGY UNDER CONDITIONS OF WAR AND UNCERTAINTY

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Abstract. This article examines the transformation of strategic planning as a foundation for shaping a state's geoeconomic strategy under conditions of full-scale war and profound uncertainty. Geoeconomic strategy is understood as a system of strategic decisions aimed at ensuring economic security, strengthening energy and technological resilience, promoting international trade, attracting strategic investment, and advancing economic diplomacy. The relevance of the study stems from the fact that war, as a systemic shock, has exposed the limitations of traditional strategic planning models based on stability and predictability, highlighting the need for adaptive approaches to strategizing. The aim of the study is to provide a theoretical substantiation of the transformation of strategic planning as a foundation for shaping an adaptive state geoeconomic strategy under conditions of war and deep uncertainty, as well as to develop a conceptual framework for this transition.

The methodological framework combines theoretical generalization, comparative analysis, structural-logical modelling, document analysis of selected strategic policy documents of the European Union and Ukraine as illustrative cases, and a scenario-based approach. The theoretical foundation is built upon the concepts of *emergent strategy*, *dynamic capabilities*, and *strategic foresight*. The study identifies four key directions in the transformation of strategic planning: the transition from linearity to iteration, from sequential to parallel processes, from fixed to adaptive goal-setting, and from forecasting to scenario planning. Based on these transformations, the study develops an analytical framework for adaptive strategizing that explains the mechanism through which strategic planning is transformed in the process of shaping a state's geoeconomic strategy.

The scientific novelty of the study lies in conceptualizing the transformation of strategic planning as a mechanism for shaping an adaptive state geoeconomic strategy through the integration of iteration, process parallelism, adaptive goal-setting, and scenario planning into a unified analytical framework.

The practical significance of the findings lies in their applicability to enhancing public strategic planning in the areas of economic security, energy policy, international trade, strategic investment, and post-war recovery through the adoption of adaptive decision-making mechanisms, scenario analysis, and strategic foresight. The proposed framework may also be applied in the education and professional training of public administration specialists and to strengthen cooperation among public authorities, research institutions, and think tanks in the development of joint geoeconomic and security strategies for Ukraine and the European Union.

Keywords: strategic planning; geoeconomic strategy; adaptive strategizing; strategic foresight; scenario planning; economic security; public policy; war.

Introduction. The relevance of this study is determined by profound transformations in the external environment of state functioning, characterized by increasing geopolitical instability, intensifying geoeconomic competition, and the growing impact of systemic crises and armed conflicts [20]. The full-scale war in Ukraine should be understood not merely as an isolated shock, but as a systemic disruptive force that simultaneously transforms the parameters of economic, social, and environmental development and substantially increases uncertainty within the strategic environment. Under these conditions, traditional approaches to strategic planning prove insufficient, as contemporary geoeconomic policy requires balancing economic interests, environmental security, and international development standards, which limits the applicability of one-dimensional and rigidly structured strategy models [3]. At the same time, the increasing nonlinearity of the external environment calls into question the effectiveness of classical strategic planning models developed within the paradigm of relative stability, predictability, and forecastability.

Additional relevance is provided by the escalation of the Russia–Ukraine war, which enhances the strategic importance of Ukraine’s European integration as a process of institutional and economic convergence with the European Union. This process serves as a source of advanced approaches to strategic governance, particularly in the domains of adaptive and scenario-based planning [19]. At the same time, contemporary approaches to strategic foresight within the European Union emphasize the necessity of systematic megatrend analysis, the development of alternative future scenarios, and the integration of foresight outputs into policymaking processes, reflecting a broader shift toward adaptive strategic planning under conditions of high uncertainty [2].

Despite the growing body of research on adaptive strategy, strategic foresight, dynamic capabilities, and scenario planning, the literature still lacks a comprehensive explanation of how the logic of strategic planning is transformed in shaping a state’s geoeconomic strategy under conditions of war and deep uncertainty. A research gap persists between classical strategy models, based on linearity, sequentiality, and forecasting, and contemporary adaptive approaches grounded in iteration, process parallelism, dynamic goal-setting, and scenario thinking.

