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SHAPING ORGANIZATIONAL BUSINESS STRATEGY AND CRISIS RESPONSE THROUGH PROJECT MANAGEMENT: THE ROLES OF INVESTMENT, INNOVATION, LOGISTICS, ENGLISH, BRANDING, AND INFORMATION SYSTEMS

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ФОРМУВАННЯ ОРГАНІЗАЦІЙНОЇ БІЗНЕС-СТРАТЕГІЇ ТА КРИЗОВОГО РЕАГУВАННЯ ЧЕРЕЗ УПРАВЛІННЯ ПРОЄКТАМИ: РОЛЬ ІНВЕСТИЦІЙ, ІННОВАЦІЙ, ЛОГІСТИКИ, АНГЛІЙСЬКОЇ МОВИ, БРЕНДИНГУ ТА ІНФОРМАЦІЙНИХ СИСТЕМ

This research explores how project management can serve as a crucial mechanism for shaping organizational business strategy and enhancing crisis response, particularly through the integration of key organizational capabilities: investment, innovation, English-language communication, logistics, branding,

and information systems. It is defined that project management has evolved beyond its traditional operational role to become a core organizational capability, enabling the translation of strategic intent into effective action, particularly in contexts of uncertainty and turbulence. Based on contemporary academic literature, this study provides a theoretical overview of key organizational capabilities that collectively influence strategic outcomes, examines their role in the context of project management and shaping organizational strategy, and identifies the unique challenges and opportunities organizations face in dynamic and crisis environments. It also explores the experience of Ukrainian enterprises in leveraging organizational capabilities under conditions of limited resources and crisis. By developing a multi-criteria evaluation framework and proposing a Structural Equation Modeling (SEM) approach, the study examines how project management plays a mediating role in translating these organizational capabilities into effective strategic outcomes. This mediation was analyzed using a Structural Equation Modeling (SEM) approach, specifically incorporating multiple regression with mediation testing to evaluate both direct and indirect effects. The findings confirm that a higher level of project management maturity significantly enhances organizational effectiveness and resilience, acting as a bridge between internal capabilities and strategic performance. Strengthening project management practices is shown to support effective execution of strategic initiatives and improve organizational responsiveness over time. This paper contributes to both theory and practice by proposing a comprehensive model that organizations can use to align project-based processes with long-term strategic goals, especially under conditions of uncertainty and disruption.

У дослідженні розглянуто, як управління проєктами може слугувати ключовим механізмом формування бізнес-стратегії організації та підвищення її здатності реагувати на кризові ситуації. Це відбувається, зокрема, через інтеграцію основних організаційних можливостей: інвестицій, інновацій, англомовної комунікації, логістики, брендингу та інформаційних систем. Визначено, що управління проєктами нині є не суто операційною функцією, а важливою спроможністю, яка дозволяє організаціям трансформувати стратегічні наміри в ефективні дії в умовах невизначеності. На основі сучасної академічної літератури проведено теоретичний огляд ключових організаційних можливостей, що сукупно впливають на стратегічні результати, проаналізовано їхню роль у контексті проєктного менеджменту та визначено унікальні виклики й можливості, що постають перед організаціями у динамічному та кризовому середовищі. Вивчено досвід українських підприємств щодо використання організаційних можливостей в умовах обмежених ресурсів та кризових ситуацій. Для дослідження розроблено багатокритеріальну оціночну структуру та запропоновано використання методу моделювання структурними рівняннями (SEM). За його допомогою проаналізовано медіаційну роль управління проєктами у трансформації згаданих організаційних можливостей в ефективні стратегічні результати. У межах моделі медіаційний аналіз виконано за допомогою множинного регресійного аналізу з перевіркою опосередкованих зв'язків для оцінки як прямих, так і непрямих ефектів. Отримані результати підтверджують, що вищий рівень зрілості управління проєктами суттєво підвищує ефективність і стійкість організацій, виступаючи містком між внутрішніми можливостями та стратегічною результативністю. Відтак організації мають пріоритезувати розвиток внутрішніх можливостей управління проєктами з метою створення міцної основи для стратегічної гнучкості та довгострокової конкурентоспроможності. Стаття робить внесок як у теорію, так і в практику управління, пропонуючи комплексну модель, яку організації можуть використовувати для узгодження проєктно-орієнтованих процесів із довгостроковими стратегічними цілями, особливо в умовах невизначеності та потрясінь.

Key words: Business Strategy, Project Management, Crisis Response, Organizational Capabilities, Structural Equation Modeling (SEM), Strategic Alignment.

Ключові слова: бізнес-стратегія, проєктний менеджмент, кризове реагування, організаційні можливості, моделювання структурними рівняннями (SEM), стратегічне узгодження.

INTRODUCTION

In today's context of instability and constant change, integrated management approaches grounded in synergy and dynamism have become particularly relevant. Under these conditions, effective organizational business strategies must be adaptive, which can be achieved through the integration of organizational capabilities and modern project management technologies. The integration of project management with business strategy represents a paradigm shift from viewing projects as merely tactical operations to recognizing them as vehicles for strategic realization.

