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Strategic structuring of MTE business areas: methodical approach

Abstract. The article explores a methodological approach to the strategic structuring of business directions in a motor transport enterprise (MTE) under martial law and post-war recovery.

Problem statement. The study focuses on Strategic Business Units (SBUs), which enable the evaluation of transport service efficiency and the optimization of managerial decisions. The main issue addressed is the absence of adapted methodologies capable of assessing internal business group positions in unstable transport markets.

Unresolved aspects of the problem. Traditional approaches, particularly the BCG matrix, overlook enterprise-specific dynamics, the weight of product groups in sales, variations in transport revenues, and market turbulence, limiting their accuracy and applicability.

Purpose of the article. The study aims to develop and justify a methodological approach to structuring MTE business directions through SBU identification, enabling effective management under high uncertainty caused by wartime and recovery conditions.

Presentation of the main material. A stepwise SBU evaluation method is proposed, based on analyzing sales revenues, their change trends (K and T indicators), and internal financial and production parameters. For each group, the relative share in total sales and revenue change rate are calculated to classify business directions by strategic relevance: development, investment, support, optimization, or transformation. The methodology ensures an objective assessment of internal business group positions, facilitates balanced SBU portfolio formation, considers potential risks, and substantiates managerial decisions on investment, development, or optimization. Its practical significance lies in creating a strategic planning tool adaptable to enterprise resources, industry features, and organizational forms, ensuring effective operation under uncertainty.

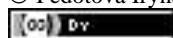
Conclusions. Further research will focus on digital models for automated SBU monitoring to enhance managerial responsiveness, strategic flexibility, and financial resilience, thereby ensuring the universality and reliability of the proposed methodology in diverse practical contexts.

Keywords: strategic management, motor transport enterprise, strategic business unit, strategic business area, BCG matrix, market attractiveness, competitive position, analytical modeling, synergy, post-crisis recovery.

Formulas: 4; fig.: 8; tabl.: 9; bibl: 25.

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Introduction. Under the current conditions of martial law and post-war recovery, motor transport enterprises (MTEs) face unprecedented challenges related to disruptions in logistics chains, shifts in consumer demand, rising resource costs, and the necessity to ensure the stability of transport service provision. Consequently, strategic planning acquires particular significance as a tool for enhancing the enterprise's flexibility, adaptability, and resilience in an unstable environment. One of the key stages of strategic management involves the identification and evaluation of specific areas of MTE activity that can be distinguished as strategic business units (SBUs).

This approach enables a differentiated analysis and management of various services provided by the enterprise, taking into account their market attractiveness, competitive position, financial potential, and strategic prospects. The identification of SBUs allows the enterprise to establish development priorities and make well-grounded managerial decisions regarding investment, modernization, or transformation of specific activity areas, considering existing threats and opportunities.

Moreover, an essential element of strategic analysis is the segmentation of the external environment, which involves identifying strategic business areas (SBAs)—target market segments where the enterprise already operates or plans to enter in the near future. SBAs are defined by common characteristics of consumers, competitive environment, key success factors, resource requirements, and technological demands. Each SBA forms a distinct space for implementing specific strategies, enabling flexible responses to market changes and effective positioning of the enterprise within chosen niches.

Thus, the integration of SBU and SBA analyses provides a comprehensive foundation for developing an adaptive development strategy for motor transport enterprises, focused on ensuring long-term competitiveness, stability, and resilience in the post-crisis period.

Literature review. A significant body of research, both domestic and international, has been devoted to the issue of strategic structuring of business activities. Among the most influential scholars are H. Ansoff, who was one of the first to substantiate the necessity of strategic management to ensure long-term competitiveness of companies [1]; F. Kotler and K. Keller, who emphasize the importance of a marketing-based approach to portfolio analysis [2]; and M. Porter, who formulated the concept of strategic advantages and competitive positioning [3]. In the Ukrainian scientific context, notable contributions have been made by V. Balan, who proposed the use of fuzzy sets in determining the attractiveness of strategic business units (SBUs) [4]; I. and O. Dvorniky, who adapted strategic management approaches to the conditions of martial law [5]; Yu. Kopchak, T. Lobunets, and R. Lukovskyi, who considered SWOT analysis a key tool for strategic choice [6]; O. Kryvoruchko, V. Shynkarenko, and O. Hetman, who systematized the methodology of strategic enterprise management [7]; V. Ponomarenko, who generalized the foundations of strategic management in Ukrainian conditions [8]; as well as other researchers who have analyzed the peculiarities of strategy formation under crisis conditions [9–16].

Strategic business areas (SBAs) enable the structuring of diversified business activities and facilitate the development of a unified corporate strategy. According to H. Ansoff [1], an SBA represents a distinct environmental segment that combines the demand for a specific product with the corresponding technology of its production. Since an enterprise may operate in multiple SBAs, it is important to select the most priority ones. The main criteria for this selection include growth and profitability prospects, market instability, and key success factors in the future competitive environment. For MTEs, such areas may include, for example, domestic freight transportation, international logistics, repair services, or vehicle leasing. The analysis of these groups allows the identification of the most promising, those requiring optimization, and those that should be gradually phased out.

According to V. S. Ponomarenko [8], the use of SBAs as the primary object of strategic management is insufficiently justified for Ukrainian realities. This is due to the fact that the role of

the state in management processes within a structural-production approach differs significantly from that proposed by Ansoff. Therefore, it is more appropriate to consider SBAs as components of zones of strategic interest (ZSIs), which account not only for market but also administrative factors. Under this approach, strategic success becomes achievable through the effective utilization of synergy between different ZSIs.

In the context of motor transport enterprises, SBAs should be interpreted as “environmental segments,” since demand in the transport services market is always the determining factor. O. M. Kryvoruchko and colleagues [7] define SBAs as strategically important segments of clients with similar needs and homogeneous technologies for satisfying them, which an enterprise either serves or aims to enter. In scientific literature, the identification of SBAs or SBUs is carried out using a variety of methodological approaches that allow for the differentiation of enterprise activity segments, taking into account internal resources and the market environment. The most common approaches include matrix-based methods (e.g., BCG, GE/McKinsey, ADL matrices), strategic analysis methods (SWOT, PEST), as well as clustering and factor analysis.

H. Ansoff [1] in his research proposed the use of market decomposition based on the “product-technology” parameters, which enables the formation of strategic zones at the intersection of demand and production capabilities. Following a similar logic, the ADL matrix was developed, which takes into account the life cycle of a strategic business unit (SBU) and the competitive position of an enterprise within each segment.

In turn, Porter [3] emphasized an industry-based approach to identifying strategic segments, focusing on competitive forces and entry barriers—an aspect particularly relevant for motor transport enterprises (MTEs) operating under conditions of intense sectoral competition. In the transport industry, segmentation methods are also applied according to consumer type, service area, cargo characteristics, or level of logistical integration, as noted by Kotler [2].

