









Formulation of Modern Anti-Crisis Strategies in Business Planning for Service Sector Enterprises

Olena Sakovska¹ , Nadiia Reznik² , Oleksandr Shpykuliak³ ,
Svitlana Maslovata⁴ , Alla Revutskaya⁵ , and Nataliia Bondarenko⁶ 

- ¹ Department of Tourism, Hotel and Restaurant Business, Uman National University of Horticulture, Uman, Ukraine
sakovska_lena@ukr.net
- ² Department of Management, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine
nadya-reznik@ukr.net
- ³ Department of Entrepreneurship, Cooperation and Agro-Industrial Integration, Institute of Agrarian Economics, National Scientific Center, Kyiv, Ukraine
shpykuliak@ukr.net
- ⁴ Department of Forestry, Uman National University of Horticulture, Uman, Ukraine
svetlana_maslovataya@meta.ua
- ⁵ Department of Economics, Uman National University of Horticulture, Uman, Ukraine
revutskaya.alla@ukr.net
- ⁶ Department of Finance, Banking and Insurance, Uman National University of Horticulture, Uman, Ukraine
nv_bondarenko@ukr.net

Abstract. Service sector businesses must be able to react to always shifting market conditions given the present state of global volatility and regular economic crises. Being one of the most dynamic and susceptible sectors of the economy, the service sector especially suffers from outside shocks that calls for the creation and application of strong crisis management strategies. The primary focus of this research is the evolution of current anti-crisis strategies in corporate planning for service sector companies that operate in a climate of increased economic uncertainty and global crises. The study examines the primary obstacles that businesses in this sector encounter during crises, including the necessity to adapt to changing customer behavior, disrupted supply chains, and rising operating costs. With an especially focus on the need of using adaptable anti-crisis business planning techniques that enable fast response to changes in the external environment, the primary approaches to business planning in times of crisis are under investigation.

We can identify the most suitable strategies for service sector businesses by means of a comparison of effective crisis management strategies in various countries and sectors. This study has led to recommendations for the development of crisis business plans considering the unique characteristics of the service sector and guarantee the long-term resilience of companies. The results of the study seek to offer useful advice for corporate leaders who want not only to save their companies in difficult circumstances but also create the foundation for future growth following the crisis times.

Keywords: crisis management · business planning · crisis strategies · service sector · digitalization · automation · innovative technologies · enterprise resilience · global crises

1 Introduction

Global economic crises, pandemics, natural catastrophes, and other outside shocks are posing hitherto unheard-of difficulties for the contemporary corporate world. Particularly sensitive to such shifts are service sector businesses, which rely on demand for their goods and stability of market circumstances. “Crisis is a productive state,” said eminent economist Peter Drucker. “You simply have to eliminate the disaster. “The remark underlines that, if companies can adjust and develop, crises may act as a spur for development and creativity.

Modern life presents challenges, therefore it is more crucial than ever to develop and implement catastrophe plans that may let businesses remain strong and transparent in uncertain circumstances. Traditional ways of planning a business that depend on market conditions being stable and predictable don’t work well when things outside the business are changing quickly. Because of this, it is very important to create adjustable and flexible business models that allow companies to quickly deal with new issues and lessen the negative effects of crises.

Given their significance in contemporary strategies to combat crises, the problems of digitalization and automation of corporate operations should be given special consideration in this framework. Using innovative technology helps one to react fast to changing circumstances, save expenses, enhance customer service, and simplify management.

The aim of this work is to investigate scholarly methods and practical solutions for developing crisis management strategies in corporate planning for service sector firms. It will also provide recommendations for implementing these ideas considering the current issues and ensuring their success. The article aims to provide company executives who want to retain and expand their companies during difficult economic times practical instruments.

2 Literature Review

The effective running of companies in the current state of economic uncertainty depends critically on the development of anti-crisis business planning solutions. The science literature looks at the problem of crisis management from different points of view, which helps us learn a lot about how to handle situations.

