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Organizational Structure of Enterprises in War Conditions. Resistance Assessment and Optimization Mechanism

Abstract
The ongoing war in Ukraine has created unprecedented external challenges for businesses, fundamentally disrupting the organizational structures that support enterprise resilience and continuity. In this context, the relevance of the study lies in the urgent need to develop flexible, adaptive, and decentralized management systems capable of withstanding multidimensional threats. The purpose of this paper is to assess the resistance of enterprises' organizational structures during wartime and to develop a practical mechanism for their optimization. The object of the study is the organizational configuration of enterprises operating under conditions of armed conflict. A key outcome of the research is the development and application of the four-dimensional ARCA screening model, designed to evaluate the resilience of organizational structures based on four criteria: Adaptability, Reserves, Crisis susceptibility, and Autonomy. This model uses a 0–10 scoring system for each dimension, allowing for quantitative diagnostics and visual representation through radar charts. Empirical testing was conducted by students across enterprises of various sizes and locations. The results indicated that small enterprises scored highest in adaptability (8) but were weakest in reserves (4), while medium-sized firms with foreign capital demonstrated stronger overall resilience with higher scores in reserves (6–7) and autonomy (8). Thus, The ARCA model enabled the identification of structural weaknesses and informed the design of targeted responses to wartime vulnerabilities. Another important result of the study was the development of a five-stage mechanism for optimizing organizational structures, which includes identifying problem areas, assessing their criticality, designing targeted measures (organizational, technological, HR-based), modeling proposed changes, and implementing them with feedback control. This approach provides a structured action algorithm for increasing structural flexibility, decentralization, and operational continuity.

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organizational structure, wartime economy, ARCA model, resilience, enterprise adaptation, management optimization

JEL: M10, M21, L21

1 Introduction

The full-scale war currently unfolding in Ukraine has radically altered the external environment in which enterprises operate, creating unprecedented challenges for businesses at all levels. Disruptions in supply chains, destruction of production facilities, evacuation or mobilization of personnel, reduced purchasing power, currency fluctuations, and legal instability have all contributed to a deep systemic crisis, prompting a reevaluation of traditional management models.

In an environment of multidimensional uncertainty, the ability of enterprises not only to maintain basic functionality but also to adapt internal management systems to emerging threats becomes critically important. The organizational structure plays a key role in this process – it serves as the fundamental framework that ensures coordination, resource distribution, communication, and decision-making. While enterprise structures are typically shaped in response to a stable market environment, these approaches lose effectiveness

in wartime and can even jeopardize an enterprise's viability.

Organizational structures that are overly centralized, inflexible, or dependent on specific physical locations or infrastructure are especially vulnerable to external shocks. This highlights the urgent need to rethink organizational design, implementing principles of decentralization, adaptability, and crisis resilience.

At the same time, Ukrainian academic and practical fields currently lack a unified approach for evaluating the resilience of organizational structures under extreme conditions. The absence of clear diagnostic models, adaptation tools, and optimization algorithms hinders the development of effective solutions and impedes the systemic transformation of management systems.

The relevance of this research is also reinforced by the socio-economic instability accompanying the war: rising unemployment, changes in consumer behavior, a migration crisis, and limited access to investment and financing. In such conditions, a resilient and adaptive organizational structure becomes not only a survival factor but also a foundation for the revival of entrepreneurship and the economy as a whole.

Therefore, the study of directions for transforming and enhancing the resilience of organizational structures under wartime conditions is of utmost importance. It holds both theoretical and practical significance, providing a basis for developing effective management solutions in crisis environments.

2 Literature Review

Many scholars, both Ukrainian and international, have focused on the challenges faced by Ukrainian enterprises during the war. The experience acquired by domestic managers has been difficult but invaluable in terms of finding ways for enterprises to survive in extreme conditions. It has catalyzed the transition to new management approaches and the search for more flexible organizational structures capable of effectively responding to today's complex set of challenges.

