THE RESILIENT ORGANIZATIONS
SUSTAINABLE STRATEGIES FOR CRISIS AND CHANGE

FOCUS ON ESG, SUPPLY CHAIN RESILIENCE AND CORPORATE GOVERNANCE

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(Focus on ESG, Supply Chain Resilience, and Corporate Governance)

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VIKTORIIA BOKOVETS, TETIANA NECHYPORENKO:
INNOVATIVE APPROACHES TO THE FORMATION AND RESTRUCTURING OF BUSINESS MODELS

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1.1. Organizational multimodality in the system of innovative transformation of business models

The current stage of business development is unfolding under the influence of rapid changes in the structure of the global economy, compelling entrepreneurs to reconsider the fundamental principles that guide the creation, organization, and operation of their companies. As the global environment becomes increasingly unstable and traditional methods of maintaining market resilience – based on fixed hierarchies, linear planning, and predictable market behavior – cease to be effective, it has become critical for firms to cultivate strategic flexibility. This flexibility is essential not only for responding swiftly to external shocks, regulatory shifts, or unexpected market disruptions but also for proactively identifying new, promising revenue niches and growth opportunities in a timely manner. In such a context, the survival and long-term success of a company increasingly depend on its ability to anticipate changes, adapt its operations, and leverage resources creatively.

Traditional enterprise models, which relied on rigid hierarchies and linear management structures, are gradually losing their effectiveness in this rapidly evolving landscape. They are being replaced by modern, multifunctional business architectures, where the company is viewed as an open and dynamic system. These systems

continuously seek innovative ways to optimize resources, coordinate internal capabilities, and exploit external networks of partners, suppliers, and collaborators. In such structures, value creation is no longer a function of merely executing pre-defined plans; it involves continuous sensing of market signals, iterative experimentation, and adaptive learning. This shift allows companies to maintain stability while simultaneously fostering the agility necessary to seize emerging opportunities and mitigate risks associated with uncertainty.

A central element of this new approach to business management is the concept of multimodality. In contemporary business systems, multimodality extends far beyond simply using multiple communication channels. Recent studies from 2023–2024 define it as the holistic integration of the content of a business idea with the ways in which it is expressed and operationalized. It encompasses language, narrative frameworks, visual and digital imagery, technological solutions, and the tangible or service-based manifestations of a product. By integrating these elements, companies can convey complex strategies and core organizational ideas with maximum clarity and coherence, both internally within teams and externally to clients, partners, and stakeholders.

This approach also supports organizational learning and collaboration. By translating abstract strategic concepts into multimodal formats – through visual diagrams, interactive digital tools, or tangible prototypes –companies reduce misunderstandings, accelerate decision-making, and align diverse teams around a shared vision. Multimodality transforms complex plans into actionable instruments that guide operations, coordination, and innovation. Furthermore, it facilitates the alignment of technological solutions, operational processes, and market-facing activities, ensuring that every element of the organization reinforces the overall strategy.

Ultimately, multimodality is more than a design or communication principle – it is a strategic capability that strengthens the organization's resilience, adaptability, and capacity for innovation. In practice, it allows firms to turn the complexity and volatility of the modern business environment into opportunities for sustainable growth, ensuring that internal coordination, resource allocation, and external interactions are coherent, efficient, and strategically aligned [5, 21].

The effectiveness of how a business adapts to new conditions today directly depends on the entrepreneur's ability to successfully combine different modes of operation and communication in order to expand innovation and engage partners (stakeholders). Scholarly works published over the past three years make it possible to clearly identify the levels of theoretical description of multimodality that directly influence perceptual flexibility in business. In particular, such concepts as modal hierarchy (i.e., determining which specific mode of conveying an idea is primary) and modal complexity (the depth of interconnection between different channels of interaction) make it possible to distinguish three main types of entrepreneurial system design [13, 24].

A key feature of modern business is the transition from the simple use of multiple communication channels – often referred to as «weak» multimodality – to their deep and holistic integration, or «strong» multimodality. In this context, a company's flexibility is expressed not only through structural adjustments within the organization but also through its continuous ability to reassess its positioning in the market, refine strategic priorities, and consistently renew the value it delivers to customers [1, 5]. Strong multimodality implies that every element of the business – ranging from internal communications and knowledge sharing to customer-facing messaging and technological interfaces – is tightly coordinated and aligned with the core business idea, creating a coherent and adaptive system.

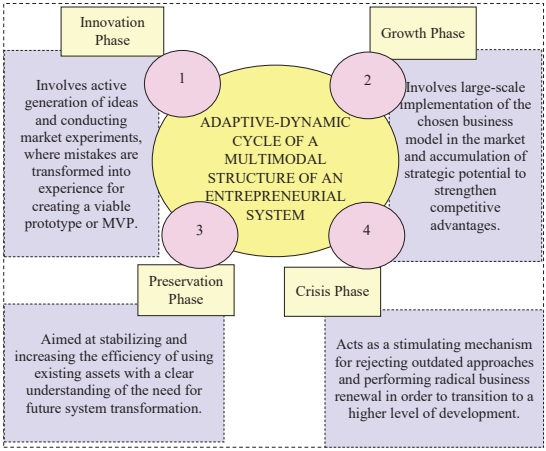
An important factor in this adaptive approach is the recognition of a dynamic cycle of activity, which promotes development along a circular, rather than a linear, trajectory. This adaptive cycle acknowledges that permanent stability is unattainable in today's rapidly changing environment and that long-term survival depends on the continuous exploration of new ideas, innovations, and market opportunities (Fig. 1.1.1) [9, 13]. Unlike traditional linear business models, which progress step by step from planning to execution, the circular model encourages ongoing iteration: identifying emerging trends, experimenting with potential solutions, integrating feedback, and evolving the organization's operations in response to real-time conditions.