Furthermore, Ukrainian scholars, in particular O. M. Kryvoruchko [7], propose using customized matrices such as “segment attractiveness – enterprise potential,” adapted to national conditions. This approach allows consideration not only of market but also of regulatory and infrastructural constraints. Such an adaptation becomes especially relevant in the post-war recovery period, when the logic of demand and business priorities undergoes substantial transformation.

Recent studies conducted between 2019 and 2025 also confirm the relevance of adapting classical portfolio methods to the specific characteristics of the transport sector. For instance, M. Birafan et al. applied the BCG matrix for port positioning and demonstrated its effectiveness in reflecting strategic changes in logistics [17]. Ch. Hun and Ch. Wang proposed a combined approach integrating the BCG matrix with clustering and time modeling, thereby enhancing the predictive capacity of portfolio analysis [18]. A. Petrillo et al. summarized the use of AHP/BOCR methods in strategic management and demonstrated their effectiveness in multi-criteria strategic decision-making [19]. R. Piatek employed a modified BCG model for analyzing automobile brand portfolios, confirming the relevance of adapting classical models to modern conditions [20]. J. García-Vidal and co-authors introduced an alternative to the BCG matrix – the “marginality-quantity” matrix – which allows for a more precise evaluation of portfolio profitability and efficiency [21]. L. Yan et al. demonstrated the potential of incorporating the BCG matrix into hybrid optimization algorithms, proving its flexibility as a conceptual foundation [22]. Moreover, contemporary research in innovation management confirms the effectiveness of integrating BCG with fuzzy logic and risk assessment systems [23]. Reports by consulting firms (notably BCG) indicate that, in the transport and mobility sectors, the “value pools” are shifting, which necessitates a revision of criteria for identifying strategic segments [24; 25].

Therefore, in the process of strategic structuring of motor transport enterprise activities, it is advisable to apply a comprehensive combination of these methods—incorporating both classical Western approaches and Ukrainian-adapted methodologies—to ensure analytical precision and strategic adaptability.

Purpose, objectives and research methods. The purpose of this study is to develop and substantiate a methodological approach to the strategic structuring of business activities of motor transport enterprises based on the identification of strategic business units. This approach aims to optimize enterprise management under conditions of high uncertainty caused by martial law and the challenges of post-war recovery.

To achieve this goal, the following research objectives were defined:

- to generalize scientific approaches to interpreting the concepts of SBA and SBU and adapting them to the specifics of the transport services market;
- to identify and classify the main business activities of MTEs as individual SBUs;
- to perform a comparative analysis of the market positions of each SBU using classical and modified strategic matrices;
- to assess the sales dynamics and growth potential of each business area;
- to propose strategic alternatives for each SBU, considering their growth potential and level of market stability.

The research methodology includes:

- an analysis of the scientific literature on SBAs, SBUs, and strategic management;
- comparative, factor, and trend analyses aimed at evaluating sales dynamics and profitability;
- the use of the expert assessment method to rank the attractiveness of SBUs;
- construction of both classical and modified versions of the Boston Consulting Group (BCG) matrix;
- graphical visualization and economic-mathematical modeling to justify strategic decisions.

The application of this integrated analytical toolkit makes it possible to identify strategically viable directions for the development of motor transport enterprises and to support well-grounded managerial decision-making in the context of a transforming economy.

Research results. The identification of strategic business areas is based on the following key parameters: growth prospects, profitability, the level of external environmental instability, and key competitive factors. These criteria make it possible to assess the attractiveness of each area and determine the feasibility of the enterprise's presence in the corresponding market segment.

SBA analysis enables the enterprise to:

- form a forward-looking portfolio of business activities;
- evaluate interactions among them;
- take into account potential risks and technological changes;
- adjust the product mix in accordance with market conditions.

The process begins with identifying customer needs, determining the corresponding technology, type of buyer, and geographical market. Subsequently, factors influencing each area's parameters are analyzed – for instance, the demand life cycle or consumer purchasing power.

Based on the analysis results, the enterprise may expand its set of SBAs with new ones or abandon those that have lost relevance. The overall sequence of SBA identification is illustrated in Figure 1.

As illustrated in Figure 1, the process of identifying strategic business areas (SBAs) begins with an analysis of potential customer needs, possible means of satisfying them, and the corresponding technologies. The next step involves forecasting the type of client likely to purchase these products or services at an economically justified price and determining the geographical area where demand is concentrated.

After forming the initial set of SBAs, it is necessary to evaluate its balance in terms of life cycle phases, resilience to external risks, and the potential for strategic interaction among the areas. To avoid excessive complexity, a limited number of the most promising SBAs should be selected, taking into account available investment resources and the expected level of profitability. The

subsequent stage involves the strategic segmentation of the internal environment and the identification of strategic business units (SBUs).

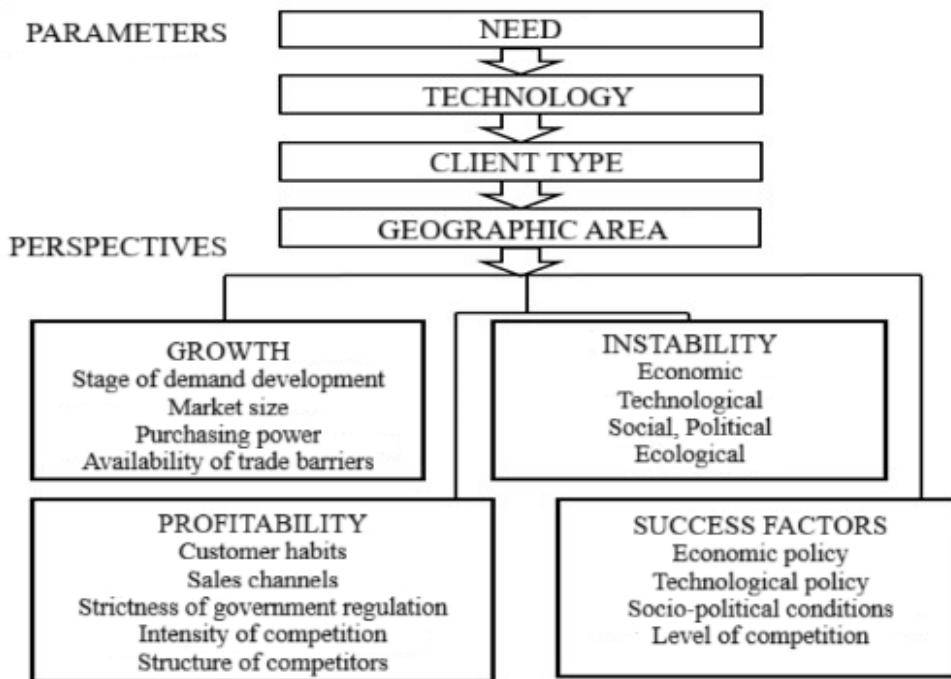


Figure 1. The Process of Identifying Strategic Business Areas (SBAs)

Source: systematized by the authors based on [4-6].

The identification of strategic business directions in a freight motor transport enterprise has specific features determined by the technological and market differentiation of services. In particular, the transportation of different types of cargo requires specialized rolling stock, while the geography of operations defines the division into urban, suburban, intercity, and international freight services.