Thus, the relevance of this study lies in the need for a theoretical reconceptualization of the transformation of strategic planning as a foundation for shaping a state’s geoeconomic strategy under conditions of war, systemic crises, and nonlinear changes in the external environment.

In this paper, the state’s geoeconomic strategy is understood as an integrated system of strategic decisions aimed at ensuring economic security, strengthening the resilience of supply chains, enhancing energy and technological security, attracting strategic investment, supporting international trade, and advancing economic diplomacy. The proposed analytical framework focuses not on redefining these substantive policy domains but on explaining how the logic of their strategic planning changes under conditions of war and deep uncertainty. Accordingly, the transformation from linear to adaptive strategizing is interpreted as a cross-cutting mechanism that reshapes the formulation, implementation, and continuous revision of geoeconomic priorities.

The contemporary scholarly discourse on the transformation of strategic planning under conditions of uncertainty evolves along several interrelated strands. The first strand focuses on the critique of classical linear models of strategic planning and the development of the concept of *emergent strategy*, which reconceptualizes strategy as a dynamic process of adaptation rather than a fixed outcome of planning. Within this perspective, strategy is understood as emerging from the interaction between deliberate and emergent decisions, particularly in volatile environments, thereby challenging the rational–planning paradigm of strategizing. Subsequent research confirms the interdisciplinary evolution of this approach

and the growing emphasis on adaptive strategy models in increasingly complex contexts [1; 13].

The second strand is represented by the literature on *dynamic capabilities*, which explains strategic adaptation through the ability of organizations and systems to engage in sensing, seizing, and transforming in response to environmental change. In contemporary scholarship, this approach is widely regarded as one of the key theoretical foundations of strategic management under conditions of turbulence. Recent studies highlight the linkage between dynamic capabilities, uncertainty, strategic flexibility, and adaptive decision-making [17], as well as the increasing importance of *dynamic managerial capabilities* in enabling strategic transformation [27].

The third strand encompasses research on *strategic foresight* and *scenario planning*, where uncertainty is treated not as an external constraint but as a fundamental condition of strategic thinking. Current studies emphasize the expanding role of foresight in shaping adaptive strategies, advancing anticipatory governance, and enhancing the capacity of strategic systems to respond to nonlinear change [4]. Systematic literature reviews further demonstrate the evolution of foresight from a supportive forecasting tool to an independent logic of strategic governance under uncertainty [5].

Despite the substantial development of these strands, the existing literature predominantly examines emergent strategy, dynamic capabilities, and strategic foresight in isolation. The integration of these approaches into a unified conceptual framework that explains the transformation of strategic planning in the context of shaping a state's geoeconomic strategy under conditions of war and deep uncertainty remains underdeveloped. Moreover, there is a limited number of studies that explicitly link these theoretical perspectives with the analysis of strategizing under wartime shocks and geoeconomic transformations. This research gap defines the theoretical niche of the present study.

Task statement. The aim of the study is to provide a theoretical substantiation of the transformation of strategic planning in the process of shaping a state's geoeconomic strategy under conditions of war and uncertainty, as well as to develop a conceptual framework for the transition from classical linear strategy models to adaptive approaches.

The theoretical and methodological framework is based on a combination of general scientific and specialized methods, complemented by three interrelated theoretical lenses—*emergent strategy*, *dynamic capabilities*, and *strategic foresight/scenario planning*, which together form the conceptual foundation for analyzing the transformation of strategic planning under conditions of war and uncertainty. The method of theoretical generalization and systematization is employed to examine existing approaches to strategic planning and to identify the main directions of their transformation. Comparative analysis is used to contrast classical and adaptive strategy models. The structural-logical method supports the development of the study's conceptual architecture. Case study and document analysis are employed to examine selected strategic policy documents of the European Union and Ukraine as illustrative cases of adaptive strategizing under conditions of war and uncertainty. The analysis focuses on strategic planning principles, goal-setting mechanisms, and scenario-based instruments in order to identify common patterns of adaptive strategizing. Finally, the scenario-based approach is used to interpret the transformation of strategic planning under conditions of deep uncertainty.

