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# THE ROLE OF THE MARKETING STRATEGY OF ENTERPRISES IN ENSURING SUSTAINABLE DEVELOPMENT OF THE ECONOMY

*Based on the research results, the transformation of marketing under martial law conditions was determined, and sustainable development was clarified with a focus on business resilience and recovery. The concept of "dual-purpose marketing" was formed, alongside the "$I_{ISARR}$" mathematical-conceptual model, which utilizes the indicators $R_{score}$, $G_{score}$, and $K_{risk}$ to assess resilience and risks. Their components were analyzed, and a scale of the enterprise's state ranging from vulnerability to strategic resilience was proposed. The model combines crisis management with economic, social, and environmental recovery. The practical value lies in the provided recommendations regarding product portfolio, logistics, ESG communications, and HR policy, with the possibility of quantitatively assessing these results. The effect of integrating shared value, circular, and regenerative marketing with digital tools was demonstrated. The defined theoretical novelty consists of the integration of crisis and sustainability approaches, while the practical significance lies in the formation of a resilience toolkit for SMEs.*

***Keywords:*** *dual-purpose marketing, sustainable development, mathematical model, conceptual model, strategic development vectors, risks, marketing strategies.*

**JEL Classification:** D81, M14, M31, Q01

**Problem statement.** The contemporary economic landscape is undergoing fundamental transformation, marked by a transition toward a sustainable development paradigm. It is critically important to distinguish between the concepts of a "resilient economy" and a "stable economy". Stability focuses on minimizing volatility and preserving existing financial performance indicators, which in wartime conditions may lead to stagnation. In contrast, sustainable development reflects the dynamic harmonization of economic efficiency, social equity, and environmental security, with an emphasis on intergenerational responsibility. In the current context, marketing is evolving from a tool for stimulating consumption into a mechanism for managing values and ensuring resilience. For Ukraine, this issue is of critical importance, as businesses operate under «dual-purpose» conditions maintaining the physical preservation of assets and supporting the wartime economy, while simultaneously implementing "ESG standards" and the provisions of the European "Green Deal" in anticipation of future integration. The key academic challenge lies in the gap between classical sustainable marketing concepts, developed for peacetime environments, and wartime realities characterized by infrastructure destruction, social trauma, and ecocide. This necessitates the development of an adaptive model that integrates crisis management with long-term goals of regenerative economic and societal recovery.

**Analysis of recent research and publications.** Issues related to the economic essence of sustainability, marketing strategies for ensuring enterprise resilience, and corresponding management approaches have been examined in the works of numerous leading scholars and experts, including Kotler P. [1], Foundiku Montie B. [2], Kotler P., Levy S.J. [3], Najafi M., Costa C. [4], Berry L.L. [5], Sadjadi E.N., Fernández R. [6], Peattie K. [7], Chen G., Sabir A., Rasheed M.F., Belascu L., and Su C.-W. [8], Kotler P., Keller K.L. [9], Khan W., Farhan K.A., Hossain M.B. [10], Porter M.E., Kramer M.R. [11], Park K.O. [12], Stahel W.R. [13], Ogiemwonyi O. [14], Sarkar C., Kotler P. [15], and Khalil F.G. [16]. However, the academic discourse provides insufficient coverage of the adaptation of circular and regenerative marketing concepts to the conditions of a high-intensity military conflict. Most studies examine sustainable development within stable ecosystems. Therefore, this paper proposes a solution to the challenge of integrating survival requirements with sustainable development imperatives into a unified operational model, introducing the concept of "dual-purpose marketing" for the Ukrainian economy.

**Formulating the purposes of the article** is provides a substantiation of the theoretical and methodological foundations for the transformation of marketing strategies under martial law and for the development of the concept of "dual-purpose marketing" based on the author's mathematical-conceptual model "$I_{ISARR}$", which makes it possible to comprehensively assess and balance strategies of economic resilience ($R_{score}$), regenerative development potential ($G_{score}$), and external security risks ($K_{risk}$) to ensure the sustainable functioning of Ukrainian enterprises.