International transport operations involve complex procedures and permits, since they cover multiple jurisdictions, whereas interregional transportation contributes to market expansion and strengthens the competitive position of the enterprise.

Freight services are classified according to the physical and regulatory characteristics of cargo:

- Bulk cargo – includes liquid (tanker shipments), loose (grain), solid bulk (coal, sand), and timber. These shipments are predominantly transported in large consignments.
- General cargo (piece goods) – carried in packaged or unpackaged form, including bags, containers, crates, etc.
- Special-regime cargo – requires specific transport conditions (hazardous materials, perishable goods, live animals, etc.).

Each cargo type has distinct transport characteristics that determine storage, loading, routing, and delivery requirements.

The first step of strategic analysis is the identification of business directions, i.e., market segments corresponding to the enterprise's accepted field of activity. Sources of information include internal expertise, industry analytics, and benchmarking with comparable enterprises in international practice.

Given that the activities of motor transport enterprises exhibit a mixed nature (a combination of services, tangible assets, and diverse markets), it is advisable to apply the concept of Strategic Business Units (SBUs).

SBU are clusters of business directions related by technological or market characteristics. In the context of motor transport enterprises, an SBU may include:

- the transportation of a specific type of cargo (e.g., hazardous freight),
- regardless of the geographical scope of operations,
- or provision of ancillary services (vehicle leasing, maintenance and repair, etc.).

Unlike Strategic Business Areas, which are primarily related to geographical markets or customer types, the concept of Strategic Business Units takes into account the actual potential for combining services and resources, thereby enhancing the effectiveness of managerial decisions. In the process of strategic analysis of a motor transport enterprise, it is advisable to apply the SBU concept, which enables a structured examination of the enterprise's individual business directions, considering cargo types, logistical requirements, and market specificities. Each SBU is defined as a relatively autonomous business area that requires a distinct strategic management approach.

To assess the attractiveness and determine the most promising directions of development, an analysis of the enterprise's financial and production indicators for 2023–2024 was conducted (for confidentiality reasons, the name of the motor transport enterprise in Kharkiv is not disclosed in the study). Strategic business units were formed based on the types of cargo and transportation routes (urban, suburban, intercity, and international). Each SBU was assigned a number for further identification. The summarized results of the enterprise's business structuring are presented in Table 1, which contains data on all types of transportation services provided in 2024.

Various methods are commonly used to assess strategic groups [4–6, 9–15], with portfolio methods – particularly the BCG matrix [16] – being among the most widespread. Such analysis facilitates well-grounded decision-making regarding resource investment, organizational restructuring, and the development of effective strategies for each business direction.

The BCG matrix is a portfolio analysis tool that classifies a company's business activities or products according to two key parameters: market growth rate and relative market share [16]. The model is based on the logic of the product life cycle, according to which a business may be at one of four stages: market introduction, growth, maturity, or decline.

Graphically, the matrix is presented as a coordinate plane where the vertical axis represents the market growth rate, and the horizontal axis shows the relative market share (compared to the largest competitor). The size of each circle on the diagram reflects the sales volume or profit generated by the corresponding business activity.

Table 1. Identification of individual SBUs in the motor transport enterprise

Type of Activity	Transportation Directions			
	Urban	Suburban	Ircity	Interna-tional
<i>Freight Transportation by Cargo Type</i>				
Bulk cargo not requiring environmental protection (raw materials for metallurgy, rolled metal, road construction materials)	SBU 1		SBU 2	
Packaged and piece goods requiring temperature control (food products, perishable goods)	SBU 4	SBU 3	SBU 5	
Piece goods not requiring environmental protection (building materials, equipment, industrial goods)	SBU 7		SBU 8	
Bulk cargo requiring environmental protection (agricultural products)		SBU 6	SBU 9	SBU 10
<i>Related Activities</i>				
Leasing of rolling stock to other carriers	SBU 11			
Maintenance and repair services for external carriers	SBU 12			

Source: developed by the authors.

Depending on the combination of parameters, all strategic business units (SBUs) are divided into four groups:

- Stars – a high market share and high market growth rate. These are leaders that generate significant profits but require additional investments to maintain their positions.
- Cash Cows – a high market share in a stable or slowly growing market. They generate stable cash flows with minimal investment needs.
- Question Marks (or Wild Cats) – a low market share in a rapidly growing market. They require significant financial investments and a strategic decision on whether to invest for growth or withdraw.
- Dogs – a low market share and low growth rate. These are low-profit or unprofitable business areas that should be phased out or optimized.

Thus, the BCG matrix helps a company optimize its business portfolio, determine investment priorities, and formulate strategic decisions for each SBU. The BCG matrix is presented in Figure 2.

In the practice of the Ukrainian market, the application of the classical BCG matrix is complicated by the lack of reliable market information, which makes it difficult to assess market share and growth rates.

Due to the large share of the shadow economy and limited access to data, the indicators are often conditional. In addition, there is subjectivity in defining the boundaries between "high" and "low" growth or market share; therefore, the classical tool requires adaptation.

It is necessary to develop a proprietary methodological approach to constructing the BCG matrix based on the company's internal indicators, which will eliminate dependence on external data and preserve the analytical value of product portfolio assessment.