Within this adaptive cycle, each stage of business development represents a distinct operational mode. Each mode is characterized by a unique configuration of resources, competencies, and key operational instruments that allow the company to respond most effectively to current market conditions. For example, one stage may prioritize rapid experimentation and knowledge acquisition, while another emphasizes scaling and optimization of proven processes. The ability to transition smoothly between these modes ensures that the company maintains both resilience and agility in the face of uncertainty.

Contemporary business models emerging between 2023 and 2025 increasingly rely on the use of autonomous teams and flexible forms of talent engagement, including remote work, offshore support, freelance contractors, and short-term project-based collaborations. This organizational flexibility allows companies to respond rapidly to market signals and emerging opportunities without the constraints of traditional hierarchical structures. Such systems operate according to the principle of rapid iteration: new ideas are quickly prototyped, results are analyzed, errors are corrected, and the cycle is repeated. This iterative approach not only accelerates learning and innovation but also reduces the risk associated with large-scale, rigid implementations,

creating a self-reinforcing cycle of adaptation and growth [8, 26].

Figure 1.1.1 Adaptive-Dynamic Multimodal Structure of the Entrepreneurial System



Source: developed by the authors based on [1, 9, 13, 21]

The systemic substantiation of how multimodal companies adapt to change is grounded in the concept of Adaptive Entrepreneurial Learning. The primary objective in this context is to avoid the risk of «stagnation» or the complete loss of accumulated experience when transitioning from one business model to another (a phenomenon referred to in learning theory as catastrophic forgetting).

The effectiveness of such a system (Aeff) is determined by the balance between two processes: the preservation of key knowledge and capital (retention) and the ability to transform this experience into new market opportunities (generalization).

$$A_{eff}(t) = \alpha \times R(k,t) + \beta \times G(m,t)$$

where,

$R(k, t)$ – the retention function of strategic knowledge and assets k over time t;

$G(m, t)$ – the intermodal generalization function, which determines the enterprise's ability to adapt business processes to new market modalities (niches) m;

W_{ret}, W_{gen} – weighting coefficients representing the significance of the processes;

α, β – weighting coefficients that define the priority of maintaining stability versus implementing an innovative leap, depending on the entrepreneur's strategy.

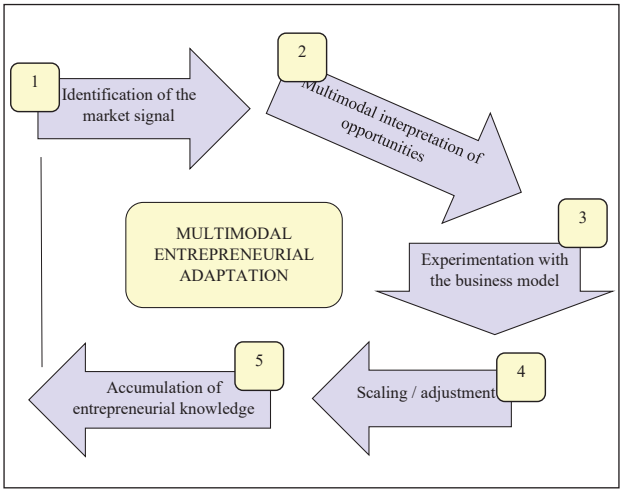
To practically assess how flexible a business is within a multimodal environment, it is advisable to apply an approach that links the company's internal structure with its methods of market adaptation. The analysis reveals a clear pattern: the more complex and diversified a company's interaction model is, the higher its adaptive capacity becomes. For example, enterprises with a low level of multimodality typically maintain rigid hierarchies and a strict division of responsibilities, which leads to purely reactive behavior – they merely catch up with change and therefore respond slowly to market demands.

In contrast, the transition to a medium level involves a process-oriented focus and the establishment of cross-functional teams. This enables the company to adapt gradually (iteratively) and continuously optimize its business model. The highest level of multimodality is characteristic of modular and network-based structures that employ proactive adaptation. Such systems do not simply adjust to circumstances; they actively shape new market niches, generating unique outcomes. This confirms that, in a dynamic contemporary environment, transitioning to flexible organizational configurations is critical for long-term success [6, 11, 19].

To conceptually synthesize this trajectory, it is appropriate to consider the adaptive-dynamic cycle of business

development (Fig. 1.1.2). Within this model, enterprise development appears as a sequence of key phases, where each subsequent stage logically derives from the results of the previous one. This circular progression ensures the continuous accumulation of experience and makes the business significantly more sensitive to subtle market signals. Thus, adaptation becomes an ongoing learning process in which the completion of one cycle forms the foundation for a new, more effective step forward, steadily enhancing the viability of the entire entrepreneurial system.

Figure 1.1.2. Adaptive-Dynamic Cycle of the Multimodal Entrepreneurial System



Source: developed by the authors based on [9, 13, 21, 24]

To calculate and numerically measure how flexible a multimodal company is, it is appropriate to use a specialized metric – the Multimodal Adaptivity Index (MAI). This coefficient allows for the assessment of how coherently the organizational structure, team mindset, and actual market actions of the enterprise function together [2, 6, 20].