Researchers in the United States stress how important it is for businesses to come up with flexible plans that let them react quickly to changes in the outside world. Ivanchenko O. [2] says that the success of steps to prevent crises relies on how well the company can change its business practices to fit the new circumstances. Petrenko V. emphasizes the importance of flexibility in business planning: “Enterprises should implement flexible management models that allow them to minimize risks and quickly adapt to changes in the external environment”. In addition, Serhiychuk M. [4] emphasizes the importance

of innovation in the process of crisis management, noting that “the implementation of innovative technologies not only allows for cost optimization but also provides new opportunities for development in times of crisis”. It further emphasizes the role of government support in the formation of anti-crisis strategies, and Koval N. [5] points out that “government policy aimed at supporting businesses in times of crisis can become a decisive factor in ensuring the resilience of enterprises”.

Foreign researchers also highlight the importance of adapting business to crisis conditions. Porter M. [6] in his work emphasizes the necessity of strategic analysis and planning. Bailey R. [9] also emphasizes the need to combine different approaches to crisis management, particularly the use of diversification strategies and innovative development.

Thus, both local and foreign specialists emphasize the significance of calibrating, being flexible, and using state-of-the-art technology in devising strategies for crisis management. These strategies provide companies the chance not just to endure difficult circumstances but also to sustain competitiveness in the long run.

3 Materials and Methods

3.1 Importance of Business Planning in the Service Sector

Business planning is critically important for service sector enterprises, as it provides the foundation for making strategic and operational decisions, facilitates the achievement of long-term goals, and enables effective responses to external challenges. In the service sector, where businesses are particularly dependent on changes in consumer behavior, the competitive environment, and economic conditions, business planning plays a crucial role in determining the direction of the company’s development. It helps to gain a deeper understanding of the market, assess opportunities and risks, and adapt the strategy to current conditions. In particular, planning allows service sector businesses to optimize resource use, which is especially important in conditions of limited budgets or unforeseen expenses. In the service sector, where interaction with clients is a key aspect of operations, business planning also contributes to making informed decisions that take consumer interests into account and allow for the improvement of service quality. Business planning is also essential for attracting investments, as potential investors and lenders typically require a detailed plan that demonstrates the viability and prospects of the enterprise.

3.2 Cost Optimization and Service Diversification

In the context of constant changes in the external environment, business planning provides service sector enterprises with the opportunity to be flexible and adaptive, allowing them to quickly adjust their strategies in accordance with new circumstances. Crisis management strategies in business planning for service sector enterprises include various approaches that help companies adapt to challenging economic conditions, reduce risks, and ensure stability even during periods of uncertainty (Table 1).

One of the key strategies is cost reduction and operational optimization, which allows businesses to maintain financial stability by lowering operating expenses, optimizing

resource use, and reviewing contracts with suppliers. Another crucial strategy to assist lower reliance on a single source of revenue and thereby lower the risks connected with fluctuations in demand for certain services is service diversity. Modern circumstances depend on digitalization and automation as they provide more efficiency in corporate operations, lower costs, and guarantees of company continuity – even in times of crisis – by means of which business operations may be more effectively run.

Service sector companies may also attract new customer segments amid crises by modifying their marketing strategy and producing new products or services aimed at various consumer groups. By means of cooperative projects and joint ventures, one may efficiently remove the challenges faced by businesses and promote partnerships. Collaboration with other firms helps in this area. Flexible people management is another way that ensures operational performance even under difficult situations, reducing costs and allowing for rapid reactions to demand changes.

As a result, crisis management methods for service-oriented firms are complex, including both approaches to optimizing internal operations and adapting to external changes. These tactics allow firms not only survive during crises but also identify new possibilities for development and increase their market position. Selection of businesses demonstrating successful application of previously mentioned strategies in managing crises, perhaps inside corporate planning, is what we need. Adaptation to dire circumstances, which these strategies permit, is crucial. Implementation also leads to growth, or an increase in competition, sometimes through the successful operationalization of strategies like these.

3.3 Case Study: Starbucks' Crisis Response to the COVID-19 Pandemic

The COVID-19 pandemic presented Starbucks with obstacles – big ones. Increased limitations on foot traffic hurt the company. Changed behavior in consumers was a result, too. Multinational, the company's reaction was to form stronger partnerships. Delivery firms, such as Uber Eats, were helpful for product distribution. Now, client loyalty was at stake. Customers preferred delivery orders – the reason was quarantine restrictions and concern over health. Also, Starbucks moved aggressively into the digital frontier. A smartphone app allowed customers to place orders in advance, make online payments, and choose pickup options (café or delivery) - all aimed at minimizing human contact. The phrasing was sometimes clumsy. This method not only met safety regulations but also offered comfort to customers, albeit indirectly. Most importantly, it helped in maintaining steady sales. However, it's uncertain whether it countered the chaotic circumstances brought on by the pandemic.