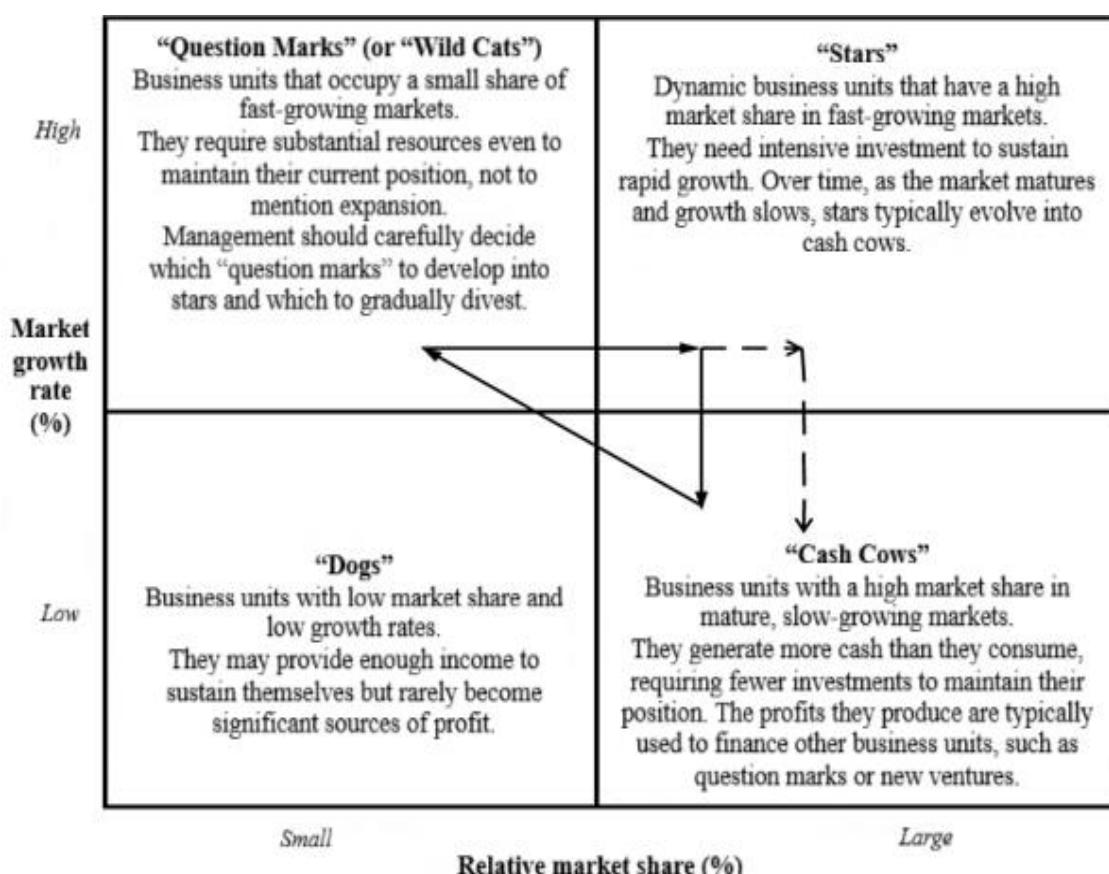


Figure 2. The Boston Consulting Group (BCG) Matrix

Source: systematized by the authors based on [4-6].

For the analysis of types of transportation in a motor transport enterprise, the modified matrix proposes using two key indicators:

- K – the share of sales volume (transportation revenue) of a particular SBU in the total sales volume (horizontal axis);

- T – the share of the rate of change in sales volume of the SBU in the total rate of change in the company's sales (vertical axis).

The combination of these indicators makes it possible to assess the role of each type of transportation in the income structure and to identify their strategic potential based on growth or decline dynamics. The K indicator defines the significance of the activity at the current stage, while T reflects its capacity for development or loss of positions.

This approach is more comprehensive than the classical model, as it takes into account the internal dynamics of the enterprise, making the matrix a flexible tool for managerial decision-making under conditions of market instability in the transportation sector.

For each group, the parameter K_i – the share of a product group in the total sales volume of the enterprise during the base period – is calculated using the following formula:

$$K_i = Y_i/Y_o \cdot 100\%, \quad (1)$$

where Y_o is the total sales volume in monetary terms for the base period, and Y_i is the sales volume of products in the i -th group for the same period.

The formula for the linear trend of the sales function is expressed as a first-degree polynomial equation:

$$Y_o = a_t \cdot X + b_o, \quad (2)$$

where Y_o is the estimated sales volume; X is the calculation period (month); a_t is the estimated change (increase or decrease) in sales compared to the previous calculation period; and b_o is the constant of the equation, which can be interpreted as the theoretical sales volume in the initial period (1st month).

The trend equation for each i -th group will have a similar form:

$$Y_i = a_i \cdot X + b_i, \quad (3)$$

Since $Y_o = \sum Y_i$, according to the additivity property of linear functions, $a_t = \sum a_i$.

The linear trend of the sales function (the share of a product group in the rate of change of the enterprise's sales volume over the base period) is proposed to be calculated using the following equation:

$$T_i = a_i/a_o \cdot 100\%, \quad (4)$$

where a_i is the trend coefficient of the i -th product group over the base period, and a_o is the trend coefficient of total sales for the same period, which is usually $a_o = \sum a_i$, $i = 1, \dots, n$.

The placement of objects in the BCG matrix should not be considered a final conclusion.

For each group, additional analysis and measures are required, as well as safeguards to protect the methodology from potential biases caused by personal interests.

This approach enables a motor transport enterprise to identify leading types of transportation, assess their internal positions, and analyze sales dynamics. The calculated data are presented in Table 2.

Based on the data in Table 2, monthly sales dynamics graphs were constructed for each individual SBU, and the corresponding linear trend equations were presented. These graphs are shown in Figures 3–6.

Table 2. Calculated data on the sales revenues of services by SBUs for 2024

№ SBU	Months, thousand UAH											Total by SBU
	1	2	3	4	5	6	7	8	9	10	11	12
SBU 1 42,78	38,90	35,33	34,23	35,43	36,56	30,24	30,32	28,80	26,67	25,17	21,44	385,86
SBU 2 31,44	30,08	27,54	24,90	27,61	24,02	23,47	24,05	22,52	20,39	16,78	14,12	286,91
SBU 3 57,21	57,05	57,67	58,09	58,87	61,10	61,53	62,22	64,41	68,50	63,97	67,45	738,07
SBU 4 55,67	55,49	56,11	56,53	57,83	53,27	58,40	58,04	58,65	58,56	59,25	60,65	688,45
SBU 5 96,90	99,06	98,72	98,54	99,51	100,79	100,12	100,91	106,30	100,39	105,91	107,71	1214,86
SBU 6 32,47	32,16	33,25	36,31	36,99	38,64	40,15	40,78	41,37	40,78	42,47	43,40	458,77
SBU 7 57,21	54,97	56,63	54,98	56,27	54,83	53,19	50,72	45,03	48,63	47,71	45,49	625,67
SBU 8 43,30	43,56	40,53	43,57	37,51	38,12	37,02	36,08	35,61	37,65	33,56	30,85	457,35
SBU 9 32,47	37,34	38,97	39,94	39,59	40,21	39,63	41,30	42,94	43,92	46,67	48,10	491,09
SBU 10 18,56	17,11	18,70	18,15	19,28	19,32	19,82	20,39	21,47	22,48	24,64	25,62	245,55
SBU 11 31,96	35,79	35,85	31,64	35,43	33,94	32,33	31,89	29,85	29,28	28,31	26,67	382,93
SBU 12 15,46	17,11	20,26	21,78	16,67	21,41	25,55	26,14	26,71	25,62	29,89	31,37	277,99
Total 515,44	518,63	519,56	518,65	520,98	522,22	521,45	522,84	523,66	522,87	524,33	522,87	6253,50

Source: calculated by the authors.