For instance, a report by Deloitte emphasizes that the war has caused large-scale disruptions in energy, commodity, and financial markets, as well as in logistics and trade, which were still recovering from the COVID-19 pandemic. These disruptions have significantly complicated the operating conditions of enterprises and underscored the need for organizational restructuring (Blau & Sverdlova, 2022). Deepening the understanding of the war's economic consequences, Audretsch and his colleagues argue that a significant portion of small and medium-sized enterprises disappeared from the market due to the inability of their organizational structures to rapidly adapt and mobilize internal resources (Audretsch et al., 2023).

The study by Obloj and Voronovska analyzes how large Ukrainian companies responded to the crisis. The authors propose dividing management strategies into two phases: the first - "resilience to threat" – as an initial defense, and the second – "managing unpredictability" – during prolonged conflict (Obloj & Voronovska, 2024). These arguments are complemented by the findings of Korovkin and Makarin, who show that disruptions in transport infrastructure and production networks impact enterprise productivity and necessitate a rethinking of network-based business organization (Korovkin & Makarin, 2022).

Several scholars focus specifically on business adaptation during the initial months of the full-scale invasion. In a study by Havrysh et al., emphasis is placed on the need to develop new business models oriented toward innovation, flexible strategic planning, and adaptability to environmental changes (Havrysh, 2024). Supporting the importance of strategic adaptation, Kopchak, Matveev, and Pugachov point to the need for management transformation. They highlight the importance of implementing mathematical decision-making models, decentralizing hierarchies, reserving resources, and automating processes as critical elements of organizational flexibility (Kopchak et al., 2023).

On a practical level, these ideas are further developed in the work of Zachosova and Voronova, who propose a comprehensive approach to enterprise structural adaptation during war. This includes developing online services, geographic expansion, and new forms of client and staff support (Zachosova & Voronova, 2023).

A study by Zavidna et al. stresses the importance of decentralized management, the creation of autonomous units, business process digitalization, and the strategic duplication of functions (Zavidna, 2024). In turn, Viunyk and a team of researchers consider war as a driver of strategic management transformation. They emphasize the need for flexible management models, risk management mechanisms, and the delegation of authority to autonomous teams (Viunyk, 2024).

International analysts echo these trends. In particular, KPMG experts argue that resilience planning must be integrated at all levels of an enterprise's operational model, taking into account various hypothetical scenarios (Charleston, 2022). McKinsey & Company outlines four principles for building resilient organizations: flexible decision-making, autonomous teams, adaptive leadership, and investment in organizational culture and personnel (Maor, 2022). Westover furthers these ideas, stressing the importance of resource redundancy, crisis simulations, strategic partnerships, and ecosystem thinking within organizations (Westover, 2024).

Practical case studies of Ukrainian CEOs, presented in a Heidrick & Struggles report, identify

two key priorities from the time they started preparing for a possible invasion to now: putting people first and ensuring business continuity by concentrating on the here and now, making high-speed decisions, communicating 24/7 and being willing to change (Kosterin & Soroka, 2023). The academic justification for decentralized approaches is provided by Leitner, who demonstrates through modeling that bottom-up structures exhibit greater adaptability to unpredictable changes (Leitner, 2024). According to Druhova the synergy of effective interaction between an enterprise's organizational structure and anti-crisis strategies is not just crucial for stability and survival of the organization in uncertainty but also enables its faster adaptation and builds long-term competitive advantages (Druhova et al., 2024).

Dovbush and Domashenko place special emphasis on the technological aspect of organizational transformation, justifying the need for digitalization of personnel management, process automation, and the development of remote work as responses to instability (Dovbush & Domashenko, 2022). The digital dimension of organizational resilience is also examined in details by Vorzhakova, who stress the importance of integrating Industry 4.0 solutions to ensure adaptability and continuity of business processes during war (Vorzhakova et al., 2023).

As we could see, many scholars devote significant attention to studying enterprise performance and the resilience of organizational structures under extraordinary challenges such as war. However, there remains a lack of a comprehensive understanding of how war affects enterprise operations, as well as a developed system for evaluating organizational effectiveness and a clear algorithm for managers to act upon when specific war-related issues arise.