Results. The research findings are derived from a systematic integration of theoretical–methodological analysis and structural-logical generalization of contemporary approaches to strategic planning under conditions of uncertainty. The methodological foundation is based on the integration of three complementary theoretical approaches—*emergent strategy*, *dynamic capabilities*, and *strategic foresight/scenario planning*, which are employed as analytical lenses to identify and explain transformations in the logic of strategizing.

The research logic and the sequence of its implementation stages are summarized in a methodological framework (Fig. 1). The study is conducted through several interrelated stages. At the first stage, using the method of theoretical generalization and systematization, the key characteristics of the classical strategic planning model—formed under conditions of relative environmental stability – are identified. At the second stage, based on comparative analysis, the transformation of these characteristics is examined within contemporary strategic management concepts oriented toward high uncertainty, turbulence, and crisis shocks. At the third stage, the structural-logical method is applied to conceptualize the identified transformations by grouping them into corresponding analytical dichotomies.

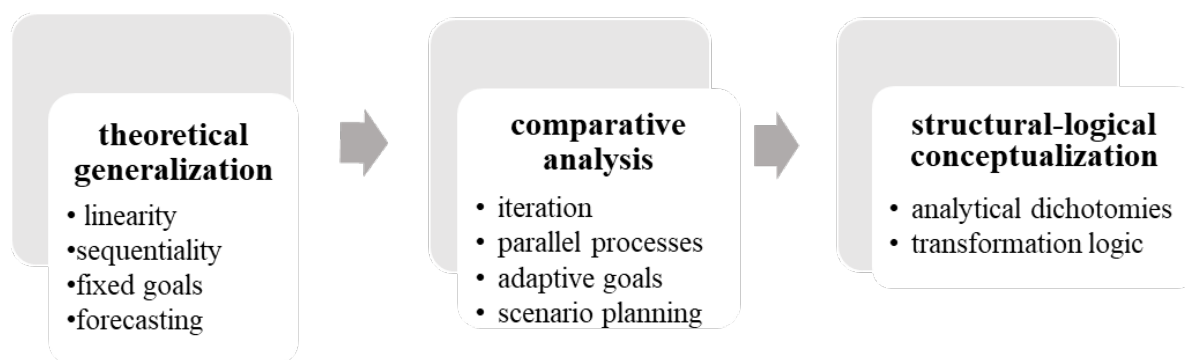


Fig. 1. Methodological framework of the study on strategic planning under conditions of war and uncertainty

Source: developed by the author

This approach results in the development of a generalized analytical framework for the transformation of strategic planning, systematized in the form of a comparative table (Table 1). The table captures the key shifts in the fundamental characteristics of strategizing when moving from stable to crisis conditions, highlighting the transition from a linear, sequential, and forecasting-oriented model to an adaptive model based on iteration, process parallelism, dynamic goal-setting, and scenario thinking.

Table 1

**Transformation of strategic planning under conditions of war and uncertainty:
comparative analysis**

STABLE CONDITIONS	CRISIS CONDITIONS
Linearity	Iteration
Sequential stages	Process parallelism
Fixed goals	Adaptive goals
Forecasting	Scenario planning

Source: developed by the author

The proposed analytical framework serves as a foundation for a more detailed examination of each transformation dimension presented in the following subsections.

1.Linearity→Iteration

In classical models, strategic planning is conceptualized as a linear sequence of stages, where each phase must be completed before proceeding to the next. This approach is characteristic of the rational planning tradition, in which strategy is formulated as the outcome of prior analysis and formalized as a comprehensive plan [22].

However, contemporary research increasingly challenges this linearity. In particular, Henry Mintzberg argues that strategy emerges not only as deliberate but also as emergent,

evolving through implementation and adaptation to environmental changes. This implies that strategic planning is inherently iterative, with decisions continuously revised and adjusted [23].