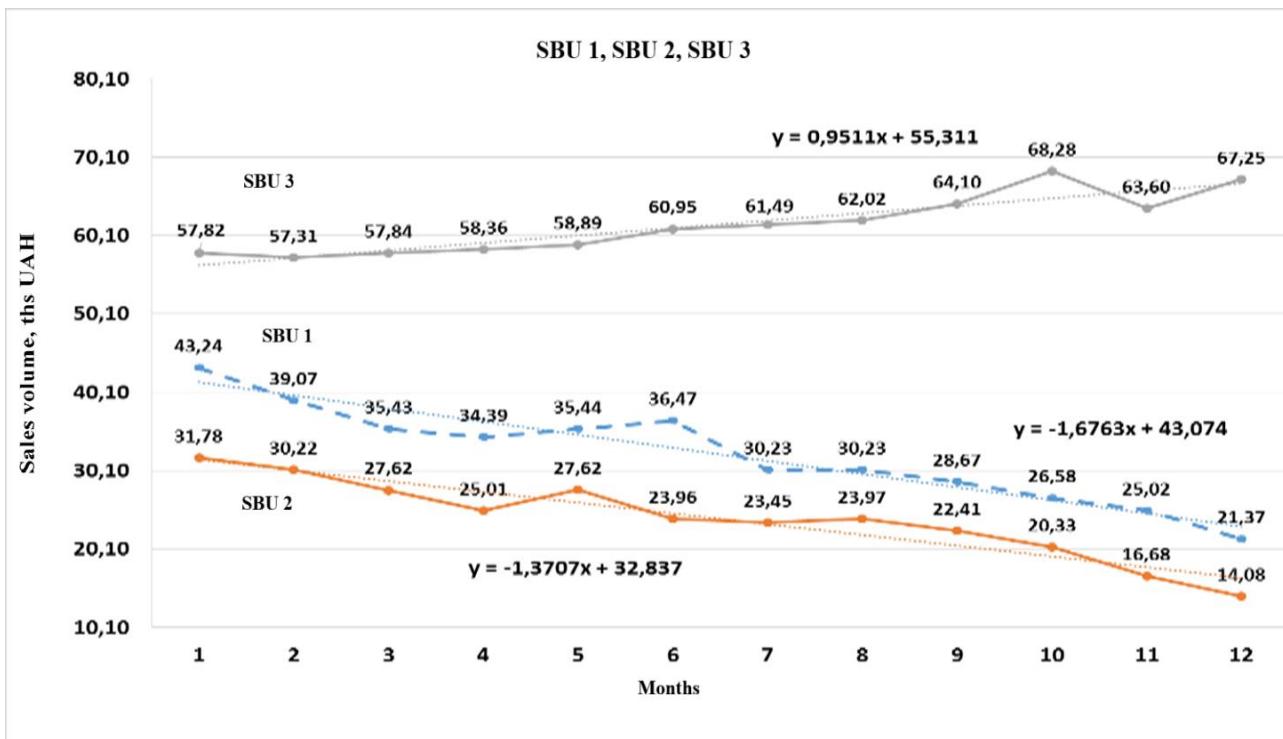


Figure 3. Dynamics of transportation revenues by SBUs 1-3, thousand UAH

Source: compiled and calculated by the authors.

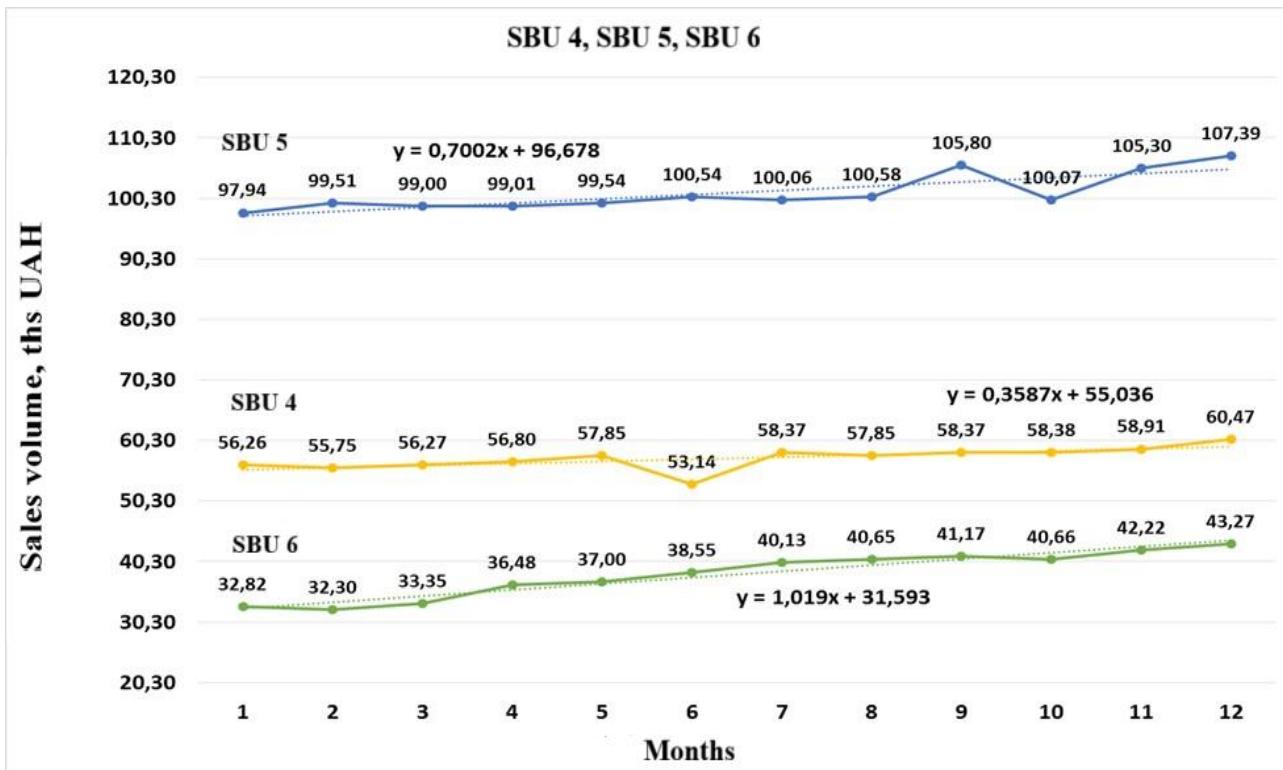


Figure 4. Dynamics of transportation revenues by SBUs 4-6, thousand UAH

Source: compiled and calculated by the authors.