Given the above, the **purpose of this research** is to identify the main problems faced by the organizational structures of enterprises during wartime, to develop an approach for assessing their resilience, and to formulate a mechanism for optimizing organizational structures that can ensure flexibility, stability, and functionality of enterprises under external crisis conditions.

The **main objectives** are:

1. To analyze the impact of martial law on the functioning of enterprises' organizational structures.
2. To justify the feasibility of using a multidimensional analysis model to evaluate structural resilience.
3. To present the ARCA screening model as a management tool for rapid diagnosis of organizational resilience.
4. To identify practical approaches to adapting and optimizing enterprise organizational structures in accordance with risk levels and resource availability.

3 Methods

This study applies a comprehensive set of scientific methods, which together enable a thorough and systematic analysis of enterprises' organizational structures in wartime conditions, identification of vulnerable elements, and justification of optimization approaches. The methodological framework combines both quantitative and qualitative tools, ensuring not only theoretical soundness but also practical relevance of the findings.

First and foremost, the *system analysis method* served as the foundation for examining the organizational structure as a cohesive, dynamic system functioning within a complex environment of external threats. This method allowed the identification of internal connections between structural units, decision-making processes, communication channels, and external challenges such as military action, infrastructure destruction, personnel mobilization, or energy constraints.

To isolate groups of enterprises most vulnerable to wartime risks, the *classification and typology method* was applied. It enabled the systematization of enterprises based on their degree of dependence on physical infrastructure, logistics routes, regional location, and workforce stability. As a result, four main categories of enterprises were identified – manufacturing, construction, logistics, and retail – which proved to be the most sensitive to external disruptions.

A key tool for quantitative analysis was a *multi-criteria assessment model*, which was used to develop the author's diagnostic framework: the ARCA model (Adaptability – Reserves – Crisis susceptibility – Autonomy). For each of the four dimensions, clear indicators were defined and rated on a scale from 0 to 10, allowing normalized quantitative assessment of the organizational structure's resistance to external threats. This method made it possible to compare different enterprises and identify critical weak points.

To visualize the results, the *modeling method* was applied. It enabled the construction of a graphical representation of the ARCA model in the form of a radar chart. This not only illustrated the current state of the organizational structure but also allowed modeling of potential changes in response to specific managerial decisions or emerging external threats.

Finally, *scenario analysis* was used to forecast how the organizational structure would respond to problems arising under different development scenarios. This helped identify structural changes and measures that would ensure maximum enterprise resilience in wartime.

In combination, these methods provided a comprehensive analytical framework for assessing and transforming enterprises' organizational structures under wartime conditions, giving the research both depth and applied focus.

4 Results

Armed conflicts, in particular the war in Ukraine, significantly transform the external environment of enterprises. In such conditions, the organizational structure – as a key management tool – is under significant pressure and requires systemic adaptation. War creates a multi-vector impact, which manifests itself in the destruction of established management mechanisms, disruption of resource balance and change of strategic guidelines of companies (see Figure 1).

First of all, hostilities pose a direct threat to the physical safety of employees and the material infrastructure of enterprises. Shelling, occupation or destruction of production facilities lead to the suspension of processes, loss of technical equipment, data and, in some cases, the liquidation of the enterprise as a functional unit. As a result, companies are forced to look for new formats for organizing production: decentralization, relocation or creation of reserve management units.

Mass population movements within and outside the country, as well as mobilization of employees, create personnel instability. Organizations face the problems of maintaining key competencies, loss of experienced personnel, the need for rapid training of new employees. This destroys the vertical of management and forces to review the responsibility structures, the functionality of units and the interaction models between them.

War also complicates transport connections, changes trade corridors and undermines the stability of supplies of raw materials, components and finished products. Organizational structures built on centralized logistics systems become vulnerable. This necessitates the creation of flexible logistics units and units with autonomous decision-making capabilities.