**Summary of the main research material.** In order to propose strategic marketing measures for the recovery of Ukraine's economy, it is first necessary to turn to primary sources and analyze the evolution of marketing thought. This makes it possible to systematize the fundamental approaches that formed the foundation of modern

sustainable marketing, identify pioneering authors, and understand the original essence of each strategy in order to further assess their relevance to contemporary challenges. The evolution of marketing strategies demonstrates a transition toward systemic ecosystem restoration, beginning with "societal marketing", which, according to Kotler P. [1], balances profits, consumer wants, and societal interests. Foundiku Montie B. [2] extends this to the service sector by classifying products as "beneficial" in order to minimize risks (for example, eliminating harmful ingredients). In contrast to stimulation, the "demarketing strategy" [3] deliberately reduces demand to preserve resources. Najafi M. and Costa C. [4] define it as a response to overtourism, creating an image of exclusivity where supply is limited. The next stage is "relationship marketing" [5], which shifts the focus from transactions to customer retention. Sadjadi E.N. [6] views this as the formation of social capital and the stabilization of cash flows, instead of the constant search for new buyers. In parallel, "green marketing" [7] developed, which, unlike the communication-focused approaches mentioned earlier, concentrates on product eco-innovation. Chen G. [8] demonstrates that this opens new niches through energy efficiency and "green" design (such as electric vehicles). A higher level of integration is represented by "holistic marketing" [9], where "everything matters", from internal communication to ethics. Khan W. [10] emphasizes the synergy of all departments to increase brand value. In contrast to the internal orientation of the holistic approach, the "creating shared value" (CSV) strategy [11] integrates the resolution of social problems into the business model as a source of profit. Park K.O. [12] notes that CSV transforms societal challenges (such as the development of local suppliers) into a competitive advantage. The pinnacle of this evolution is "circular marketing" [13], which replaces the "take-make-dispose" model with closed-loop cycles. Ogiemwonyi O. [14] emphasizes "PSS" systems, where a function is sold instead of a product (leasing instead of purchasing). The most advanced stage is "regenerative marketing" [15], which goes beyond "zero harm" toward the creation of "positive value". Khalil F.G. [16] describes this as the active restoration of biodiversity and ecosystems (biomimicry), moving from sustainability to flourishing.

After identifying the key strategies and their historical context, there arises a need for an in-depth analysis of their impact on the economic, social, and environmental components of sustainable development, as illustrated in Fig. 1, which details the mechanisms of action of each marketing strategy and defines specific KPIs at the enterprise micro-level. Thus, the analysis of marketing strategies presented in Fig. 1 demonstrates that the effectiveness of modern marketing strategies is determined by their ability to generate economic profit through the resolution of social problems, while the environmental aspect serves as a necessary foundation rather than an ultimate goal. The key conclusion is that strategies such as "Creating Shared Value" (CSV) and "Circular Marketing" fundamentally transform the monetization model, as profit is generated not through the intensification of resource sales but through cost optimization, the creation of new service markets, and the enhancement of human capital productivity in the regions of operation. Here, marketing serves as the foundation of economic value added, transforming social investments into financial results.

Particular attention should be paid to the role of "Societal Marketing" and "Relationship Marketing"in the formation of a company's intangible assets, since under conditions of market turbulence it is social capital consumer trust, employee loyalty and support from local communities that becomes the primary stabilizing factor, enabling the retention of market share without price dumping. These strategies demonstrate that ethical behavior is economically viable, as it reduces customer acquisition cost (CAC) and increases customer lifetime value (CLV), thereby creating a financial safety cushion for the business. At the same time, the analysis of the "Demarketing Strategy" and "Regenerative Marketing" reveals the evolution of risk management approaches. Demarketing makes it possible to preserve asset profitability under conditions of scarcity, preventing the economic depletion of the enterprise, whereas the regenerative approach works toward increasing asset value (such as land or brand value) through their restoration.

Having analyzed the universal characteristics of the strategies, it is necessary to adapt them to the context of Ukraine. The data presented in Fig. 2 transform marketing thought through the activities of enterprises during wartime, demonstrating the evolution of strategies from peacetime conditions through crisis adaptation to strategic recovery and European integration, which makes it possible to identify the most effective tools for survival and development.