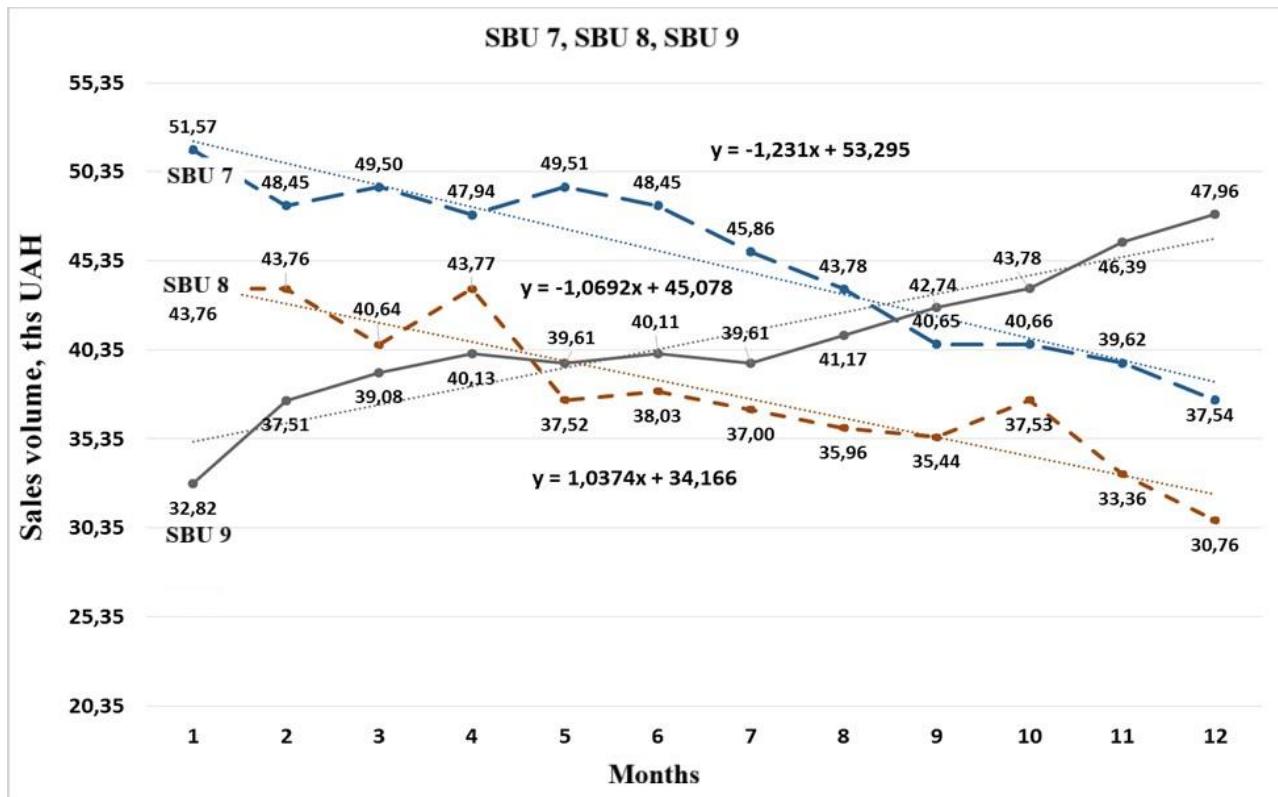


Figure 5. Dynamics of transportation revenues by SBUs 7-9, thousand UAH

Source: compiled and calculated by the authors.

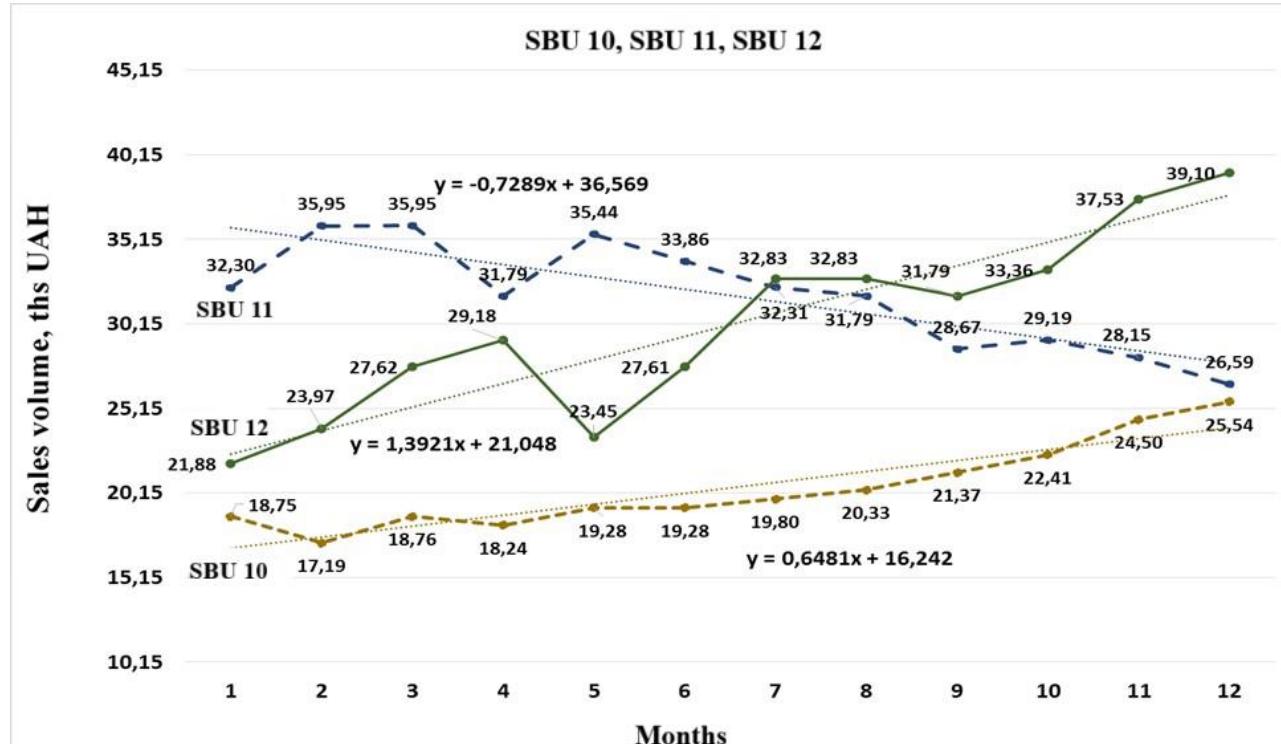


Figure 6. Dynamics of transportation revenues by SBUs 10-12, thousand UAH

Source: compiled and calculated by the authors.

Figure 7 presents the annual sales dynamics of all SBUs in the motor transport enterprise and the corresponding trend equation.