Unfortunately, during the war many enterprises are being faced with a decrease in internal demand, a reduction in customer bases, or a complete loss of access to familiar markets. This situation requires a rapid reorientation to new target audiences, sometimes a complete revision of the business model. From the point of view of the organizational structure, this means the need to restructure sales, marketing, and customer support departments, as well as create new connections between strategic and operational levels of management.

When temporary administrative restrictions are introduced, tax legislation changes, currency regulation becomes even more complicated. This creates uncertainty in financial flows, reduces budget predictability, and reduces strategic planning capabilities. As a result, the role of financial and legal services increases, which should be integrated into management structures not as auxiliary, but as strategic functions.

The last but not the least is psycho-emotional pressure. War stress, high anxiety, and emotional burnout of employees negatively affect corporate culture and productivity. The organizational structure must take into account the need to create a psychologically safe environment, personnel support institutions, and the introduction of more flexible work modes, including remote interaction.

Thus, war radically changes the external environment of enterprises, which requires the transformation of traditional organizational structures. Hierarchical models are ineffective in conditions of multifactorial uncertainty and dynamic changes. The greatest risk zone is for enterprises whose organizational structure depends on the physical presence of employees, centralized management and stable external relations. These include:

- ***Manufacturing enterprises*** (especially those operating in heavy industry, mechanical engineering, metallurgy). They need stable logistics, energy and human resources. Violation of these components

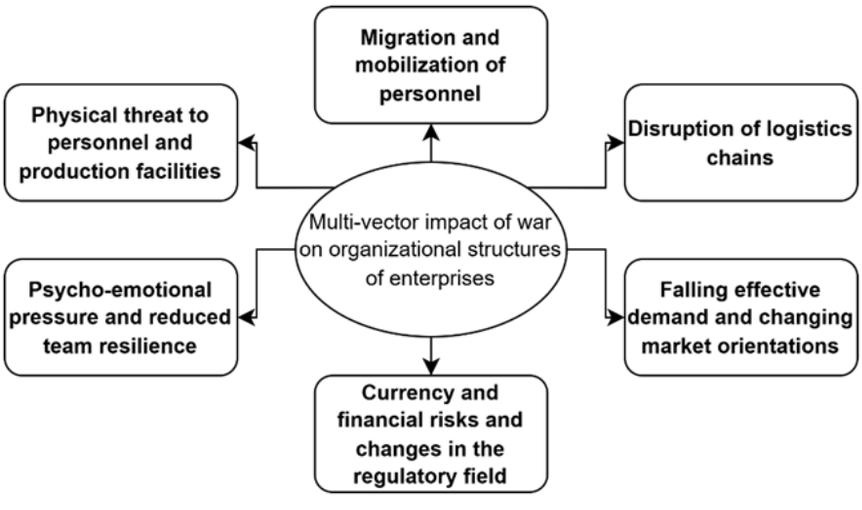

FIGURE 1. Multi-vector impact of war on organizational structures of enterprises

Source: Authors' design

due to military actions leads to partial or complete cessation of activities.

• ***Construction companies.*** The physical impossibility of implementing projects in dangerous territories and the risk of destruction of facilities affect the ability of such companies to implement current and planned projects.

• ***Logistics companies.*** Their activities directly depend on the functionality of the transport infrastructure. Port closures, road and bridge collapses significantly complicate the delivery of goods.

• ***Retail chains with a fixed network of stores.*** The destruction of retail outlets, the reduction of the purchasing power of the population, and the reduction of the range of goods all affect the ability of organizations to maintain their structure.

The main **consequences** for the organizational structure of such enterprises are:

• Loss of key units and managers due to evacuation or mobilization.

• Destruction of logistics chains, which makes coordination between departments impossible.

• The emergence of duplicate functions due to chaotic adaptations.

• Decrease in the quality of management decisions due to the loss of communication between the strategic and operational levels.

In such conditions, the organizational structure becomes either too complex and irreversible, or too simple, losing the ability to strategic planning. Given this, modern enterprises need adaptive, decentralized, risk-resistant structures that allow them to quickly respond to threats, effectively redistribute resources and maintain functionality even in critical conditions.