A similar logic is evident in modern approaches to strategic foresight, which emphasize the need for continuous updating of strategic decisions in response to new information about the environment [26].

Empirical evidence of this iterative logic can be observed in the strategic practice of the European Union. In response to the Russia–Ukraine war, policy development has taken the form of successive adjustments rather than a one-time strategic shift. For example, the EU's energy strategy has been revised through the adoption of the REPowerEU Plan [11], which complements earlier strategic frameworks such as the European Green Deal and continues to evolve during implementation. Similarly, the European Economic Security Strategy [10] institutionalizes an approach based on continuous risk assessment and iterative policy adjustment.

Thus, in contrast to the classical linear model, contemporary strategic planning demonstrates an iterative character manifested in the ongoing revision of strategic decisions. Within the context of the state's geoeconomic strategy, this iterative logic enables the continuous adaptation of priorities related to economic security, energy resilience, trade policy, investment attraction, and supply chain resilience in response to changing geopolitical and economic conditions. Under conditions of high uncertainty, geoeconomic strategy ceases to be a fixed long-term plan and instead becomes a dynamic process of continuous adjustment and learning.

2. Sequence of stages → parallelism of processes

In classical models of strategic planning, the strategic process is structured as a sequence of discrete stages, within which analytical activity precedes decision-making, and the latter precedes implementation. This approach is based on the assumption that it is possible to clearly separate the functions of analysis, planning, and implementation [31].

At the same time, contemporary theories of strategic management question the effectiveness of such decomposition. In particular, Henry Mintzberg emphasizes that the strategy formation process cannot be reduced to a sequence of isolated stages, since analytical and managerial functions are carried out in interrelation and interdependence [23]. In this context, strategic planning is viewed as an integrated process in which different types of activities occur simultaneously.

This logic is further developed in modern approaches to strategic foresight, particularly in the practices of the Organisation for Economic Co-operation and Development (OECD), where strategizing is organized as a continuous process of interaction among analytical, expert, and political actors [26]. In such models, policymaking involves the simultaneous assessment of trends, development of scenarios, and identification of strategic priorities, making it impossible to clearly separate these activities over time.

An illustrative example of this transformation can be found in the strategic foresight practices of the European Union. In particular, the *Strategic Foresight Report 2023* [12] presents strategic planning as a process that integrates megatrend analysis, risk assessment, scenario development, and the formulation of policy recommendations within a single analytical–policy cycle. Rather than treating these activities as sequential stages, the report emphasizes their continuous interaction within a unified strategic process. Such integration enables governments to coordinate geoeconomic priorities, including economic security, energy resilience, technological competitiveness, and external economic relations within a single adaptive strategic framework, thereby strengthening their capacity to respond to complex geopolitical and economic challenges.

Thus, in contrast to the classical model based on a sequence of stages, contemporary strategic planning demonstrates a shift toward the parallel organization of processes, in which key functions are carried out simultaneously through their integration. In the context of the state's geoeconomic strategy, this transformation enables the concurrent coordination of economic security, trade policy, industrial development, investment attraction, energy resilience, and economic diplomacy, rather than treating them as separate policy domains. Such integration enhances the state's capacity to respond coherently to complex geopolitical and economic challenges under conditions of war and uncertainty.

3. Fixed goals → adaptive goals

Contemporary strategic management literature emphasizes the limitations of approaches in which strategic goals are treated as stable reference points defined at the initial stage of planning. Under conditions of uncertainty, the strategic process is characterized by the revision of priorities and the transformation of goals during the implementation of strategy [14; 24].

From a theoretical perspective, this shift is explained by the transition from a rational-planning model of strategizing to approaches grounded in the concept of organizational adaptation under conditions of high uncertainty and crisis shocks. Recent studies in strategic management emphasize the relationship between strategic orientation and the processes through which strategies are formulated, implemented, and adapted to changing environmental conditions [14]. In crisis conditions, this interaction intensifies due to the increased frequency of external shocks, making it more difficult to maintain stable long-term orientations and increasing the need for rapid adjustment of strategic priorities.