Crisis management's face has a representation in Starbucks' approach; to them, workers are an invaluable resource. The surging winds of change during the disaster pushed Starbucks to craft flexible work schedules for employees, ensuring precious, continuous employment. Amidst the storm, the company also offered workers extras – like proprietary incentives – on the insurance side: richer health coverage.

Table 1. Current anti-crisis strategies of service sector enterprises. Source: Compiled by the authors based on [11–13]

	Strategy	Content	Example
1	Operational optimization and cost reduction	During periods of crisis, service sector enterprises frequently encounter the necessity of cost reductions in order to preserve financial stability	Hotels may temporarily close portions of their facilities or reduce their workforce
2	Diversification of services	Diversification helps companies to provide a wider variety of products, therefore removing the risk related to changes in the market for certain goods and less reliance on one income source	Restaurants may start tailored menus for certain groups or launch delivery programs
3	Digitalization and automation	By means of digital technology, service sector companies may improve operational efficiency, save expenses, and guarantee company continuity even in crisis circumstances	Digital systems let hotels automatically handle rooms and bookings
4	Drawing in new customer groups	Developing new market segments to increase the client base is essential during times of crisis	Sports clubs may employ online initiatives to attract customers who have never visited their facilities in person
5	Partnership and cooperation	During instances of crisis, businesses might join forces with other enterprises to jointly tackle obstacles, pool resources, or launch joint ventures	Hotels have the opportunity to form partnerships with travel agents or transportation service providers in order to provide all-inclusive vacation packages
6	Flexible personnel management	Flexibility in human resource management helps organizations to swiftly adjust to changes in demand and optimize expenses	Restaurants may choose to provide their staff with flexible work schedules in order to save labour costs when sales are slow

(continued)

Table 1. (continued)

	Strategy	Content	Example
7	Risk management	Maintaining appropriate risk and cash flow management is essential during times of crisis	Businesses may create insurance policies or reserve funds to cover projected losses in emergency situations
8	Attracting government backing	In times of crisis, enterprises have the opportunity to use government assistance programs or get subsidies in order to alleviate their financial difficulties	Business enterprises are eligible to get subsidies for employee salaries or preferred loans to sustain their operations in times of economic recession
9	Preserving the quality of the services	Preserving and improving the quality of the services	In order to meet with new laws, hotels are required by the epidemic to improve their levels of cleanliness and safety

3.4 Case Study: Domino's Pizza and Digital Transformation

Another incredible company that effectively used digitalization and automation to meet the needs resulting from the COVID-19 epidemic is Domino's Pizza. Domino's Pizza was already heavily using digital technologies, most famously helping to create its online ordering system, smartphone app, and partnership with delivery partners even before the epidemic started. Domino's Pizza's profit jumped to \$525.1 million while its sales in 2023 came in at \$4.48 billion.

Domino's Pizza's digitization and automation approach not only helped them to survive during the epidemic but also help to maintain its market leadership. Using the newest technologies to satisfy its consumers in a safe and effective way allowed the company to modify its business procedures to fit new circumstances and keep expanding. Over the past five years, Domino's Pizza has shown amazing financial performance mostly due to the active application of digital technologies and the automation of corporate operations (Fig. 1) Domino's Pizza's financial data over the past five years demonstrate that the selected approach is successful. 2019 saw the corporation produce a profit of 400 million dollars and a sales of 3.62 billion dollars. Revenues in 2020, despite the epidemic, climbed to 4.12 billion dollars and profit climbed to 450 million dollar. These markers kept rising: reaching 4.36 billion dollars in revenue and 480 million dollars in profit in 2021 and 4.53 billion dollars in revenue and 510 million dollar in profit in 2022. Domino's Pizza's profit rose to \$525.1 million while its sales in 2023 came in at \$4.48 billion.

Thanks to timely application of digital technologies and automation, Domino's Pizza not only survived but also came out of the crisis much stronger from economic difficulties. These actions have helped the business to guarantee steady increase in income and

profit over the previous five years, improve operational efficiency, and adapt properly to changes in consumer behavior. This case shows how wise innovation-based expenditures can let a business not only survive but even grab fresh chances for expansion from a crisis.