Applying this index enables the translation of qualitative business characteristics into precise numerical values, helping

managers determine whether the internal complexity of the company aligns with external market challenges. It also serves as a basis for making informed decisions about which component – technology, staff training, or structural changes – should receive resource investment to achieve maximum resilience.

$$IMA=\sum_{i=1}^{n} w_i \times M_i \times F_i$$

where,

M_i – intensity of use of the i-th modality (verbal, digital, visual, organizational);

F_i – level of functional flexibility provided by the corresponding modality;

w_i – weighting coefficient of the modality's significance for a specific business model;

n – number of modalities involved.

The IMA indicator reaches its highest values when a company successfully harmonizes different operational modes while maintaining a high degree of structural flexibility. This directly confirms that the business system can develop steadily even during periods of complete market uncertainty.

In summary, multimodality and the flexibility of organizational forms are the fundamental characteristics that enable modern companies to effectively adapt to rapid changes in the market environment. The previously described adaptive-dynamic cycle, together with the Multimodal Adaptivity Index, allows not only a theoretical understanding of business development logic but also a practical assessment of how effectively a company can balance the preservation of stability with the implementation of bold innovations.

The key driver of business development today is the

ability to reconcile seemingly opposing goals: maintaining stable operations while simultaneously responding swiftly to market changes. A multimodality-based adaptation mechanism resolves this tension through the development of dynamic capabilities, meaning the enterprise can timely combine and transform its internal and external resources to respond instantly to environmental challenges [9, 21]. Here, structural flexibility is not a random rule change but a deliberate architectural transformation. This adaptation mechanism can be conceptualized as a system comprising three key blocks [3, 13].

The first block – cognitive sensing – is responsible for detecting subtle market shifts and monitoring deviations in the IMA index from the norm. The second block – structural reconfiguration – enables temporary transitions from rigid hierarchies to flexible project teams while maintaining overall control of the company. The third block – resource maneuvering – ensures rapid allocation of capital across different directions (for example, from ongoing operations to innovation development) depending on the priorities at each stage.

The coordinated operation of these components determines the enterprise's adaptive capacity and allows evaluation of how multimodal its management mechanisms are. This approach provides a clear understanding of the company's current state and highlights barriers that impede development. The chosen response strategy directly affects whether the system can survive under critical conditions, making detailed parameter analysis essential.

A particularly important aspect is the structure's ability to achieve organizational ambidexterity – the capacity to operate in established markets while simultaneously exploring entirely new niches. Flexibility acts as the intermediary that maintains balance between these two processes, directly reflected in the balanced IMA indicators [2, 6]. If the business structure becomes too rigid, the

company loses the ability to innovate; if it becomes too diffuse, day-to-day operational efficiency declines.

Optimal adaptation is achieved at the point of «fluid stability», where the enterprise structure resembles a modular system that can be quickly reassembled to meet specific market demands. Key levers for increasing flexibility in multimodal systems include decentralization of management by delegating authority to autonomous teams, digitalization of management processes to automate routine tasks, and fostering a culture of internal entrepreneurship (intrapreneurship), which becomes a source of new development directions [7, 10, 26].

By integrating multimodality into the company's architecture, adaptation transforms from an episodic event into a permanent system state. This not only enables survival in unstable conditions but also creates competitive advantages through ultra-fast structural adjustments. Implementing such a proactive development strategy requires abandoning monolithic organizational schemes in favor of a modular architecture. In this model, the business is viewed as a collection of independent yet interconnected units, each capable of operating in its own adaptive mode. This approach allows risk containment within individual units and scaling of successful innovations without destabilizing the entire company.

A critical element of this mechanism is informational connectivity, ensuring free data exchange across all levels. Structural flexibility is thus supported through strong horizontal links, which neutralize the negative effects of traditional bureaucracy and accelerate strategic decision-making.

The development of a modular organizational principle is directly linked to the IMA index: the greater the autonomy of individual units, the better the system can combine different operational modes. This creates high agility, allowing the structure to adapt to external pressures while maintaining

integrity and functionality. Simultaneously, the adaptation mechanism in such systems involves selective change: the company should not reorganize in response to every market fluctuation but must distinguish random «noise» from real strategic signals. Analytical algorithms are incorporated into decision-making processes to facilitate rapid redirection of development paths.

The effectiveness of this model is most evident when compared with traditional approaches. In static companies, decisions are made solely at the executive level, slowing responses to threats. In contrast, multimodal configurations distribute management across autonomous units. Temporary cross-functional teams replace permanent departments, allowing rapid assembly of experts for specific new tasks. Vertical «top-down» communication channels are replaced by networked data exchange, ensuring transparency and speed. Resource allocation also becomes dynamic: rather than rigid annual budgeting, funds are redirected to specific projects, enabling financing of sudden innovations [2, 3, 22].

For seamless interaction among autonomous units, a robust information support system is critical. While classic structures rely on paper regulations, modern adaptation requires a «digital twin» of business processes, enabling real-time visibility of how changes in one area affect overall business resilience.

In this environment, decision intelligence plays a vital role, combining expert experience with algorithmic analysis. This allows automation of routine adaptation cycles (e.g., reallocating working capital) and frees management time for strategic issues and large-scale transformations [1, 27, 28].