In this context, strategy is viewed as an interactive system, while goal orientations function more as flexible coordinates guiding decision-making rather than as rigidly fixed end results. This approach aligns with research on crisis management and organizational resilience, which emphasizes that in conditions of systemic crises, management effectiveness depends on the ability to rapidly revise priorities and recalibrate goals in response to environmental changes [6; 32]. Additional theoretical grounding for this approach is provided by the concept of dynamic capabilities, within which an organization's strategic effectiveness is determined by its ability to continuously reconfigure its priorities in response to environmental changes. In this logic, goals do not precede action in a finalized form but evolve alongside the "sensing-seizing-transforming" process, which entails the continuous refinement of strategic orientations [30].

Documents of the OECD emphasize that under conditions of high uncertainty, strategic goals should remain flexible and subject to revision depending on how events unfold [26]. Thus, goals perform the function of adaptive coordinates rather than fixed end states.

This transformation is illustrated by Ukraine's strategic governance under conditions of full-scale war, where goal-setting has acquired a multi-level and dynamic character. In particular, the Ukraine Recovery Plan combines objectives related to economic security, post-war recovery, energy resilience, investment attraction, and European integration, which are not hierarchically fixed but are continuously adjusted in response to evolving security conditions and the state's resource capacities [15].

Moreover, analytical assessments by the OECD regarding Ukraine emphasize that the state's strategic priorities are under constant revision due to the impact of security risks, macroeconomic instability, and international assistance. This means that goals function as a dynamic system of reference points that evolves together with environmental parameters [25].

In contrast to the classical model, in which strategic goals are defined as stable parameters at the outset of planning, contemporary strategic management demonstrates a shift toward an adaptive logic of goal-setting. Within the context of the state's geoeconomic strategy, this enables the continuous recalibration of priorities related to economic security,

post-war recovery, investment policy, technological modernization, energy resilience, and European integration. As a result, geoeconomic objectives become flexible and context-dependent, allowing governments to respond more effectively to rapidly changing geopolitical and economic conditions.

4. Forecasting → scenario planning

Classical strategic planning largely relies on forecasting to estimate the future state of a system, providing a basis for long-term managerial decisions and the formulation of strategic priorities. In contrast, scenario planning addresses uncertainty by considering multiple plausible future developments rather than relying on a single projected trajectory. Within this approach, forecasting serves as a key element of the strategic process, linking the analysis of the current state with the planning of future development [7]. As shown in recent studies of public strategic planning, forecasting methods remain a fundamental instrument for strategy formation, particularly in the fields of economic policy and sustainable development [18]. At the same time, this logic assumes a relatively stable external environment and the possibility of extrapolating existing trends as a basis for strategic decision-making.

However, the strategic management literature—from early critical works to contemporary studies—emphasizes the limitations of the forecasting approach under conditions of complexity, uncertainty, and non-linear change. Early research on strategic planning demonstrated that in dynamic environments, point forecasts lose analytical value because they cannot account for disruptions, shocks, and structural breaks in system development [28]. This critical perspective has been further developed in studies of strategic and crisis management, which stress that under high uncertainty, the future cannot be reduced to a single development trajectory but instead requires a scenario-based approach and multi-variant thinking [21; 8; 29].

In response to these limitations, scenario planning has emerged, involving the development of multiple alternative futures. Unlike forecasting, scenario planning does not seek to identify the most probable outcome but rather integrates uncertainty as a core parameter of strategic thinking [9]. Scenarios function as analytical frameworks that enable the assessment of different trajectories of events and support the formulation of adaptive management decisions.