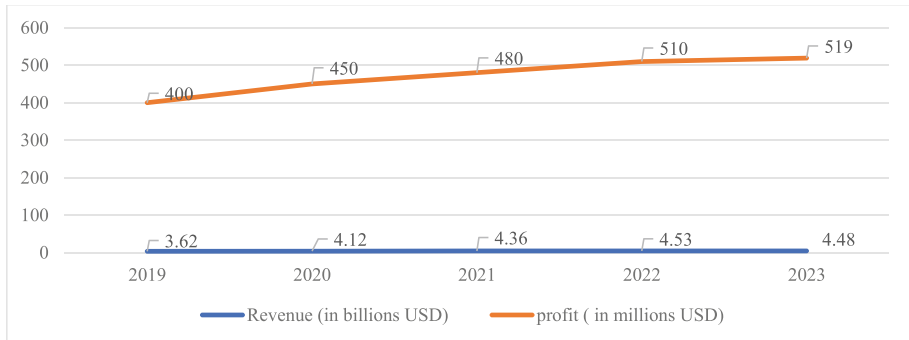


Fig. 1. Financial indicators of Domino's Pizza from 2019 to 2023. Source: Compiled by the authors based on sources [14–18]

3.5 Impact of the War in Ukraine on Service Sector Enterprises

War in Ukraine has happened, and in its occurrences, certain disruptive events are born. It's necessary to mention the impact on businesses dedicated to the service sector. These companies are facing unforeseen difficulties. For instance, the supply chains are interrupted in a regrettable manner, and a conspicuous drop in demand makes survival uncertain. A population movement is observed to be increasing at an alarming rate, while the cost of energy strives and strains upwards, reacting to demand. On a curious note, it must be observed that these businesses rely on adapting to the economy and promptly reacting to these shifting situations. Ukrainian businesses located in the service sector need strong guidance on introducing or persistently clinging to such strategies. Particularly, it is these certain kinds of businesses that find themselves bulging under the pressures of war. Particularly in some types of businesses, such those in which Ukrainian companies in the service sector fall into, we believe that advice should be given to them on beginning or carrying on such strategies:

1. Infrastructure faced serious disruptions courtesy of the war, with negative consequences being felt in the areas of supply delivery and passenger transportation. To navigate through this unfortunate landscape, companies ought to introduce modern technology promoting cargo tracking, also implementing risk management strategies. In addition, ensuring uninterrupted supply through replacement logistics was given due significance, alongside the execution of diversified route plans. The case of Nova Poshta serves as an instance: the company is vigorously constructing alternative distribution pathways and channelling investments into securing their vehicles and warehouses. Notably, the transportation of cargo suffered badly, revealing the pressing need for risk management in logistics.

2. Midst alterations in client conduct and an insignificant demand triggered by the conflict, stores are being persuaded to modify their strategies with urgency. The inconsistency of internet platforms is being rectified by companies; they are broadening their array of essential goods, arranging a hastened delivery service to areas embroiled in warfare.
3. The aftermath of the war, it is evident, has taken a significant toll on the travel sector. An emphasis is now placed, or should be, on hotels to reassess their methodologies and strategies. A focus must be shifted towards military personnel, disaster relief missions, and support for those displaced within the nation.
4. Catering services, a shifting thing, their demand swings like a pendulum, dependent on war's eerie state. You might think that restaurants' focus should morph, as part of a plan to diversify. Food delivery might be the first step; perhaps field kitchen establishments are next, and safe location services are last. You've got to hold on and know where your food's coming from, you see; alliances are needed – with the military, branches of that sort, or groups of volunteers, perhaps.
5. Continuity in communications and financial operations is a critical wartime necessity. Enterprises have to reassign resources towards cybersecurity. Data safeguarding and pushing forward remote services, as well as the provision of digital platforms with customer support, are necessitated to guarantee the availability of financial services, even in tough times - PrivatBank. A persistent enhancement is noted in the functionality of their online platform.
6. Deep within conflict's frame, hurdles surface. Client defection, destroyed possessions, and rising costs for keeping the business alive – enumerating the problems faced. Survival tactics need to be adopted, for their sake. Such tactics include the transfer to services on mobile platforms, partnership with similar enterprises, even if token, and the examination of secure environment options as relocation of function.