Transforming business systems based on multimodality changes the management approach: instead of merely «correcting errors», the company moves to «designing opportunities». Here, structural flexibility becomes a tool for targeted allocation of effort, meaning the enterprise

does not need to place all operations into emergency adaptation mode. Instead, adaptive processes focus on specific «breakthrough zones», while the core production or service activities continue to operate stably and reliably.

The adaptation mechanism in this context relies on structural arbitration – a process of rapidly redistributing authority between units depending on the criticality of external threats. In practice, this manifests as hybrid working groups combining the best features of linear hierarchies (strict cost control) and network structures (rapid idea generation). This approach prevents «structural gaps» that occur when market changes outpace internal decision alignment.

Thus, organizational flexibility becomes the result of combinatorial potential – the ability to instantaneously form new operational links from existing resources and departments. This ensures a state of «dynamic equilibrium», where stability is guaranteed not by unchanging rules but by the continuous, controlled mobility of all system elements. Multimodality thereby becomes the architectural foundation for building a resilient business, where any organizational change is perceived not as a crisis but as a planned stage of strategic development.

1.2. Platformization and the ecosystem approach as drivers for updating business models

The unprecedented pace of global digitalization in recent years has triggered not merely a technological update, but a fundamental shift in the logic of entrepreneurial activity. This represents a transformation of the very economic paradigm: whereas competitive advantage was previously derived from the concentration of physical resources, control over production capacities, and the scale of physical infrastructure, today the decisive factor is the ability to effectively manage information flows and digital interactions. The traditional model, in which success was determined by ownership of substantial physical assets, is

gradually receding, giving way to intellectually networked forms of business organization.

Instead, access to high-tech communication tools, big data processing methods, machine learning algorithms, and decision-support systems has come to the forefront. In this context, data has become a new strategic resource, and analytical capability is a key corporate competence. The modern business development paradigm is based on the principles of sociotechnical convergence, in which technological infrastructure and social practices interact in a continuous co-evolutionary mode. Digital platforms are no longer merely auxiliary IT solutions or sales channels – they become fundamental institutional infrastructure, shaping new economic ecosystems, rules of the game, and value creation mechanisms.

In contemporary academic discourse, a digital ecosystem is understood as a dynamic, multi-level, and adaptive network that integrates individual users, commercial entities, government institutions, and complex IT systems into a unified interaction environment. Its operation is grounded in principles of open architecture, interface standardization, and interoperability. The primary goal of such integration is the creation of shared value, which is emergent and unattainable by any single participant alone. It is important to emphasize a key distinction: while natural ecosystems evolve spontaneously under evolutionary selection mechanisms, digital structures result from intentional design and strategic modeling. Their architecture is deliberately crafted with consideration of user behavioral patterns, overcoming market entry barriers, reducing transaction costs, and eliminating information asymmetry through digital intermediation tools [3, 19, 21].

The central actor in such a system is the digital broker – an operator or technological core that functions as the ecosystem's orchestrator. It not only ensures seamless exchange of assets between the supply and demand sides

but also sets interaction standards, access rules, monetization mechanisms, and security protocols [14, 25]. In essence, the digital broker establishes the «rules of ecosystem play», defining the architecture of value distribution among participants. The nature of assets in modern ecosystems is hybrid: it includes both tangible objects (goods, real estate, vehicles) and dematerialized resources – unique datasets, intellectual services, software modules, computing capacity, or algorithmic solutions.

The evolutionary shift from a simple trading platform to a mature ecosystem is driven by powerful network effects. Growth in the number of users and partners creates positive feedback: each new participant increases the overall utility of the system for others. This results in exponential value dynamics, where not only the scale but also the quality of data and interactions determines competitive advantage. It is precisely through these network effects that ecosystems demonstrate the ability to scale rapidly and expand globally.

For scientific and practical identification of ecosystem solutions, an extended set of criteria is applied based on the methodological developments of M. Cohn [3]. According to this approach, a system can be classified as a digital ecosystem only if it meets three key parameters: a high level of participant autonomy, the capacity for self-organization, and the existence of a unified technological interaction standard. Autonomy means that each participant retains strategic agency; self-organization indicates that the system can evolve without centralized directive control; and a unified standard ensures integration through standardized APIs and data exchange protocols.

Beyond these formal requirements, contemporary digital ecosystems are characterized by three fundamental properties:

Servitization. This refers to the reorientation of business logic from selling end products to providing comprehensive services and continuous customer experiences. Servitization

evolves into a «Product-as-a-Service» (PaaS) model, where the client pays not for ownership but for access or outcomes achieved. This approach fosters long-term customer engagement, subscription-based revenue models, and deep personalization based on behavioral data. Within ecosystems, this is implemented through an integrated cycle – from predictive demand analytics to instant provision of digital or physical services – creating a «closed-loop» effect, where users fulfill most of their needs within a single infrastructure, significantly enhancing loyalty and reducing churn.

Co-creation of value. In an ecosystem model, value is not generated linearly through a «producer–consumer» chain. It emerges via multi-sided interaction, where users, developers, and partners become active co-creators of the product. Consumers transform into prosumers, generating data, content, and feedback that are integrated into service improvement algorithms. Partner developers create additional modules, applications, or plugins, expanding platform functionality and increasing its attractiveness. As a result, the ecosystem's intellectual capital accumulates cumulatively, and its innovation potential grows in proportion to participant activity.