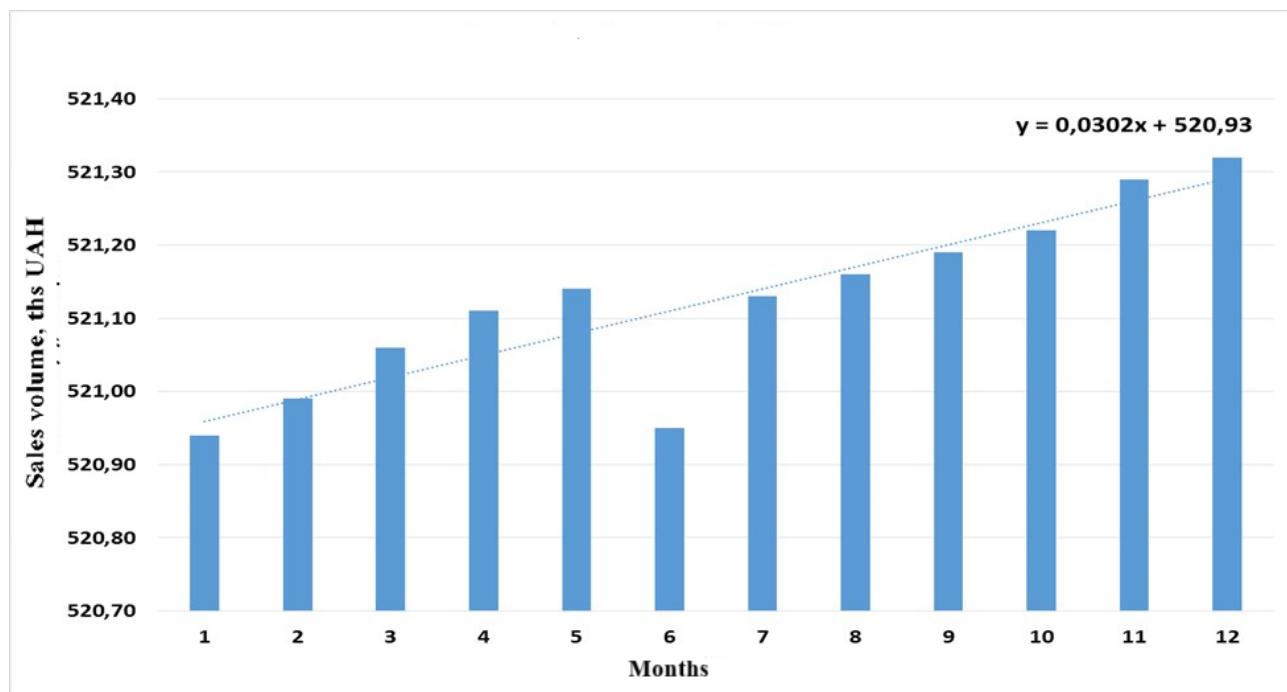


Figure 7. Dynamics of total freight transportation revenue of the motor transport enterprise, thousand UAH
Source: compiled and calculated by the authors.

Table 8 presents the linear trend equations of sales dynamics for each SBU, as well as the overall linear trend equation for 2024.

Table 8. Linear Trend Equations of Sales Dynamics for SBUs 1–12

SBU Number	Linear Trend Equation
SBU 1	$y = -1,6763x + 43,074$
SBU 2	$y = -1,3707x + 32,837$
SBU 3	$y = 0,9511x + 55,311$
SBU 4	$y = 0,3587x + 55,036$
SBU 5	$y = 0,7002x + 96,678$
SBU 6	$y = 1,019x + 31,593$
SBU 7	$y = -1,231x + 53,295$
SBU 8	$y = -1,0692x + 45,078$
SBU 9	$y = 1,0374x + 34,166$
SBU 10	$y = 0,6481x + 16,242$
SBU 11	$y = -0,7289x + 36,569$
SBU 12	$y = 1,3921x + 21,048$
Total	$y = 0,0302x + 520,93$

Source: calculated by the authors.

Based on the data from Tables 7–8, the parameters for constructing the modified BCG matrix were calculated using formulas 1–4. The calculated data for SBUs 1–12 are presented in Table 9.

Table 9. Calculation of Parameters for Constructing the Modified BCG Matrix

SBU Number	Yo	Yi	K	Ao	Ai	T
SBU 1	6253,5	386,14	6,2	0,0302	-1,6773	-55,5
SBU 2	6253,5	287,13	4,6	0,0302	-1,3707	-45,4
SBU 3	6253,5	737,92	11,8	0,0302	0,9511	31,5
SBU 4	6253,5	688,41	11,0	0,0302	0,3587	11,9
SBU 5	6253,5	1214,75	19,4	0,0302	0,7002	23,2
SBU 6	6253,5	458,60	7,3	0,0302	1,019	33,7
SBU 7	6253,5	543,52	8,7	0,0302	-1,231	-40,8
SBU 8	6253,5	457,54	7,3	0,0302	-1,0692	-35,4
SBU 9	6253,5	490,91	7,9	0,0302	1,0374	34,4
SBU 10	6253,5	245,46	3,9	0,0302	0,6481	21,5
SBU 11	6253,5	381,98	6,1	0,0302	-0,7289	-24,1
SBU 12	6253,5	361,15	5,8	0,0302	1,3921	46,1

Source: calculated by the authors.

Based on the obtained data, the modified BCG matrix was constructed, as shown in Figure 8.

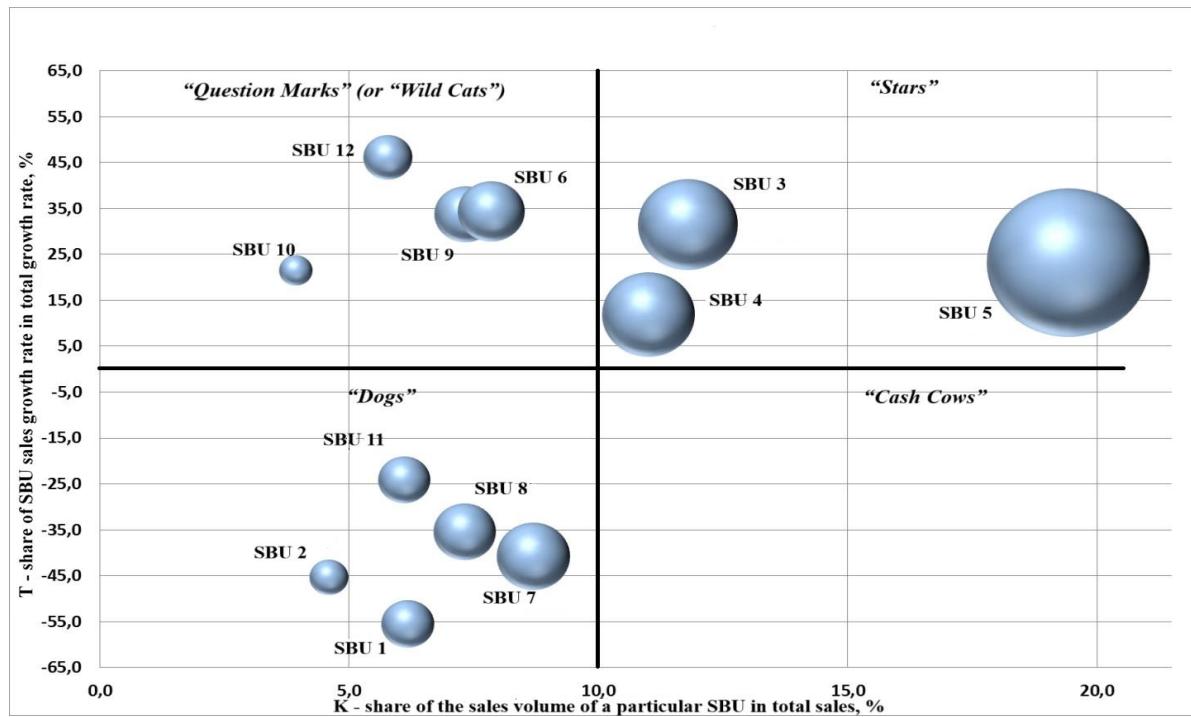


Figure 8. Modified BCG Matrix of transportation types across SBUs 1–12 of the motor transport enterprise in 2024
Source: compiled and calculated by the authors.

As shown in Figure 8, the Dogs group includes SBUs 1, 2, 7, 8, and 11; the Question Marks (Wild Cats) group includes SBUs 6, 9, 10, and 12; the Stars group includes SBUs 3, 4, and 5. No SBU falls into the Cash Cows group.