3.6 Problems and Solutions for Business Planning in Wartime

For all companies in the service sector, it is important to implement modern crisis management business strategies, which include service diversification, the development of digital solutions, cost optimization, partnerships with other businesses, and humanitarian organizations. These measures will not only help businesses survive during the war, but also prepare them for further development in the context of the country's post-crisis recovery. However, in the process of developing modern crisis management strategies for business planning, Ukrainian companies in the service sector face a number of serious problems caused by both internal and external factors (Table 2).

Modern anti-crisis business planning techniques for Ukrainian service sector organizations present a challenging issue requiring careful evaluation of several elements. Must adjust themselves to their new realities; they can optimally organize their operations and innovate via financial investment. Financial investment would facilitate new innovations, even in the face of crisis. Their chance lies in survival, although emerging with strength post-crisis remains uncertain; challenges are multifold, notwithstanding, and the path forward is unclear.

Table 2. The main problems and solutions regarding the formation of modern anti-crisis strategies for business planning for Ukrainian companies in the service sector. Source: Compiled by the authors based on sources [19–21]

Complexities	Problem	Decision
Military conflict and its consequences	The war in eastern Ukraine, as well as its impact on other regions of the country, creates significant obstacles for stable business operations, including the physical destruction of infrastructure, disruptions in logistics, a reduction in markets, and changes in consumer behavior	Companies must realign their logistics networks, study the feasibility of moving their operations to more secure areas, and also broaden their revenue streams
Economic volatility	Prolonged economic instability resulting from the conflict, inflation, volatility in the exchange rate of the hryvnia, and banking system problems hamper long-term planning and investment in development	Companies need to implement flexible financial strategies, develop risk hedging strategies, and seek alternative sources of funding, including international grants and support programs
Population migration and brain drain	Due to military actions and economic difficulties, a significant portion of the population has migrated from the affected regions, leading to a shortage of skilled workers in certain sectors	It is imperative for companies to proactively engage in the retention and motivation of their employees, establish comprehensive training and retraining initiatives, and effectively employ remote work arrangements
Logistical chain disruption	The conflict in Ukraine has had a profound impact on logistics, resulting in significant interruptions in the trade of commodities, escalated expenses, and difficulties in transportation	It is necessary to seek alternative routes, establish agreements with local suppliers, and invest in the development of our own logistics capabilities

(continued)

Table 2. (continued)

Complexities	Problem	Decision
Variations in consumer behavior	The war and economic crisis have caused consumers to change their behavior, which has led to more caution in their spending and thereby affects the demand for certain services	Companies have to methodically assess the market, modify their goods and services to fit changing customer needs, and provide fresh, highly sought-after items and services right in line with crises
The exorbitant cost of energy resources	Both internal and external factors contribute to the significant increase in energy resource prices, which greatly raises the operational costs for companies in the service sector	Companies should invest in energy-efficient technologies, utilize alternative energy sources, and optimize energy consumption costs
Destruction of infrastructure	Military actions have caused serious damage to infrastructure, complicating business operations in the affected regions	Relocation of businesses to safer regions, participation in reconstruction and infrastructure recovery programs, as well as the development of temporary solutions to support business continuity
Legal and governmental problems	Laws and regulations changing in relation to military status might hinder commercial operations	Organizations must actively work with attorneys to guarantee adherence to new rules and seize chances to engage in discussions on legislative changes
Psychological tension as well as employee moral status	Employees experience great psychological strain from the conflict and its aftermath, which might influence their output and alter adaptation capacity	Businesses should provide circumstances for preserving mental health, offer psychological support to their staff, and advance the growth of a corporate culture of encouragement and mutual help

4 Discussion

4.1 Challenges in Implementing Crisis Management Strategies

Planning business activities in the services sector with crisis counteraction strategies raises a number of puzzling issues. One major hindrance is the refusal of staff to adapt to change, especially when such shifts have implications for job allocation, work conditions or even redundancies. Another essential element to ponder would be the scarcity of funds as crisis management strategies may need considerable upfront costs which could be difficult to implement under pressure of limited resources during a period of crisis. Furthermore, the volatility of the market makes forecast and planning challenging since unexpected changes in customer behavior or new legal obligations can significantly influence the performance of targeted programs. The use of strategies is already complicated enough without having to worry about any conflicts of interest. Many people are involved in this, including owners, directors, workers, and sometimes even customers. Misunderstood changes may lead to anxiety and misunderstanding, which in turn affects the execution process. This kind of component is crucial, as it enables us to adjust properly to changes brought about by a crisis, and being prepared without a defined plan of action when unexpected things happen sparks controversy. Maybe it's connected to keeping the risks in these types of categories to a minimum as well.