The complexity of modern project environments requires a multifaceted approach encompassing various organizational functions. English language proficiency, innovation, investment, logistics, branding, and information systems constitute crucial elements that, when effectively integrated into project management practices, exert a profound influence on shaping organizational business strategy and bolstering crisis response capabilities.

Communication, particularly in English as the lingua franca of global business, serves as a critical enabler of project success. Similarly, innovation project management has become instrumental in developing new products, services, and business models that drive competitive advantage. Investment considerations, logistics management, brand positioning, and information systems all contribute to the project ecosystem and influence the attainment of strategic objectives in shaping organizational business strategy.

LATEST RESEARCH ANALYSIS

Recent academic research on shaping organizational business strategy and crisis response through project management highlights the critical role of adaptability, resilience, and strategic integration of various organizational elements. Iftikhar (2023) proposes an integrative model for crisis management in project-based organizations [1]. Arthur D. Little (2020) describes a project crisis management framework [2]. Harake (2023) proposes Proactive Crisis Project Management (PCPM) for situations where orthodox project management models are non-applicable [3].

Within the Ukrainian business landscape Bushuev & Yaroshenko (2016) propose a conceptual scheme model for managing innovative projects, programs, and portfolios of projects [4]. The ongoing war in Ukraine has spurred specific research into how organizations adapt and maintain operations under extreme duress, often transitioning from resistance to resilience strategies. Bilous (2024) discusses possible options for adapting the business strategy of the enterprise to the conditions of the military conflict [5]. Kuznietsova's research (2025) shows a comprehensive understanding of the transformation of a logistics enterprise through the synergy mechanisms [6]. Kuznietsov (2024) explored digitalization issues in training a new generation of Ukrainian managers [7].

While each of the factors — project management, innovation, investment, logistics, branding, English-language communication, and information systems — has been well investigated in isolation, there is a notable gap in the literature concerning their combined impact on organizational crisis response. This gap is especially relevant in the Ukrainian context, where businesses face the dual challenge of internal transformation and external shocks.

THE PURPOSE OF THIS ARTICLE

The purpose of this article is to develop a multi-criteria evaluation framework that integrates key organizational capabilities — investment, innovation, English-language communication, logistics, branding, and information systems — into project management practices in order to shape organizational business strategy and enhance crisis response.

THE MAIN RESEARCH MATERIAL

1. Review of Key Elements Influencing Organizational Business Strategy.

To better understand how organizations can build effective business strategies in turbulent environments, it is essential to examine the specific elements that shape strategic decision-making and operational resilience.

Project management has emerged as a fundamental discipline enabling businesses to implement strategic initiatives, drive innovation, and respond effectively to crises. Effective project management helps businesses prioritize and allocate resources, manage risks, and achieve desired outcomes within the constraints of time, budget, and scope [8]. Project management serves as a critical bridge between organizational strategy and operational execution. This bridging function is particularly valuable in translating high-level organizational objectives into actionable plans and tangible results.

Crisis situations present unique challenges for organizations, requiring rapid response, effective resource mobilization, and adaptive decision-making. This becomes especially relevant for Ukrainian companies, because for them, the adaptation of business strategy to the conditions of military conflict plays a critical role in ensuring their survival, sustainability, and competitiveness [5]. Effective crisis response requires specialized governance structures that complement existing project management frameworks [2]. In the Ukrainian context, an effective way for project management to respond to crises is by leveraging best practices in systems for managing innovative projects and programs, which accounts for the influence of external environmental factors during the implementation of organizational development programs [4].

Investment considerations play a crucial role in project management, influencing project selection, resource allocation, and performance evaluation. It is important to note the synergy effect, where investment strategies are supported by digital technologies and adaptation to crisis situations allows for the successful integration of business into the international environment [6]. In today's Ukrainian environment, shaped by war and crisis, the ability to manage investments through resilient project management is very important. It helps organizations survive, adjust their strategies, and contribute to recovery after the conflict.

The strategic importance of innovations is evident in highly competitive or rapidly evolving industries, where organizations must continuously develop new offerings or approaches to maintain market relevance. Innovation becomes particularly important during crisis situations, enabling organizations to develop new approaches to emerging challenges. For Ukrainian companies facing various economic and market challenges, innovation project management represents a critical capability for enhancing resilience and competitiveness during crisis periods. Innovative learning environments incorporating

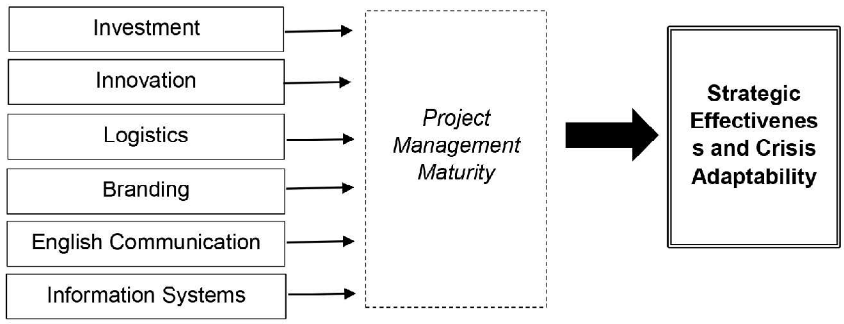

Fig. 1. Conceptual Mediation Model: Project Management Maturity and Crisis Strategy Effectiveness

Source: developed by the authors based on the approach proposed by Hair et al. (2019) [11].