Optimization of the organizational structure of an enterprise in wartime is of strategic importance for ensuring the continuity of business processes, resilience to external threats and the ability to recover from crisis events.

The formation of an adaptive organizational structure is based on a number of key principles that determine its functional and strategic capabilities. First of all, flexibility allows you to quickly transform the internal configuration of the enterprise depending on the level of external threats. Decentralization of management contributes to the delegation of authority to local units, ensuring autonomy in decision-making in situations where central offices are inaccessible or ineffective.

Another critically important element is reservation, which involves duplicating key functions and personnel in order to maintain functionality even in the event of the loss of individual links in the management or production chain. No less relevant is the principle of digitalization, which allows implementing management processes in a remote format using modern IT solutions. The overall resistance of the system is ensured by its ability to function in conditions of physical destruction, while real-time adaptation guarantees the relevance of the organizational configuration by constantly monitoring changes in the environment.

The multi-level structure of an adaptive organization provides for a clear division into functional levels of management, each of which performs specific tasks in conditions of increased uncertainty (Figure 2).

At the first level, a crisis management center operates, which unites the main decision-making team. Its powers include operational threat assessment, strategic planning and coordination of anti-crisis actions. The formation of such a headquarters ensures speed and flexibility of responses to the most acute challenges.

The second level is represented by flexible autonomous units (FAB), which are able to continue operating even in isolation from the central office. They are equipped with mini-teams inside, covering the main functional units (logistics, sales, procurement, etc.), work according to simplified procedures and can be transformed into temporarily independent cells.

The third level is virtual command platforms, which ensure continuity of management through cloud services. Their operation removes the restrictions associated with physical access to offices, allowing project activities, monitoring and reporting to be organized from anywhere in the world.

At the fourth level are backup or "mirror" management nodes, which are created in safer regions or abroad. Their task is to take over the functions of the main office in the event of its loss.

The functioning of the described levels is ensured by a set of adaptive measures covering key areas of the enterprise's activities:

• Management decisions are made on the basis of scenario modeling, taking into account best-case, worst-case and minimal viable scenarios.

• Human resources policy includes the reservation of key positions, personnel rotation and the organization of retraining programs.

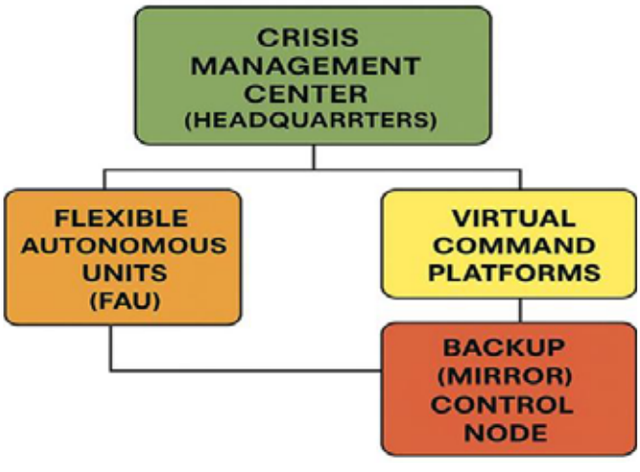

FIGURE 2. Adaptive organizational structure in wartime

Source: Authors' design

• Logistic support involves the construction of alternative routes and the creation of regional logistics hubs.

• The financial unit operates on the basis of a multi-currency system, reserve budgets and financial duplication models.

• The information system is modernized through cloud services, digital copies of data and a high level of cyber protection.

The mechanism for optimizing the organizational structure of an enterprise involves the sequential completion of the following stages:

1. Identification of problems in the functioning organizational structure.
2. In-depth analysis of problems using modern analytical tools and methods.
3. Assessment of the priority of the problem
4. Identification of specific measures to optimize the organizational structure of the enterprise and development of an action plan for the implementation of the necessary changes.
5. Implementation of the plan and control over the implementation of the tasks set.

