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TRANSFORMATION OF STRATEGIC ANTI-CRISIS MANAGEMENT OF SHOPPING CENTERS UNDER CONDITIONS OF ECONOMIC UNCERTAINTY

The contemporary development of economic processes can be described as transformational, as it is characterized by increasing uncertainty, a growing number of crisis factors, and the need for business entities to rapidly adapt to changes in the external and internal environment [4]. For enterprises operating in the commercial real estate sector, these trends are particularly significant due to the impact of military hostilities, economic threats, changes in consumer behavior, declining purchasing power, structural market transformations, digitalization, and changes in the competitive environment. Shopping centers represent a particularly illustrative object for studying these transformations, as their economic performance directly depends on consumer demand, tenant activity, footfall, vacancy rates, operating costs, and the ability of management to respond rapidly to crisis-related changes. Therefore, the traditional shopping center management model, which was successfully applied before the COVID-19 pandemic and the full-scale war and was primarily focused on generating rental income and maintaining current operations, is gradually transforming into a system of strategic management aimed at ensuring the resilience and adaptability of the real estate asset [2]. The purpose of the study is to identify and substantiate the directions of transformation of strategic anti-crisis management of shopping centers based on a comprehensive analysis and assessment of their economic resilience and the identification of key factors determining their adaptation to crisis-related changes. The analysis of the contemporary Ukrainian shopping center market demonstrates that crisis phenomena have substantially changed the operating conditions of market participants [5]. At the same time, alongside quantitative changes, a qualitative transformation of the global

concept of the shopping center is taking place. The traditional retail format is gradually being complemented by entertainment and food and beverage zones, service facilities, as well as social and cultural functions, resulting in the transformation of shopping centers into multifunctional ecosystems. The role of digital communication channels, omnichannel strategies, loyalty programs, CRM systems, mobile services, and personalized interaction with visitors is also increasing [3].

Accordingly, the resilience of a shopping center should be considered a comprehensive characteristic formed under the influence of interconnected financial, marketing, operational, innovation, and managerial factors. Within the framework of the study, it is proposed to assess shopping center resilience across five principal dimensions: financial resilience, marketing resilience, operational resilience, managerial resilience, and innovation resilience. Such an approach makes it possible to move beyond the assessment of individual financial indicators and consider the shopping center as an integrated economic system whose resilience depends on the interaction of multiple functional components.

Based on the research findings, an original approach to strategic anti-crisis management of shopping centers has been developed. The proposed approach provides for the sequential implementation of seven interconnected components: external environment monitoring, crisis risk diagnostics, scenario forecasting and early warning of threats, development and selection of an anti-crisis strategy, adaptive transformation, implementation of the selected strategy, and performance monitoring and organizational learning.

The fundamental distinction of the proposed approach lies in the transition from conventional reactive anti-crisis management to a proactive strategic model.

Under the traditional approach, management primarily responds to an already occurring crisis. In contrast, the proposed model assumes that management continuously monitors the external and internal environment, identifies potential threats at an early stage, forecasts alternative development scenarios, and prepares appropriate managerial responses in advance.

For shopping center management, it is therefore advisable to develop several alternative development scenarios, including baseline, pessimistic, and optimistic scenarios, with corresponding managerial decisions concerning rental policy, marketing activity, cost optimization, tenant-mix transformation, development of food and beverage facilities, expansion of the entertainment component, and implementation of digital

services [5]. The proposed approach also changes the understanding of the role of management within the shopping center ecosystem. Management is no longer limited to maintaining operational stability and rental occupancy. Instead, it becomes responsible for coordinating financial, marketing, operational, innovation, and organizational responses to external changes and for ensuring the long-term adaptability of the shopping center. Thus, the transformation of economic processes determines the transformation of the management structure of shopping centers themselves. Whereas the traditional management approach was primarily focused on maintaining stability, the contemporary model should ensure resilience, adaptability, responsiveness, strategic flexibility, and the capacity for sustainable development under conditions of continuous change [3].

The scientific novelty of the proposed approach lies in the systematization of the components of shopping center economic resilience and the development of an integrated strategic anti-crisis management framework that combines environmental monitoring, crisis diagnostics, scenario forecasting, risk management, adaptive transformation, strategy implementation, and performance control. The proposed framework also integrates five dimensions of resilience financial, marketing, operational, managerial, and innovation into a unified management system.

The practical significance of the proposed approach lies in its potential application by shopping center management to diagnose critical areas of operations, identify crisis threats and risks at an early stage, substantiate strategic decisions, develop alternative management scenarios, and formulate programs aimed at strengthening economic resilience and maintaining competitiveness.

Therefore, the contemporary transformation of economic processes requires a transition from traditional anti-crisis management to a system of proactive strategic resilience management. For Ukrainian shopping centers, such a transformation is not only a necessary response to current crisis phenomena but also an important prerequisite for developing a new competitive operating model during the period of economic recovery and post-war reconstruction.

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