This transformation is illustrated by the European Union's response to the Russian–Ukrainian war and its associated global risks. In particular, since 2022, the European Union has systematically applied a scenario-based approach in its strategic foresight. Its documents analyze alternative scenarios of future developments, including a prolonged war, partial de-escalation, escalation of the conflict into European territory, and an energy crisis caused by disruptions in resource supply. Accordingly, EU policies related to economic security, energy resilience, critical supply chains, trade, and technological competitiveness are increasingly shaped through alternative geopolitical scenarios rather than a single forecast of future developments [12].

A similar approach is used in independent analytical research, particularly in studies by IARAN, where the war in Ukraine is modeled through a set of conflict development scenarios. This analysis considers alternative trajectories, including escalation, protracted war, and various stabilization pathways, allowing for the assessment not of a single forecast but of a range of possible future states of the system [16].

Thus, under conditions of war and geopolitical instability, scenario planning functions not only as an analytical tool but also as a core mechanism for shaping adaptive geoeconomic strategy. By considering multiple future trajectories, governments can continuously adjust policies related to economic security, trade, energy, investment, and technological development, thereby enhancing strategic resilience in an increasingly uncertain environment.

Conclusions. The scientific novelty of this study lies in substantiating the transformation of strategic planning as a foundation for shaping the state's geoeconomic strategy under conditions of war and uncertainty. The proposed framework explains how adaptive strategizing reshapes the planning of key geoeconomic policy domains, including economic security, trade, investment, energy resilience, technological competitiveness, and economic diplomacy, through the transition from a linear, sequential, and forecast-oriented model to one based on iteration, process parallelism, dynamic goal-setting, and scenario planning.

The theoretical significance of the research lies in the development of an interdisciplinary approach to strategic planning through the integration of processual, instrumental, and goal-oriented dimensions of strategizing under conditions of uncertainty. The proposed analytical framework not only synthesizes existing theoretical approaches but also provides a conceptual foundation for further research on adaptive strategizing at the level of public policy, particularly in the context of geoeconomic transformations caused by war. It also contributes to the advancement of strategic management theory by rethinking the role of uncertainty as an internally embedded element of strategic thinking rather than merely an external constraint.

The practical significance of the results is multi-level. First, the proposed analytical framework can serve as a methodological basis for improving public strategic planning by supporting adaptive decision-making, scenario analysis, and the institutionalization of foresight in key geoeconomic policy domains, including economic security, energy policy, trade, investment, and post-war recovery. Second, the findings can serve as a theoretical and methodological foundation for the development of educational programs, training, and professional development in the field of public administration, contributing to the formation of adaptive strategic thinking competencies under conditions of uncertainty. Third, the proposed approach creates analytical preconditions for enhancing cross-sectoral interaction among public authorities, research institutions, and think tanks, in line with the principles of evidence-based policy and collective strategizing. Fourth, the results contribute to the creation of synergy between academic research, strategic planning, and diplomatic practice, which is critically important in the context of developing joint security and geoeconomic strategies of Ukraine and the European Union. The proposed analytical framework can serve as a conceptual basis for aligning strategic priorities, developing joint scenarios for the evolution of the security environment, and coordinating policy in the areas of economic security, energy, and recovery. This opens opportunities for strengthening strategic coherence between national and supranational levels of governance, as well as for integrating Ukraine into contemporary European approaches to adaptive strategizing.

Prospects for further research are associated with the empirical verification of the proposed analytical framework and its adaptation to different levels of strategic governance: from national to sectoral and regional. Future studies may focus on developing indicators for assessing the adaptability of strategic planning, analyzing the effectiveness of scenario-based approaches under conditions of wartime and post-war transformations, and examining institutional mechanisms for integrating adaptive strategy, dynamic capabilities, and foresight approaches into public administration practice. A particularly promising direction is the study of the role of digital analytical tools and data-driven approaches in supporting adaptive strategizing under conditions of deep uncertainty. Further research should also examine how adaptive strategic planning influences the effectiveness of specific geoeconomic policy domains, including economic security, trade resilience, investment policy, and technological development under conditions of prolonged geopolitical uncertainty.

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Submission date: 23.06.2026

Date of acceptance for publication: 01.08.2026