Efficient utilization of idle assets. This property underpins the sharing economy and involves algorithmic monetization of resources in a state of downtime, such as unused production capacity, transport availability, server resources, or professional time. The digital ecosystem identifies these surplus resources in real time and instantly matches them with demand, significantly reducing marginal costs, optimizing resource allocation, and enhancing overall economic efficiency [19, 22, 25]. This represents a shift from an ownership-based economy to an access-based economy.

Thus, the profound transformation of business architecture driven by digitalization and ecosystem logic provides entrepreneurial entities with unprecedented scalability, flexibility, and resilience to market shocks.

Ecosystems can rapidly adapt to external changes, reallocate resources, and integrate new participants without significant structural costs. By 2026, the digital ecosystem is not merely a tool for optimization but a strategic platform for competitive positioning, determining long-term viability and the innovative dynamics of business.

Table 1.2.1: Criteria for Identifying a Digital Ecosystem (based on M. Cohn's methodology)

Criterion Code	Criterion	Essence and Role in the Business Model
DS1	Digital nature of the service	The platform enables core activities that would be impossible in the physical world at a comparable scale.
ES1	Presence of an asset broker	There is an entity that connects the provider and the consumer.
ES2	Onboarding process	The operator is responsible for attracting and verifying new participants.
ES3	Asset placement	Providers are independently responsible for presenting their goods or services on the platform.
ES4	Matching mechanism	The platform ensures intelligent matching of supply and demand.
ES5	Facilitation of execution	The operator provides conditions for the physical or digital completion of a transaction.
ES6	Distributed structure	The broker cannot be the sole provider or the sole consumer in the system.

The effectiveness of modern digital platforms is directly correlated with their capacity for exponential expansion, a phenomenon referred to in professional discourse as hyperscaling. This concept encompasses not only rapid growth in the number of users but also the architectural ability of a system to handle proportionally larger workloads without a corresponding increase in costs and without loss of performance. Realizing this potential requires a specific internal organization – a layered, modular architecture that clearly delineates functions, standardizes interfaces, and minimizes rigid dependencies between components.

Such a design allows the ecosystem to operate as a flexible constructor: it can be configured from individual service modules, scaled horizontally by adding computing nodes, scaled vertically by increasing the capacity of individual components, and integrated with numerous third-party services via standardized APIs. Interface standardization ensures interoperability and prevents technological lock-in, which is critical for long-term platform sustainability.

Based on contemporary experience in the Internet of Things (IoT), distributed computing, and big data analytics, the ecosystem's architectural framework can be divided into six fundamental layers, each performing an autonomous yet interconnected function:

Perception Layer. This is the system's «sensory apparatus» – the physical foundation consisting of sensors, RFID tags, smart devices, and embedded controllers. Its role is to convert physical phenomena (temperature, motion, pressure, geolocation, biometric parameters, etc.) into digital signals suitable for further processing. By 2026, this layer is rapidly evolving through the concept of Physical AI, integrating artificial intelligence algorithms directly into edge devices, allowing them to autonomously make basic decisions and interact with the physical environment without relying on a central server.

Connectivity Layer. Acting as the ecosystem's «nervous system», this layer ensures continuous and secure data transmission between physical devices, edge nodes, and cloud infrastructure. It relies on modern network protocols, 5G/6G technologies, LPWAN, and edge-to-cloud integration, with latency minimization being crucial for near real-time data exchange. Low latency is particularly critical in autonomous transportation, industrial automation, or robotic surgery, where even millisecond delays can pose significant risks.

Data Processing Layer. At this level, raw data streams are transformed into structured, analytically meaningful information. Stream processing, machine learning, predictive analytics, and anomaly detection are employed. The decentralized Data Mesh paradigm is emerging as a standard, shifting from a centralized data lake to domain-oriented data management. Each business unit becomes the owner of its data products, ensuring their quality, accessibility, and standardization, significantly reducing the time from data generation to management decision-making (time-to-insight).

Application Layer. This interface layer shapes the user experience (UX) through mobile applications, web platforms, interactive dashboards, partner APIs, and voice or virtual interfaces. A notable trend in 2026 is the implementation of agent-based AI – personalized digital assistants capable of autonomously interpreting user intent, decomposing complex goals into sub-tasks, and executing them without step-by-step instructions. This represents a shift from reactive systems to proactive ones that initiate value-generating actions independently.

Process Layer. The ecosystem's strategic command center, this layer orchestrates interactions among technical components and external partners. It implements Business Process Management (BPM), service lifecycle management, contract compliance, and SLA monitoring. This layer

ensures that technological operations align with corporate strategy, regulatory requirements, and quality standards.

Security Layer. A cross-cutting protective framework integrated into all previous layers according to security-by-design principles. By 2026, as the number of autonomous bots, IoT devices, and software agents surpasses that of humans in the digital environment, the focus shifts from traditional user authentication to verifying machine identities. Zero Trust models, next-generation cryptographic protocols, continuous behavioral monitoring, and automated incident response systems (SOAR) ensure ecosystem integrity even under complex multi-vector cyberattacks.

Together, these layers form a strategic platform for scaling. Clear functional decomposition, modularity, and standardization enable rapid innovation, reduce time-to-market, and allow adaptation in turbulent markets. This structured approach allows businesses not only to maintain competitiveness but to achieve dominant positions through systemic flexibility, technological maturity, and continuous evolution.