The analysis of the contextual transformation of marketing strategies in Fig. 2 confirms the dominance of economic and social priorities over purely environmental ones under martial law. Marketing has been transformed into a tool of economic survival (ensuring cash flows, preserving assets) and social mobilization. A vivid example is the transformation of the "Demarketing Strategy", where it is no longer an environmental appeal to "protect nature", but a strict economic necessity to conserve energy resources for the functioning of industry and the army. In this case, the social context acts as the driver, with consumers limiting themselves not because of environmental awareness, but due to national solidarity. In the perspective of post-war recovery, integration into EU markets will require marketing to synchronize all three components. Economic success (exports) will directly depend on compliance with environmental standards, while social stability will depend on the ability of businesses to create jobs and rebuild infrastructure (CSV strategy). Fig. 2 emphasizes that "Relationship Marketing" is transforming into a tool of global economic expansion through engagement with the diaspora, converting social connections into export contracts and investments. Digital technologies play a critical role by ensuring transparency and trust, which constitute the key currency of the modern economy.

The use of "Blockchain" and "AI" in this context will enable enterprises not only to report on environmental achievements but also to demonstrate the targeted use of funds for social projects and recovery efforts, as required by international donors. Thus, marketing becomes an integrator that unites economic pragmatism, social responsibility, and environmental standards into a single strategy of national revival.


**Figure 1 – Comparative analysis of modern marketing strategies**

*Source: compiled by the authors based on [1–16]*

Having understood the transformation of strategies under wartime conditions, it is necessary to assess the real barriers and drivers of their implementation at the level of specific business entities. The data presented in Fig. 3 define in detail marketing barriers (perception, budgets), opportunities, and risk mitigation tactics, making it possible to filter out unrealistic approaches and form a substantiated forecast of the effectiveness of marketing strategies through 2030.

The results of the strategic analysis of barriers and drivers in Fig. 3 indicate that the main challenge to the implementation of sustainable strategies is the economic factor (budget deficits, declining consumer incomes) as well as managerial mental barriers. However, the analysis of drivers shows that the social demand for fairness and the economic necessity of integration into EU markets act as powerful catalysts for change. Enterprises that ignore social and environmental imperatives will face economic isolation and loss of access to capital. The highest effectiveness forecast is demonstrated by strategies that offer pragmatic economic solutions to social problems, such as “Circular Marketing” (affordable goods through reuse) and “Creating Shared Value” (job creation through reconstruction). These strategies allow enterprises to generate profit under conditions of low purchasing power while simultaneously addressing environmental problems (waste management). Risk mitigation tactics involve shifting the marketing focus toward “cash preservation”, making sustainable products accessible to broad segments of the population. It is important to note the transformation of “Societal Marketing”. It ceases to be a tool of differentiation and becomes a basic condition for business survival. The loss of social legitimacy in the eyes of a society traumatized by war immediately leads to the economic collapse of an enterprise. So the future of Ukrainian marketing lies in the integration of ethics into business models, in which profit is a derivative of trust and the company’s social contribution to the country’s recovery.


**Figure 2 – Peculiarities of adapting marketing strategies during wartime and post-war reconstruction of Ukraine**

*Source: compiled by the authors himself*

Based on the analysis of barriers and drivers in Fig. 3, it becomes clear that no single strategy is able to fully solve the complex problems of wartime. Therefore, there arises a need to combine survival tools (resilience) and development tools (regeneration), and this is where the developed conceptual-mathematical model $I_{ISARR}$ will help, which offers a substantiated toolkit for decision-making, taking into account financial, social, and environmental factors, ensuring the transition from theory to practical actions in ensuring sustainable development.

Thus, as Ukraine's economy faces the dilemma of how to combine physical survival with the requirements of European integration (Growth Mode), and since the classical sequential approach is ineffective in a crisis, the $I_{ISARR}$ concept (Integration-Adaptive Strategy of Resilience and Recovery) is proposed. This is a "dual-purpose" strategy that transforms wartime expenditures into investments, forcing each resource to work simultaneously for current security and future sustainable development.