The first stage in applying this approach is to identify problem areas in the existing organizational structure. Table 1, for example, identifies a number of typical challenges: lack of structural flexibility, excessive centralization of management, high personnel vulnerability, dependence on a single logistics center, etc. These problems are especially acute during war, when businesses are forced to respond quickly to changing conditions, including loss of personnel, supply disruptions, destruction of infrastructure, and the need for decentralization.

The next step is a deep analysis of the identified problems, which should be carried out using modern methodological approaches, such as SWOT analysis, scenario building and modeling of alternative structures, Benchmarking, Risk Mapping, PEST analysis, FMEA method.

In our opinion, one of the effective tools in this context could be the method of assessing the resistance of the organizational structure using the four-dimensional ARCA screening model (Figure 3).

The name of the model comes from four key dimensions:

1. Adaptability (A) – reflects the ability of the enterprise to flexibly change internal processes, roles, regulations and strategies in response to external influences. This includes the introduction of new management models, changes in job responsibilities, and revision of the organizational hierarchy.
2. Reserves (R) – characterize the amount of available resources (financial, human, material, technological) that can be mobilized in the event of a crisis. It is advisable to assess not only the actual reserves, but also the flexibility of the system in restoring these reserves.
3. Criticality/Crisis (C) – the level of threats affecting the stability of the enterprise's functioning. This may include the direct impact of military operations, risks of loss of key capacities, or disruption of supply chains.
4. Autonomy (A) – the degree of independence of the enterprise from external factors, including energy supply, logistics, external communications and centralized management. A high level of autonomy ensures the ability of individual units or teams to function in isolation if necessary.

For example, when identifying a problem of dependence on one logistics or supply center, using ARCA you can assess: whether there are autonomous units in the structure that are able to independently provide

TABLE 1 Problems in Enterprise Organizational Structure During War and Optimization Measures

Problem	Organizational Measures	Technological Measures	HR Measures	Priority Level
Lack of structural flexibility	Transition to matrix or process-oriented structure; delegation to local units; creation of autonomous crisis teams	–	–	High / Medium / Low
Excessive centralization of management	Decentralization of authority	Implementation of digital platforms for decision-making	Develop internal trust and accountability systems	High / Medium / Low
Dependence on a single logistics/supply center	Diversify supply chains and suppliers; geographically duplicate key functions	Cooperate with international partners/ foundations to reduce risks	Create strategic reserves in multiple regions	High / Medium / Low
High personnel vulnerability (mobilization, evacuation)	–	Implement remote work capabilities	Build flexible HR structure with role redundancy; create a reserve staff pool	High / Medium / Low
Unbalanced workload across units	Reorganize internal processes; establish cross-functional teams	Ongoing monitoring and flexible resource allocation	–	High / Medium / Low
Insufficient communication and coordination	Develop emergency protocols; assign communication coordinators in each unit	Use digital communication platforms (Slack, MS Teams, Zoom)	–	High / Medium / Low

Source: Authors' compilation and formation

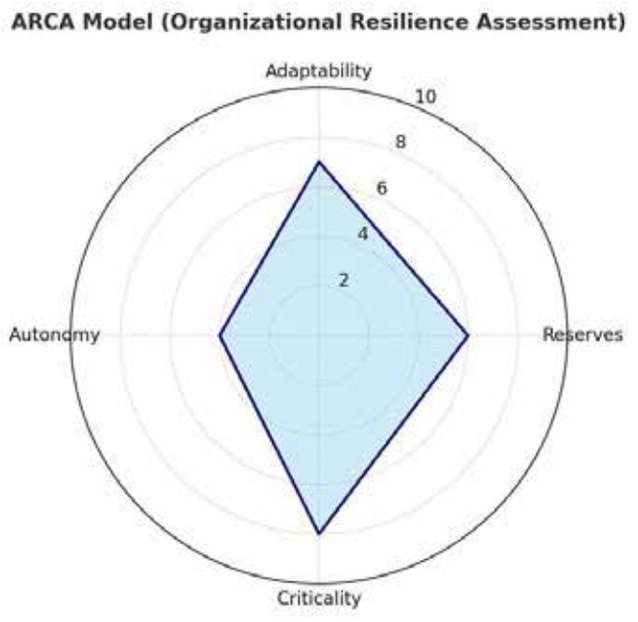

FIGURE 3. ARCA Organizational Structure Sustainability Screening Model
Source: Authors' design