Unlike traditional 20th-century businesses operating on a linear value creation logic – procurement, production, distribution, and push-marketing – platform-based models of the 21st century follow an asset-light strategy. Entrepreneurs minimize physical assets and leverage existing digital infrastructure, integrating with ecosystems like Amazon or Rozetka to utilize logistics hubs, payment gateways, order management systems, and customer support as services. In this model, the key assets are product uniqueness, brand, and the ability to leverage customer data, lowering market entry barriers and accelerating scaling.

Identifying the architectural type of the platform supporting a business model is critical. Modern typology distinguishes four dominant formats:

Exchange Platforms. Facilitate transactions between

supply and demand, reduce transaction costs, implement trust mechanisms (ratings, guarantees, escrow payments), and standardize deal procedures. Examples include eBay, Etsy, Uber, and Airbnb. Their value lies not in production but in market orchestration.

Innovation Platforms. Provide a technological core (OS, SDK, or API framework) for third parties to build complementary solutions. Generativity – stimulating unplanned innovations – is key. Android exemplifies this model, where thousands of developers expand system functionality through applications.

Integrated Platforms. Combine transactional and innovation logic, creating multifunctional digital environments. Social networks like Facebook and WeChat evolved into «super-apps», enabling communication, financial transactions, content consumption, and e-commerce within a single interface. Their strength lies in cross-network effects and deep service integration.

Investment Platforms. Complex holding structures managing portfolios of diverse digital businesses, generating synergy through shared data, technology, and infrastructure. Alphabet integrates search, video hosting, advertising tech, and cloud solutions into a unified economic ecosystem, with competitive advantage derived from cross-platform network effects and centralized analytics.

This classification allows businesses to define strategic roles: platform architect, active ecosystem participant, or developer of complementary value within an existing infrastructure.

Accelerated global digitalization has fundamentally shifted entrepreneurial logic: strategic emphasis has moved from physical asset ownership to management of digital interactions and intelligent data flows. The modern business paradigm rests on sociotechnical convergence, with digital platforms forming the institutional foundation of the

economy and creating interdependent ecosystems.

In academic discourse, a digital ecosystem is a multi-level network integrating users, companies, government bodies, and IT systems to generate emergent value. Unlike natural ecosystems, digital ecosystems are intentionally architected. The digital broker – an operator or technological core – plays a central role, coordinating the exchange of hybrid assets (tangible and intangible) and setting interaction standards. The transition from a platform to a full ecosystem is driven by network effects, as participant growth enhances system value for all users.

Ukraine provides a unique example of a state-centered ecosystem model, in which the government functions not merely as regulator but as the architect of digital infrastructure. National platforms integrate administrative, financial, investment, and educational services into a unified functional framework. The Diia platform has radically simplified access to public services via a mobile-first approach. The DREAM system enables digital monitoring of reconstruction projects, ensuring transparency in funding, implementation, and auditing. The Mriya educational platform creates a new model of digital interaction among students, parents, educators, and the state, integrating analytics and personalized learning trajectories.

Collectively, these solutions act as the foundational infrastructure for entrepreneurial activity, reducing transaction costs, minimizing compliance time, automating tax administration, and enhancing investor confidence through data transparency. They create a low-barrier digital environment where business registration, reporting, and participation in government support programs are integrated into a single ecosystem.

Future evolution involves multi-agent systems, where autonomous digital entities can coordinate operations, negotiate within defined protocols, and optimize resource allocation in real time. In logistics, this enables automatic

alignment of routes, tariffs, and delivery schedules without constant human intervention. In finance, it enables programmable smart contracts with automated execution.

This creates a unified digital enterprise framework, integrating strategic planning, operational execution, and monitoring into a common intelligent system. Edge computing enables analysis at the data source, reducing latency and increasing resilience to central infrastructure failures – a critical factor in military or cyber-risk environments where continuous service operation is a matter of national security.

At the same time, the growing role of ecosystems increases systemic risks. Data concentration, service integration, and dependence on digital infrastructure make cybersecurity a strategic priority. Zero Trust, multi-level authentication, protection of machine identities, and continuous anomaly monitoring are mandatory architectural elements. Digital sovereignty – control over critical infrastructure, cloud environments, and key datasets – is increasingly important.

Equally critical is the establishment of ethical principles for algorithmic use: AI model transparency, non-discrimination in automated decisions, and accountability for algorithmic errors. Data governance is thus moving from a technical to a strategic domain of corporate and governmental management.

The economic resilience of digital ecosystems increasingly depends on flexible monetization models: multi-tier subscriptions, pay-as-you-go schemes, dynamic pricing based on behavioral analytics and contextual demand. These approaches allow financial flows to adapt to market changes, balancing service accessibility with revenue stability.

The Ukrainian model of digital transformation demonstrates that the ecosystem approach can serve not only as a tool for economic modernization but also as a mechanism of institutional resilience. Success hinges on

the combination of technological innovation, effective data management, and strategic responsibility for digital environment development.

In summary, digital ecosystems establish a new architecture for economic relations. Competitive advantage is no longer determined by material resource volume but by the ability to coordinate network interactions, scale via standardized infrastructure, and manage data responsibly. These factors are the key determinants of long-term business sustainability in the digital economy.