The key tool of the strategy is the integral index $I_{ISARR}$ (f.1).

$$I_{ISARR} = \frac{\alpha * R_{score} + \beta * G_{score}}{1 + \gamma * K_{risk}} \quad \text{(f.1)}$$

where, $I_{ISARR}$ – a summary indicator of the effectiveness of the strategy, which indicates the viability of the business in the long term;

$R_{score}$ – an indicator of internal resilience, which reflects the company's ability to withstand a shock (economic, military) and continue operating;

$G_{score}$ – an indicator of development potential that reflects the company's contribution to the recovery of the economy, society, and ecology;

$K_{risk}$ – external pressure coefficient, which takes into account the uncontrollable factors of war;

α, β – weighting factors, management priorities. In conditions of active hostilities α > β, and during the recovery period β >α, it ∑α+β = 1.

γ – risk sensitivity (adaptation) coefficient, usually γ=1, which shows how much the external environment affects the business.


**Figure 3 – Strategic forecast for the development of sustainable marketing strategies and tools in Ukraine**

*Source: compiled by the authors himself*

We detail the future interpretation of the global index $I_{ISARR}$, where: 1) 0.00-0.30 – "Critical condition", in which the enterprise is on the verge of bankruptcy or destruction, because expenses exceed income, reserves are exhausted, external risks are fatal. In this case, immediate anti-crisis intervention is proposed, freezing investments in $G_{score}$, focus on asset preservation and cash flow $R_{score}$; 2) 0.31–0.59 – "Adaptive state" in which business operates with a minimal margin of safety, a new shock could destroy the system. In this case, it is proposed to increase financial reserves, diversify risks, and invest in energy independence. 3) 0.60–0.79 – "Recovery status", in which the business has a stable cash flow, strong positions, risk control. In this case, the proposed work focuses on regeneration ($\beta > \alpha$), by entering foreign markets, innovating and scaling social projects. 4) 0.80-1.00 – "Leadership status" (antifragility), in which the business strengthens under pressure and forms market standards. In this case, a strategy of expansion is proposed, investing in the restoration of the industry, absorbing weaker players, participating in the formation of industry policy. The enterprise sets market standards, actively restores the ecosystem and society and becomes a "standard of sustainability".

Having determined the general formula for the integral index $I_{ISARR}$, it is critically important to decompose it into its constituent elements.

The next indicator of internal stability $R_{score}$, which reflects the company's ability to withstand a blow (economic, military) and continue operating, without which any talk of development (regeneration) becomes meaningless. This indicator is broken down into finances, operations and people so that the manager can accurately identify the weak link in the defense.

Let us present the formula for calculating the indicator $R_{score}$ (f. 2).

$$R_{score} = 0{,}4 * F_{stab} + 0{,}3 * O_{flex} + 0{,}3 * H_{cap} \qquad (f.2)$$

where, $F_{stab}$ – financial autonomy subindex;

$O_{flex}$ – operational flexibility subindex;

$H_{cap}$ – subindex stability of human capital.

We will provide the formula and features of calculating the subindex $F_{stab}$ (f. 2.1).

$$F_{stab} = \min(1, \frac{Cash}{Burn * 6}) \quad \text{(f. 2.1)}$$

where,

*Cash* – a certain amount of liquid assets;

*Burn* – a certain amount of fixed costs.

Interpretation of the subindex rating scale $F_{stab}$, can be determined in the following ranges: 1) 0.0-0.2 "Critical state", where the asset reserve is enough for 1 month. The enterprise lives "one day at a time", and any delay in payment from customers leads to a cash gap; 2) 0.3-0.5 "Low resilience", where the asset reserve is 1-3 months. Work "on wheels". Finances are enough to cover current expenses, but there is no reserve for force majeure; 3) 0.6-0.8 "Medium stability", where the asset reserve will last for 4-5 months. The company has operational stability. Can survive a temporary "blackout"; 4) 0.9-1.0 "High autonomy", where the asset reserve will last for more than 6 months. Complete financial independence and availability of funds for investments.

We will provide the formula and features of calculating the subindex $O_{flex}$ (f. 2.2).

$$O_{flex} = 0,5 * (1 - \text{HHI}) + 0,5 * (\frac{Nroute}{Nopt}) \quad \text{(f. 2.2)}$$

where,

HHI – Herfindahl-Hirschman index, sum of squares of supplier shares;

$N_{route}$ – actual number of available supplier routes;

$N_{opt}$ – optimal number of supplier routes.