logistics (Autonomy); whether there are backup routes or suppliers (Reserves); how critical this dependence is for the functioning of the enterprise (Criticality); and whether the structure is able to adapt quickly to changes, such as finding new ways or transferring functions (Adaptability). Such an analysis not only deepens the understanding of the problem, but also forms the basis for making informed management decisions.

The integration of this model into management practice involves a phased approach:

- Vulnerability audit (organizational, digital, logistical infrastructure);
- Assessment by assigning points from 0 to 10 for each of the criteria;
- Risk modeling using strategic tools SWOT, PEST, as well as specialized system methods;
- Graphical interpretation of results in the form of a radar chart (see Figure 3);
- Scenario modeling (simulation of crisis conditions, reduction of reserves, threat of loss of management nodes);
- Comparative analysis of divisions and construction of risk profiles of organizational stability.

The ARCA screening model allows to clearly and quantitatively determine "distortions" in the organizational structure, which can serve as the basis for making decisions on its optimization.

Considering the given situational example in Figure 3, we can conclude that the enterprise has an urgent need to strengthen autonomy and build up reserves in order to increase the stability of the structure in conditions of military pressure. Practical solutions for such a situation could be: 1) introducing autonomous project groups with their own scrum managers (A); 2) training employees to duplicate critical functions (P); 3) introducing an internal "military protocol" and channels for rapid data evacuation; 4) all external functions should be outsourced, keeping only the core team on site.

In order to empirically verify the effectiveness of the ARCA model, a research experiment was conducted among 3rd year students of the "Management" specialty of the Academy of Labor, Social Relations and Tourism. 25 people participated in the survey, 10 of whom had internships at small-sized enterprises, 10 at medium-sized enterprises, and 5 at medium-sized enterprises with foreign capital. The task for the participants was to analyze the state of the organizational structure of the enterprise where they work, according to the criteria of the ARCA model. Table 2 represents the results of the study.

Small enterprises (mainly sole proprietorships or structures with up to 10 employees) demonstrate: a high level of adaptability (average score – 8); moderate autonomy (6); but a low level of reserves (4) and high criticality of the situation (4) in war conditions. This indicates the flexibility and speed of response of small enterprises, but they remain in the zone of increased risk due to limited resources.

Medium-sized enterprises have a slightly different profile: autonomy is estimated at 8; adaptability – 6; criticality of the situation – 6 (with variations depending on the industry and geographical location); reserves within 3–4 points, which indicates the presence of structural restrictions. At the same time, enterprises with foreign capital demonstrated higher reserve indicators (6–7), which indicates their higher

TABLE 2 Assessment of Organizational Resilience (ARCA Model) – Experimental Results

Type of Enterprise	Adaptability	Reserves	Criticality	Autonomy	Comment
Small enterprises (up to 10 ppl)	8	4	4	6	Flexible, but lack resources and face a high level of threats
Medium enterprises	6	3–4	6	8	Autonomous, partially adaptive, with limited reserves
Medium with foreign capital	6	6–7	6	8	Advantages due to access to external resources

*The table presents the averaged results of the evaluation of the ARCA model parameters based on the analysis of organizational structures of enterprises of various sizes. The data were collected during an experiment among students of the Management specialty of the Academy of Labor, Social Relations and Tourism (n=25).
Source: Authors' calculations

financial capacity and the presence of a strategic reserve due to the fact that military actions do not have a direct impact on the part of the enterprise located abroad.

The results of the study confirm the feasibility of using the ARCA model as a practical tool for assessing the stability of the organizational structure in conditions of external threats. The application of this approach allows not only to identify risk areas, but also to form management decisions aimed at increasing autonomy, adaptability and creating effective reserves. At the same time, a high level of criticality among small enterprises requires the implementation of state and partnership support programs that will ensure financial stability and resource intensity of business in war conditions.