1.3. Strategic configuration and managerial architecture of innovative business models

The current business environment demands that enterprises fundamentally rethink their strategic approaches. A defining feature of modern business models is the shift away from fixed plans toward dynamic resource management, enabling value creation across multiple dimensions – from physical products to digital services. Today, a company's success is determined by its strategic orientation: how deeply it is integrated into the market, how quickly it adopts new technologies, and the extent of its entrepreneurial spirit [9, 21, 29].

In academic discourse, business model architecture is increasingly viewed through the lens of the Activity System Perspective (ASP). According to this concept, a model is not merely an internal description of the firm but a system of interconnected activities that encompasses the partner network as well. The key objective in design becomes achieving «configurational fit» – a state where all internal business elements harmonize with one another and fit perfectly into current market conditions [2, 6, 11].

Methodologically, creating such a system is based on four vectors of innovation:

Content: defining the specific set of activities to be carried out within the ecosystem.

Structure: designing the connections and sequence of interactions (e.g., transitioning from a simple hierarchy to complex networked coordination).

Governance: determining who is responsible for operations—the company itself, its partners, or automated digital systems.

Value Logic: developing mechanisms that convert the joint efforts of all participants into a stable financial flow.

The development of these configurations is impossible without dynamic capabilities – the ability of a business to sense changes in time, seize new opportunities, and transform existing resources according to emerging challenges. Of particular importance is digital bricolage – the skill of creating innovative solutions by recombining existing digital tools in novel ways.

The main challenge in configuring such models lies in balancing two types of strategic thinking: entrepreneurial (generative) and managerial (administrative) [5, 26, 29].

Entrepreneurial logic is based on the principles of effectuation, an approach in which opportunities are created here and now from available means, even under conditions of complete uncertainty. Rather than trying to predict the future, the entrepreneur shapes the market through continuous experimentation, flexible course corrections, and rapid real-time hypothesis testing [18, 23].

In contrast, managerial logic relies on the principles of causation, which involve rational planning, setting clear goals, and optimizing resources to achieve a specific outcome. This ensures systematic operations, reduces operational risks, and makes business results predictable [11, 22].

In the modern context, hybrid configurations are the most effective. They allow a company to be financially disciplined and well-managed (through causation) while remaining innovative and capable of rapid change (through

effectuation). The ability to maintain this balance is now considered the main condition for business competitiveness in a dynamic economic environment [9, 21].

The synthesis of these approaches leads to the creation of so-called ambidextrous business models, a special organizational state demonstrating «two-handedness»: simultaneously exploiting existing digital niches for stable profit while actively seeking and developing entirely new growth avenues. Such a model allows a business to be profitable today without losing the potential for future leadership.

A priority vector of transformation in this context is the shift to modular business model configurations. Modularity entails breaking down a complex organizational structure into separate, autonomous blocks (modules) with minimal interdependence. This enables operational manipulation – the ability to instantly replace, remove, or update parts of the business model (e.g., change a payment gateway or a courier service) without halting or dismantling the company's overall architecture.

Key advantages of modular design:

– Strategic Flexibility: the ability to radically restructure the value creation system in response to sudden market turbulence.

– Scalability: simplified system expansion by connecting new functional modules (e.g., integrating new logistics partners or marketing tools quickly).

– Resilience: significantly reduced risk of total collapse. If one module experiences a technical or logistical failure, other parts of the ecosystem continue operating normally.

However, excessive modularity may lead to business fragmentation and path dependence, where individual blocks become too disconnected. This creates the need for a strong integration center to coordinate overall management

architecture.

In today's conditions, business configuration success is determined by three fundamental benchmarks:

– Agility: the organization's capacity for continuous self-renewal. Companies with strategic agility can completely rethink their model every few years while maintaining high competitive dynamism.

– Resilience: shifting from a «just-in-time» logic to a «just-in-case» approach. This involves building some resource redundancy, diversifying partners, and using digital twins for risk modeling.

– Sustainability: focusing on long-term value through ESG principles (environment, social responsibility, governance). Sustainable models integrate social goals directly into profit-generation mechanisms, which is critical for attracting modern investment.

An additional strategic priority is digital sovereignty – the company's ability to fully control its data, algorithms, and digital infrastructure amid growing global cyber threats.

The latest stage of this evolution is the transition to a human-centric paradigm (Industry 5.0). Unlike the purely techno-centric approach of Industry 4.0, where full automation was the main goal, Industry 5.0 views technology (including agent-based AI) as a tool to enhance human cognitive and creative capabilities. In this model, the synergy of human intelligence and machine power becomes the main source of innovation [7, 21].

Thus, the architecture of modern business models is formed at the intersection of digital ecosystems and multifaceted strategic vectors. Transitioning to network logic requires businesses to develop dynamic capabilities that allow them to skillfully balance bold entrepreneurial vision with rational managerial efficiency. The current trend is the implementation of modular, agile, and resilient structures

based on human-centric and sustainable principles. Ukraine, through rapid digitalization via state ecosystems, has the potential to create unique platform models capable of operating effectively amid global instability.

Strategic orientations are not merely plans but fundamental principles that define organizational goals and shape internal culture. They function as mechanisms for resource allocation and decision-making styles, enabling a firm either to adapt to reality or actively reshape it. Analysis shows that strategic orientation is a «constellation» of market, entrepreneurial, technological, and learning vectors that collectively generate company value.