Interpretation of the subindex rating scale $O_{flex}$, can be determined in the following ranges: 1) 0.0 - 0.3 "Rigid system" where critical dependence on one supplier is more than 70% of volume or one logistics channel; 2) 0.4 - 0.7 "Adaptive system" where there are alternative suppliers, but switching to them takes more than 1 week) or costs more; 3) 0.8 - 1.0 "Flexible network" where there is full diversification because the supplier network is decentralized. Logistics switches automatically or instantly.

We will provide the formula and features of calculating the subindex $H_{cap}$ (f. 2.3).

$$H_{cap} = \%_{staff} * I_{eNPS} \quad \text{(f. 2.3)}$$

where,

$\%_{staff}$ – percentage of working personnel;

$I_{eNPS}$ – eNPS: (promoters % – detractors %).

Interpretation of the subindex rating scale $H_{cap}$, can be defined in the following ranges: 1) 0.0 - 0.4 "Exhausted resource", where the loss of more than 30% of the team core and the presence of mass demotivation, psychological burnout, toxic atmosphere; 2) 0.5 - 0.7 "Stable resource", where the staff is fully staffed, but there is chronic fatigue and work is performed by inertia; 3) 0.8 - 1.0 "Mobilized team" where there is high cohesion. Employees feel the mission of the enterprise and are motivated to work and willing to take responsibility.

Once we have verified the physical ability of the business to survive, it is necessary to assess its strategic perspective through the regeneration indicator. ($G_{score}$), which indicates how beneficial the business is to society and the ecosystem.

Let's introduce the calculation formula $G_{score}$, which measures the ability of a business to create value for society and the environment, ensuring sustainable development (f.3).

$$G_{score} = \frac{S_{imp} + E_{inn} + C_{trust}}{3} \quad \text{(f. 3)}$$

where $S_{imp}$ – social impact subindex;

$E_{inn}$ – eco-innovation subindex;

$C_{trust}$ – enterprise trust capital subindex.

We will provide the formula and features of calculating the subindex $S_{imp}$ (f. 3.1).

$$S_{imp} = \min\left(1, \frac{Impact}{EBITDA * 0,2}\right) \quad \text{(f. 3.1)}$$

where,

*Impact* – the sum of all social expenses (donations, assistance, volunteer hours in money);

*EBITDA* – operating profit before taxes and depreciation.

Interpretation of the subindex rating scale $S_{imp}$, can be determined in the following ranges: 1) 0.0 - 0.2 "Passive observer". Episodic charity "for show" or its complete absence. Business focuses exclusively on making a profit, ignoring social demands; 2). 0.3 - 0.6 "Active participant". Regular financial assistance, employee volunteerism. Activities are useful but chaotic, without a long-term strategy; 3) 0.7 - 1.0 "Strategic partner". The social mission is integrated into the "DNA" of the business model (CSV). The company systematically solves social problems in the region.

We will provide the formula and features of calculating the subindex $E_{inn}$ (f.3.2).

$$E_{inn} = \sum w_1, w_2, w_3 \quad \text{(f. 3.2)}$$

where,

$w_1$ – indicator of the presence of own generation of solar power plants, biogas (yes = 0.33, no - 0);

$w_2$ – indicator of the amount of waste recycling at the enterprise (yes = 0.33, no - 0);

$w_3$ – indicator of the presence of ISO 14001 environmental management system certification (yes = 0.34, no - 0).

Interpretation of the subindex rating scale $E_{inn}$, can be defined in the following ranges: 1) 0.0 - 0.3 "Resource dependent". Complete dependence on fossil fuels and centralized networks. High carbon footprint; 2) 0.4 - 0.7 "Hybrid approach". Partial autonomy (availability of generators, backup sources). Start of waste sorting; 3) 0.8 - 1.0 "Eco-autonomous". Own "green" generation. Closed production cycle and full compliance with EU "Green Deal" standards.

We will provide the formula and features of calculating the subindex $C_{trust}$ (f. 3.3).

$$C_{trust} = \frac{NPS + 100}{200} \quad \text{(f. 3.3)}$$

where,

*NPS* – consumer loyalty index (classic NPS from -100 to +100).