4.2 Adaptation and Strategic Flexibility in the Ukrainian Service Sector

Given the specific challenges of military operations and the economic instability in the country, businesses in the service sector in Ukraine need to improve their crisis management approaches for strategic maneuvering. Undoubtedly, the tragic and never-ending conflict in Ukraine has accelerated major transformations in the service industry. The devastation of infrastructure, significant changes in demographics, disruptions in the logistics network, and changes in consumer behavior have all prompted a new way of doing things. They developed strategies like creative resource management, adaptive organizational planning, and the ability to quickly adjust to changes in response to these crises. These defenses have to be collaborative and participatory in character. Some companies were quick to respond to local needs and could even foresee potential shocks. For instance, they were able to avoid financial ruin because to this competitive parachute.

Ukrainian companies struggle to implement crisis management measures due to a lack of capital, especially easily available capital. With the economy in shambles after the war, getting investments and loans seems like a more daunting task. Companies will now have to seek out non-traditional forms of finance, such as government grants, overseas financing, or joint ventures, in addition to the more traditional methods. Organizations are likely to show flexibility when they have money from several sources, which provides financial security. Does any company really deserve it? Changes to the strategy are prompted by keeping a careful eye on the market. What causes these changes to take place? War and economic hardship cause people to change their behavior.

5 Conclusions

Crisis business planning is a key tool for service sector enterprises, allowing them not only to maintain financial stability during crises but also to discover new opportunities for growth and strengthen their positions in the market. Examples of companies like Starbucks, Accor Hotels, and Domino's Pizza demonstrate how the strategic implementation of cost optimization measures, service diversification, digitalization, and automation can significantly enhance a business's resilience in times of crisis. It appears, perhaps, to assist businesses in withstanding tough financial periods. This would, therefore, make them adaptable, flexible, and possibly yield fruitful outcomes. This may be considered particularly important for firms in the services sector, regardless of whether they might be going through raucous currents, to survive successfully with an abundance of prosperity nonetheless.

Domino's Pizza, with its investment in digital stuff and automation, was pretty smart in seeing that it could help get through a tough time. The pandemic hit, and they were creative, adjusted, and kept the cash coming in; profits are up – that's been five years of that now. And I guess it shows that even in the worst of times economically, if you have tech solutions ready to go and you streamline your business, somehow that will keep you in the game for the long run. Domino's case is one such narrative – a company pushing through crisis, doing all it can to stand firm in the market. So, perhaps it's a model for others too; you would hope not just to hang in there but to use the crisis as a boost, perhaps, in gaining a firm foothold in the market.

Modern crisis management schemes shape business foresight for Ukrainian service industry firms; this task appears paramount, yet it necessitates probing into shifting, multifaceted factors. An unprecedented challenge is posed by military actions, uncertain economic landscapes, personnel difficulties, and alterations in consumer behavior. However, businesses that swiftly adapt to these evolving situations, innovatively brainstorm ideas, and execute judicious resource distribution have every potential not just to endure but to emerge from tribulations with amplified strength, competitiveness, and an enhanced readiness for growth. In-depth comprehension of the existing reality and potential future opportunities, along with strategic contemplation, creativity, and an ability to transpose plans, forms an effective crisis business blueprint, and this tends to also struggle to bring in orderly thought.