Market Orientation (MO) traditionally focuses on the current state of the market and can be reactive (responding to existing demands) or proactive (trying to anticipate trends). However, one market orientation alone is insufficient for breakthrough success. Here, Entrepreneurial Orientation (EO) comes into play, encompassing innovativeness, proactiveness, and risk-taking. Importantly, entrepreneurial energy generates profit only when embedded in a concrete business model architecture; ideas must have structure to become capital.

Technological Orientation (TO) and Digital Orientation (DO) are now essential elements of any firm's profile. While TO focuses on implementing technical innovations, DO reflects a company's readiness to fully transform its processes through digital means. The combination of these approaches creates strategic flexibility, the sole reliable competitive tool in an environment where traditional methods quickly become obsolete.

To understand how strategic vectors shape business model architecture, one should analyze their impact on innovation and internal management mechanisms. Each orientation has a unique focus and produces different outcomes.

EO focuses on identifying market gaps through continuous experimentation with new deal-making methods, enabling the company to create new markets from scratch. MO concentrates on existing customer needs and competitor actions, refining offerings to achieve evolutionary improvements to familiar products. TO directs efforts toward technical excellence and automation of core operations, often changing the production logic itself. Its natural extension today is DO, which works with intangible assets and ecosystem connections, driving deep organizational transformation toward platform-based, networked interaction. The foundation of all these processes is Learning Orientation (LO), which ensures business survival under turbulence by accumulating experience and analyzing feedback.

It is important to note that interactions among these vectors can be conflicting. For instance, excessive focus on technical aspects (high TO) may inhibit entrepreneurial creativity, as developers concentrate on hardware or code, neglecting the flexibility of the business model itself.

Traditional strategic approaches rely on causation logic – first defining a goal, then allocating resources based on strict forecasts. In the digital age and during crises, this method often fails. Here, effectuation logic, proposed by Saras Sarasvathy, comes to the fore. Its essence lies in a paradigm shift: using existing resources as given and exploring what effects can be created here and now.

Implementing effectuation in business model design relies on five key principles:

Bird-in-hand: leveraging existing knowledge, competencies, and contacts rather than waiting for «ideal» external conditions.

Affordable loss: making decisions based on the amount of resources the company can safely risk in case of failure.

Strategic partnerships: engaging participants willing to

share risk, enhancing system adaptability.

Leveraging surprises: treating external shocks as sources of new ideas, not as disasters.

Control over means: focusing on actions that directly create value, rather than passively waiting for market forecasts.

This approach maximizes resource and partnership flexibility, significantly boosting organizational innovation under full uncertainty.

Experience shows that effectuation (adaptive response to the unknown) and causation (precise goal-oriented planning) are not mutually exclusive; they can coexist or alternate depending on a firm's development stage and market chaos level. A vivid example is the COVID-19 pandemic: restaurants previously operating under strict plans instantly shifted to effectual logic, using only available kitchens and staff to launch delivery services or online cooking courses – a true innovation created via bricolage (resource improvisation).

The synthesis of these approaches allows a business to reap the benefits of both worlds: adaptive flexibility for creative exploration and high operational efficiency through structured planning.

A particularly relevant manifestation of effectuation is digital bricolage, a strategy where companies, without large budgets, leverage freely available IT tools – cloud storage, social media, low-code platforms – to build powerful service systems. This enables small businesses to overcome resource scarcity and achieve digital transformation without massive capital investment.

Viewed through the Activity System Perspective, a company model appears as a living network of interdependent actions. While centered around the core firm, these actions often extend beyond, involving partners,

suppliers, and even customers. Within this concept, any business model innovation involves changes to three key elements [2, 11]:

– Content: the actions being performed;

– Structure: how these actions are connected;

– Governance: who is responsible for each operation.

This understanding allows the creation of flexible and resilient business architectures, where success depends not on asset ownership but on connection quality and response speed.

Modularity in modern business model design is based on ASP, viewing all company activity as a living network of interrelated processes. Moving to loosely coupled systems, where individual parts have low interdependence, provides four fundamental advantages:

Adaptive flexibility: enabling units to adjust locally without restructuring the entire company.

Systemic resilience: creating protective barriers; a module failure remains localized without collapsing the ecosystem.

Innovation buffer: a safe space for teams to experiment, where mistakes are valuable learning experiences.

High scalability: individual microservices or modules can be updated and expanded independently, accelerating market entry.

However, excessive modularity also poses risks, including path dependence, where habitual interface use hinders radical change. Managers may fear losing control and revert to rigid centralization, destroying adaptive potential.

Industry 5.0 trends highlight key strategic orientations that make modern business resilient and innovative:

Hybrid strategic logic: combining entrepreneurial search

(effectuation) to find new niches with structured planning (causation) for scaling stable processes.

Modularity and autonomy: independent blocks enabling rapid experimentation and reduced risk of global failures.

Human-centric design: transitioning from mere automation to human-machine synergy, enhancing employee creativity and strategic thinking.

Digital sovereignty and ethics: controlling data and algorithms, reducing reliance on external players, and increasing transparency.

Sustainable development (ESG): embedding environmental and social values into the core business model to build long-term trust and market advantage.

Implementing these orientations transforms a business into an open and antifragile system, which not only survives shocks but emerges stronger, creating value for all stakeholders – owners, employees, customers, and society at large.

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