Interpretation of the subindex rating scale $C_{trust}$, can be determined: 1) 0.0-0.3 "Toxic company / brand" dominated by negative sentiment, reputational scandals,

product boycotts. 2) 0.4-0.6 “Neutral supplier” where the relationship is transactional, satisfaction with quality without emotional loyalty. 3) 0.7-1.0 “Favorite”. High trust and loyalty, customers act as advocates for the company / brand.

The assessment of the internal potential reflects ideal conditions, but ignores military threats. To objectify the model, we introduce the Kinetic Risk Factor ($K_{risk}$), which acts as a mitigating factor and adjusts the strategy in accordance with the realities of war and the possibility of physical destruction of assets.

Let us present the formula for calculating the external pressure indicator $K_{risk}$, which takes into account the uncontrollable factors of war (f.4).

$$K_{risk} = 0{,}6 * Loc_{risk} + 0{,}4 * Ind_{sens} \quad \text{(f. 4)}$$

where,

$Loc_{risk}$ – geographical risk of safe operation of the enterprise;

$Ind_{sens}$ – industry sensitivity risk.

We will provide the formula and features of calculating the subindex $Loc_{risk}$ (ф. 4.1).

$$Loc_{risk} = f(Distance\ to\ Front) \quad \text{(f. 4.1)}$$

where,

$f$(*Distance to Front*) – measuring distance to the “battle line” of contact. 1) more than 150 km “Rear” value 0.2; 2) more than 50-150 km “Frontline zone” value 0.5; 3) more than 50 km “Combat zone” value 1.0.

Interpretation of the subindex rating scale $Loc_{risk}$, can be defined as: 1) 0.1-0.3 “Relative rear”. Low risk of ground operations, rare shelling, stable logistics, and the main risk is “blackouts”. 2) 0.4-0.6 “Central zone”. Increased threat of strikes on infrastructure, periodic failures of logistics and energy supply, enhanced security measures are required. 3) 0.7-1.0 “Red zone / front”. Active combat operations, constant threat of destruction of assets, critically complicated or absent logistics, insurance unavailable.

We will provide the formula and features of calculating the subindex $Loc_{risk}$ (f. 4.1).

$$Ind_{sens} = f(Asset\ Mobility) \quad \text{(f.4.2)}$$

where,

$f$(*Asset Mobility*) – enterprise mobility indicator, where: 1) “Virtual Assets” (IT) value 0.1; 2) “Mobile Assets” (Transport, light equipment) value 0.5; 3) “Immovable Assets” (Factories, Land, Mines) value 1.0.

Interpretation of the subindex rating scale $Ind_{sens}$, can be defined in the following ranges: 1) 0.1-0.3 “Low vulnerability”. IT, consulting, digital services. Business does not require heavy physical assets, easily relocated to the “cloud”; 2) 0.4-0.7 “Medium vulnerability”. Retail, light industry, food industry. Need premises, but they are relatively mobile or quickly restored; 3) 0.8-1.0 “Critical vulnerability”. Agroholdings (land), metallurgy, heavy engineering. Rigid attachment to the land and heavy equipment that cannot be evacuated.

Based on the developed “$I_{ISARR}$” mathematical-conceptual assessment model, recommendations have been proposed for forming vectors of sustainable marketing strategies that improve performance through their impact on economic, social, environmental, and security components. The product approach should feature a modular architecture and standardization for field repairs, ensuring the “right to repair” reducing costs, and extending lifecycle, directly affecting resource efficiency (standardized fasteners, replaceable modules, open specifications). This logic is integrated into pricing policy, which accounts for total life-cycle costs and ESG value, forming margins based on long-term value and improving financial stability (disposal costs, service packages, ESG-premiums). The logistics model should include decentralized warehouses and backup routes, reducing risks and CO2 emissions while strengthening security and environmental components (regional micro-warehouses, alternative routes, GPS monitoring). Communication policy should provide evidence-based ESG arguments and transparency, building trust and enhancing the social component through reputational capital (public reports on emission reductions, localization, and community support). The HR strategy should include veteran integration and crisis management, increasing decision-making speed and influencing the management block (veterans on supervisory boards, crisis headquarters). Process architecture requires digitalization and energy autonomy, ensuring stability and improving performance through operational readiness («ERP» with ESG-modules, solar stations). Coordinated management of these areas through KPIs ensures the conversion of expenditures into long-term assets and the systematic growth of the index “$I_{ISARR}$”.