References

1. Drucker, P.: *Managing in Turbulent Times*, 1st Edn. 13. Harper & Row, New York, p. (1980)
2. Ivanchenko, O.: *Crisis Management in Business: Theoretical and Practical Aspects*. KNU Publishing, Kyiv, p. 45 (2018)
3. Petrenko, V.: *Flexible Strategies in Business Planning*. Publishing House of Kharkiv National University, Kharkiv, p. 67 (2019)
4. Sergiychuk, M. *Innovative technologies in crisis management*. LNU, Lviv, p. 112 (2020)

5. Koval, N. The Role of State Support in Crisis Management of Enterprises. ONU, Odesa, p. 95 (2021)
6. Porter, M.: *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press, New York, p. 123 (1985)
7. Lee, G.: *Digital Transformation and Crisis Management*. Routledge, London, p. 89 (2020)
8. Johnson, T., Skoglund, A.: *Strategic Crisis Management: A Comprehensive Approach*. Cambridge University Press, Cambridge, p. 74 (2019)
9. Bailey, R.: *Innovation and Diversification Strategies in Crisis Management*. Springer, New York, p. 63 (2021)
10. Smith, J.: The Role of Digitalization in Crisis Recovery: A Case Study of Marriott International. *Harvard Business Review*, p. 54 (2021)
11. Johnson, G., Scholes, K., Whittington, R.: *Exploring Corporate Strategy*, pp. 182–185 (2008)
12. Porter, M.E.: *Competitive Advantage: Creating and Sustaining Superior Performance*, pp. 209–212 (1985)
13. Westerman, G., Bonnet, D., McAfee, A.: *Leading Digital: Turning Technology into Business Transformation*, pp. 74–77 (2014)
14. Domino's Pizza. Annual Report 2019. Retrieved from Domino's Investor Relations, pp. 8–12 (2019)
15. Domino's Pizza. Annual Report 2020. Retrieved from Domino's Investor Relations, pp. 10–15 (2020)
16. Domino's Pizza. Annual Report 2021. Retrieved from Domino's Investor Relations, pp. 11–16 (2021)
17. Domino's Pizza. Annual Report 2022. Retrieved from Domino's Investor Relations, pp. 13–19 (2022)
18. Domino's Pizza. Annual Report 2023. Retrieved from Domino's Investor Relations, pp. 15–20 (2023)
19. Ukrainian Chamber of Commerce and Industry: Impact of Military Conflict on Ukrainian Businesses, pp. 12–24 (2022)
20. European Business Association: *Business Resilience in Times of Crisis: Strategies for Ukrainian Companies*, pp. 35–46 (2023)
21. International Crisis Group: *Crisis Management for Ukrainian Businesses during Conflict*, pp. 50–60 (2023)
22. Alekseieva, K.A., Melnyk, L.V., Ostapchuk, A.D., Horská, E., Reznik, N.P.: Theoretical and methodological approaches to development of the concept of digital economy. *Test Eng. Manag.* (2020). <https://www.scopus.com/inward/record.url?eid=2-s2.0-85083002183&partnerID=MN8TOARS>
23. Gupta, S.K., Dongul, E.S., Reznik, N.P., Lohia, D., Kamboj, N.: The effect of economic pro-growth initiatives on the recent increase in economic development in the USA millennial entrepreneurs. In: *AIP Conference Proceedings*, vol. 2413, p. 040011 (2022) <https://doi.org/10.1063/5.0079113>
24. Medynska N., Hunko L., Reznik N.: Approaches to land zoning on the basis of sustainable territory development. In: Alareeni, B., Hamdan, A. (eds.) *Explore Business, Technology Opportunities and Challenges after the COVID-19 Pandemic*. ICBT 2022. *Lecture Notes in Networks and Systems*, vol 495. Springer, Cham (2023). https://doi.org/10.1007/978-3-031-08954-1_67
25. Nadiia, P.R., Anatoliiy, D.O., Liudmyla, V.S., Tatiana, O.K., Olha, M.P.: A comprehensive methodology for assessing the effects of management and marketing on the value of the enterprise based on the development of intellectual capital. In: Alareeni, B., Hamdan, A., Elgedawy, I. (eds.) *ICBT 2020. LNNS*, vol. 194, pp. 454–465. Springer, Cham (2021). https://doi.org/10.1007/978-3-030-69221-6_34

26. Reznik, N., Ilchuk, M., Us, S.: CEUR Workshop Proceedings **2104**, 17–29 (2018)
27. Reznik, N.P., Havryliuk, Y.G., Druzhynina, I., Anishchenko, H.Y., Omelianenko, M.V., Novykova, I.V.: The impact of the war on internet trade in Ukraine and the World: Consumer Trends and Expectations. In: Intelligent Systems, Business, and Innovation Research. Studies in Systems, Decision and Control, vol. 489. Springer, Cham (2024). https://doi.org/10.1007/978-3-031-36895-0_13