The next step is to assess the balance of the enterprise's product portfolio. A portfolio is considered balanced if:

- the share of SBUs in the Cash Cow group is at least 45–50%;
- the share of SBUs in the Stars group is at least 20–30%;
- the share of SBUs in the Question Marks group is at least 15–20%;
- the share of SBUs in the Dogs group does not exceed 5%.

An excess of aging products (Dogs) indicates a risk of decline, even if the current performance of the enterprise is relatively strong. Conversely, an excess of new products (Question Marks) may lead to financial difficulties.

Discussion. In the current conditions of instability caused by military actions in Ukraine, the issue of balancing an enterprise's product (assortment) portfolio becomes particularly relevant. A balanced portfolio not only reduces risks but also ensures internal financing for development through the effective allocation of resources among stable, promising, and problematic business directions.

A product portfolio is considered unbalanced if:

- it lacks or contains an insufficient share of Cash Cow products, which generate stable profits and serve as a source of financing for the enterprise;
- it lacks or underrepresents Question Marks (Wild Cats), which have growth potential;
- there is an excessive share of Dogs, which generate minimal profit and have limited prospects for development.
- In the case of a motor transport enterprise (MTE), the product portfolio should be considered unbalanced due to the following factors:
- the absence of SBUs in the Cash Cow group, which prevents stable financing of investment directions using internal resources;
- a high share of SBUs in the Dogs group — 32.8%, which significantly exceeds the acceptable level (5%).

At the same time, there are positive signs:

- the share of Question Marks is 24.8%, exceeding the approximate minimum of 15–20%, creating growth potential if managed properly;
- the share of Stars is 42.2%, indicating the presence of high-potential products that could eventually become Cash Cows, providing stable financing under highly turbulent market conditions.

Based on the analysis of the product portfolio and the operational characteristics of the enterprise under wartime conditions, it is advisable to apply the following strategic approaches to each SBU:

- SBUs 1 and 2 (Dogs) – a downsizing strategy with the possibility of gradual market withdrawal. If there are narrow profitable niches, temporary support is possible until market stabilization;
- SBU 11 (Dogs) – limit investments, focus on the most profitable segments, and avoid complete loss of market share;
- SBUs 7 and 8 – minimize costs, protect niche positions; with positive dynamics, they may be reclassified as Question Marks, justifying targeted investments in specific market segments;
- SBUs 6, 9, and 10 (Question Marks) – intensify marketing and innovation efforts, explore new market niches, and adapt to changes in the market environment;
- SBU 12 – promotion and identification of growing segments with the potential to be upgraded to the Stars category;
- SBUs 3 and 4 (Stars) – maintain leadership positions, invest in preserving competitive advantages, and control costs with a focus on long-term transformation into Cash Cows;

- SBU 5 (Stars) – concentrate efforts on expanding market share, actively promote the offering, and optimize the business model to achieve stable profitability.

Thus, the enterprise needs to revise its product portfolio management priorities, gradually reducing the share of unprofitable directions while transforming potentially profitable SBUs into stable sources of income. This approach will enhance the financial stability of the enterprise during wartime and create a foundation for sustainable development in the post-crisis period.

Conclusions. The conducted study allowed for the development of methodological foundations for the assessment and selection of SBUs of a motor transport enterprise using a modified BCG matrix, adapted to internal financial and production indicators and the specifics of the transport services market under martial law conditions. The proposed approach enables:

1. Objective and timely identification of the positions of individual transportation types within the enterprise's operations based on their share in sales and sales growth rates (parameters K and T), determining their strategic potential and management priorities.
2. Classification of SBUs into Stars, Question Marks, and Dogs, clearly demonstrating the imbalance in the enterprise's product portfolio, particularly the absence of stable profit generators (Cash Cows) and the excessive share of unprofitable directions, emphasizing the need for strategic adjustments.
3. Formation of a balanced portfolio of strategic business units and substantiation of managerial decisions regarding investment, development, or optimization of each SBU under dynamic market conditions.

The practical significance of the results lies in the creation of a methodological toolkit that can be applied by a motor transport enterprise to develop an effective corporate strategy under high market uncertainty. The proposed approach is adaptive and can be scaled to other types of transport or related industries.

Prospects for further research include the development of digital models for automated identification, monitoring, and analysis of SBUs, which will enhance the timeliness of managerial decisions and the financial stability of the enterprise. The limitations of the approach are its dependence on internal enterprise indicators and the need to test the methodology on different types of motor transport enterprises to ensure the universality and reliability of the recommendations.

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Стратегічне структурування бізнес-напрямів АТП: методичний підхід

Анотація. У статті розглянуто методичний підхід до стратегічного структурування бізнес-напрямів автотранспортного підприємства (АТП) в умовах воєнного стану та повоєнного відновлення. Об'єктом дослідження є стратегічні групи бізнесу (СГБ), що дозволяють оцінювати ефективність окремих видів перевезень та оптимізувати управлінські рішення.

Постановка проблеми. Основною проблемою є відсутність адаптованих методик, які дозволяють оцінювати внутрішні позиції бізнес-груп у динамічних і нестабільних умовах ринку перевезень.

Нерозв'язані аспекти проблеми. Класичні підходи, зокрема традиційна матриця БКГ, не враховують внутрішню динаміку підприємства, питомі ваги груп продуктів у загальному обсязі збути, зміни обсягів перевезень та специфіку ринкової турбулентності, що обмежує їх практичну застосовність та точність управлінських рішень.

Мета статті. Метою дослідження є розробка та обґрунтування методичного підходу до стратегічного структурування бізнес-напрямів АТП на основі виділення СГБ, що дозволяє оптимізувати управління діяльністю в умовах високої невизначеності, спричиненої воєнним станом і потребами повоєнного відновлення.

Виклад основного матеріалу. Запропоновано поетапну методику оцінки СГБ на основі аналізу обсягів збути, трендів їх зміни (показники K та T) та внутрішніх фінансово-виробничих показників. Для кожної групи розраховується питома вага у загальному обсязі збути та темп зміни обсягів, що дозволяє класифікувати напрями діяльності за стратегічною доцільністю, включно з розвитком, інвестуванням, підтримкою, оптимізацією або трансформацією. Методика забезпечує об'єктивну оцінку внутрішніх позицій бізнес-груп, формування збалансованого портфеля СГБ, врахування потенційних ризиків та обґрунтування управлінських рішень щодо інвестування, розвитку або оптимізації. Практичне значення полягає у створенні інструментарію для стратегічного планування в умовах високої невизначеності ринку, адаптивного до ресурсів підприємства, специфіки галузі та організаційно-правових форм.

Висновки. Подальші дослідження передбачають розробку цифрових моделей для автоматизованого моніторингу СГБ, що підвищить оперативність управлінських рішень, гнучкість стратегії та фінансову стійкість підприємства, а також забезпечить універсальність і надійність методики у різних практичних умовах.

Ключові слова: стратегічне управління, автотранспортне підприємство, стратегічна група бізнесу, стратегічна зона господарювання, матриця БКГ, ринкова привабливість, конкурентна позиція, аналітичне моделювання, синергія, посткризове відновлення.

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