**Conclusions.** The study identified theoretical novelty, which lies in the substantiation of the concept of “dual-purpose marketing,” based on the integration of development vectors such as economic resilience (ensuring profitability and physical survival of assets), social responsibility (support for communities and human capital), and ecological regeneration. For the first time in academic discourse, the integral index “$I_{ISARR}$” was introduced, allowing a mathematical assessment of the balance between security imperatives, social obligations, and environmental standards, demonstrating that these goals can not only coexist but also reinforce each other through synergistic management decisions. The practical novelty of the work is expressed in the recommendations for forming vectors of sustainable marketing strategies, which transform the theoretical foundations of sustainable marketing into a set of concrete operational tools (product platform, dynamic social pricing, autonomous efficiency). The proposed methodology for calculating resilience ($R_{score}$), regeneration ($G_{score}$), and risk ($K_{risk}$) coefficients is based on real financial (EBITDA, Cash Flow), social (eNPS), and operational indicators of Ukrainian enterprises, making the model suitable for direct implementation within corporate management systems. Implementation of the research results will enable Ukrainian businesses to use the methodology as a roadmap for transforming business models under conditions of uncertainty. Enterprise management gains a tool for rapid diagnostics of strategic resilience, allowing the identification of critical vulnerabilities and optimization of resource allocation between economic security and social development measures. The provided recommendations for forming practical vectors of future sustainable marketing strategies will improve $I_{ISARR}$ results, helping companies substantiate investment requests to international donors by demonstrating environmental compliance, social impact, and economic capability.

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# РОЛЬ МАРКЕТИНГОВОЇ СТРАТЕГІЇ ПІДПРИЄМСТВ У ЗАБЕЗПЕЧЕННІ СТАЛОГО РОЗВИТКУ ЕКОНОМІКИ

*За результатами проведеного дослідження було виділено ключові теоретико-методологічні аспекти трансформації маркетингу в умовах воєнного стану, поглиблено трактування сталого розвитку з урахуванням необхідності одночасного забезпечення безперервності функціонування бізнесу та формування його відновлювального потенціалу, сформовано концепцію «маркетингу подвійного призначення» як інтегративної управлінської моделі та представлено багатокомпонентну математично-концептуальну модель «$I_{ISARR}$» із показниками $R_{score}$, $G_{score}$ і $K_{risk}$ як інтегральними індикаторами стійкості, розвитку та системних ризиків у стратегічному та операційному вимірах функціонування підприємства. Проаналізовано їхню структуру (фінансова автономія, операційна гнучкість, людський капітал, соціальний вплив, екологічна модернізація, довіра стейкхолдерів) і створено шкали інтерпретації для визначення стану підприємства від критичної вразливості до стратегічно стійкої моделі розвитку з урахуванням динаміки зовнішнього середовища. На відміну від класичних підходів, де стабільність і розвиток розглядаються як автономні етапи, запропонована модель забезпечує їх поєднання через інтеграцію інструментів кризового управління з цілями економічного, соціального та екологічного відновлення. Практичну цінність становлять рекомендації щодо модульності продуктового портфеля, диверсифікації логістики, прозорості ESG-комунікації та вдосконалення кадрової політики, включно з інтеграцією ветеранів, що корелює з динамікою індексів «$I_{ISARR}$», які дають можливість кількісно оцінювати результати управління в середньо- та довгостроковому горизонті. Доведено, що поєднання стратегій створення спільної цінності, циркулярного й регенеративного маркетингу з елементами демаркетингу формує синергетичний економічний і соціальний ефект навіть за умов обмеженого попиту, тоді як цифрові інструменти підвищують прозорість процесів і розширюють доступ до фінансування. Теоретична новизна роботи полягає у поєднанні кризового та сталого підходів у межах єдиної маркетингової моделі, а практична у створенні інструментарію управління стійкістю «МСП» в умовах воєнної та післявоєнної трансформації.*

***Ключові слова:*** *маркетинг подвійного призначення, сталий розвиток, математична модель, концептуальна модель, стратегічні вектори розвитку, ризики, маркетингові стратегії.*

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