Returning to the stages of optimizing the organizational structure of the enterprise, it is worth noting that a key element of this system is determining the priority of each problem. Table 1 provides three levels of priority – high, medium, low, which an enterprise can use to rate the problem and to shift focus and limited resources on solving the most critical challenges. For example, the problem of high personnel vulnerability in conditions of mass mobilization may have a high priority, requiring an urgent response – the introduction of remote work, duplication of positions, the creation of a reserve staff of specialists, etc.

The penultimate stage involves the implementation of optimization measures, which are divided into three groups in the table: organizational, technological and personnel. This division reflects a systemic approach to structural reform. For example, to solve the problem of lack of flexibility of the structure, it is proposed to switch to a matrix or process-oriented management model, delegate authority to local units and create crisis teams with autonomous functions. Technological support for such changes includes the implementation of digital platforms (MS Teams, Slack, Zoom), which allow for effective coordination of actions even in distributed structures.

At the last stage, the selected measures are implemented within the framework of an adaptive change plan:

- instructions for personnel are developed;
- functional units are reconfigured;
- a feedback system is implemented.
- the reorganization process is monitored, and after 2–4 weeks a reassessment is carried out to verify the effectiveness of the changes made.

In summary, it can be noted that the proposed mechanism for assessing the resistance and improving the organizational structure of an enterprise acts not only as a tool for fixing problems, but also as a structured methodological basis for managerial analysis and actions. It has applied significance for entrepreneurs and management teams, as it demonstrates the logic of adapting the organizational structure to crisis conditions through a comprehensive approach to identifying, analyzing and optimizing problematic aspects.

5 Conclusions and Discussion

The conducted research allowed to comprehensively assess the impact of war on the organizational structure of enterprises and to form a conceptually new approach to its adaptation and sustainability. It was established that in conditions of armed conflict, the organizational structure is subjected to multifaceted pressure - from the physical threat to personnel and infrastructure to personnel losses, disruption of logistics and a decrease in market activity. The most vulnerable were centralized management models that depend on the physical environment and narrow communication channels. This justifies the need to transition to adaptive structures that can ensure continuity of operation under conditions of external shocks.

At the same time, the main contribution of the research is the development of a mechanism for adapting and optimizing the organizational structure of an enterprise, which consists of five logically related stages: identification of specific problems of the organizational structure; assessment of their priority according to the level of criticality for the stability of the enterprise; development of targeted measures in three areas: organizational, technological, personnel; implementation of changes and monitoring of results for further adjustment of the organizational model.

The development of the screening model ARCA (Adaptability, Reserves, Criticality and Autonomy) for assessing the sustainability of the organizational structure of an enterprise has significantly facilitated our research. Its advantage lies in the quantitative approach to analysis, the possibility of graphical interpretation and practical applicability for making management decisions. The use of the model allows to identify weaknesses in the organizational configuration and predict the effectiveness of potential changes. From a scientific point of view, the ARCA model complements the theoretical tools of crisis manage-ment of enterprises, integrating structural and organiza-tional analysis with dynamic scenario approaches.

The scientific value of the study lies in the systematization of knowledge about the impact of war on management structures, the development of a new model for assessing resilience and its integration with an applied transformation mechanism.

The practical significance lies in providing managers with effective tools for screening the organizational structure and implementing adaptive changes, which allows reducing the risks of loss of controllability, increasing the speed of response and ensuring the continuity of the enterprise's functioning and

building an adaptive organizational structure in war conditions, which is not only a tool for the survival of the enterprise, but also a long-term resource of stability and competitiveness.

Promising areas of further research could become the development of industry models for assessing the resistance of organizational structures, adapted to the specifics of manufacturing, logistics, IT companies, etc. It is also important to expand the study by examining the role of leadership, corporate culture and team dynamics in increasing organizational adaptability.

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