AI and robotics simulations are the means to foster next-generation professional skills [9].

Logistics represents a critical domain within project management, particularly for projects involving physical goods, supply chains, or distribution networks. Effective logistics project management ensures the timely and efficient movement of resources, which is essential for project success in many contexts. In the Ukrainian context, logistics capabilities become particularly critical during crisis situations, where rapid resource mobilization and distribution can significantly influence crisis outcomes. By integrating logistics considerations into crisis management frameworks, organizations can enhance their ability to respond effectively to various crisis scenarios.

As projects become increasingly global and cross-functional, English language proficiency has emerged as a key competency for project professionals. Project management English involves mastering specific terminology and phrases, such as adjectives to describe projects (e.g., "successful project", "complex project", "strategic project") and verbs associated with project activities (e.g., "manage a project", "launch a project", "initiate a project") [10]. This specialized vocabulary enables more precise communication and reduces the risk of misunderstandings in project contexts.

Branding increasingly influences project management practices, particularly for projects with high visibility or direct customer impact. Conversely, project outcomes can significantly affect brand perceptions, creating a bidirectional relationship between project management and brand management. Effective integration of branding and project management involves ensuring that project outcomes align with and reinforce brand positioning and values. This alignment process typically involves incorporating brand considerations into project requirements and success criteria. For Ukrainian companies seeking to build strong brands, integrating brand considerations into project management frameworks can enhance brand consistency and protect brand equity during challenging situations.

Information systems play dual roles in project management context: they serve as tools that support project management processes, and they are often the subject of project management initiatives themselves. As enablers of project management, information systems provide tools for project planning and scheduling, resource management, communication and collaboration, project monitoring, and reporting. All this requires an appropriate level of managers' digital competence, which makes digital learning a key driver of professional growth and innovation [7]. As subjects of project management, information systems present unique challenges related to their technical complexity, frequent requirement changes, integration requirements, and specialized skill needs.

2. Research Hypotheses and Conceptual Framework.

This study explores how key organizational capabilities contribute to shaping business strategy and enhancing crisis response, specifically through the mediating role of project management. We hypothesize that investment, innovation, logistics, English-language communication, branding, and information systems significantly influence the effectiveness of an organization's crisis strategy, with project management acting as a key enabling factor.

To empirically examine the proposed conceptual framework and test the hypothesized relationships among organizational capabilities, project management maturity, and crisis strategy effectiveness, this study adopts Structural Equation Modeling (SEM). SEM is a comprehensive statistical technique that enables the simultaneous estimation of multiple interrelated dependence relationships, including both direct and mediated effects. It is particularly suitable for this research because it incorporates a mediating variable (project management maturity) between the exogenous factors and the strategic outcome.

Thus, the following hypotheses can be proposed:

— H1: Investment capacity, innovation orientation, logistics efficiency, English-language communication, branding, and information systems positively influence the maturity of project management practices within organizations.

— H2: Higher maturity in project management significantly enhances the effectiveness of business strategy and organizational crisis response.

— H3 (Mediated Hypothesis): The effect of investment, innovation, logistics, communication, and branding on business strategy and crisis response is mediated by project management maturity.

The proposed model assumes:

1. Independent variables: Investment, Innovation, Logistics, English-language Communication, Branding, Information Systems.

2. Mediator: Project Management Maturity (PMM)

3. Dependent Variable: Business Strategy and Crisis Response Effectiveness (BSCR).

This structure allows us to examine not only the direct impact of organizational capabilities but also the indirect effects via the mediating function of project management. The schema of the mediation model is given in the figure (Fig.1).

To ensure theoretical rigor and enable empirical validation, the core constructs within the model are defined

Table 1. Description of Variables Used in the Multiple Regression Analysis

Variable	Description	Type / Scale	Interpretation
Company ID	Unique identifier assigned to each company	Integer (1–30)	Used to distinguish companies in the dataset; no analytical meaning
Investment	The amount of capital invested in the firm	Continuous (UAH)	Higher values indicate greater financial resources allocated
Innovation	Indicates whether the company introduced innovations (products/processes)	Binary (0 = No, 1 = Yes)	Captures the presence of innovation activity
Logistics	Average delivery time or supply chain performance level	Continuous (in days)	Lower values indicate faster deliveries and more efficient supply chain operations
English Communication	Proficiency level in English communication	Binary (0 = Low, 1 = High)	Indicates whether the firm uses English effectively for communication
Branding	Presence of recognized brand identity	Binary (0 = No, 1 = Yes)	Indicates if the firm has a strong brand presence
Information Systems	Usage level of information technologies	Ordinal (Scale 1–5)	Higher values reflect more advanced IT adoption
Project Management Maturity	Maturity of project management systems and processes	Composite index (binary and ordinal items)	The mediator in the model. Higher scores reflect more structured, repeatable, and optimized project management practices
Strategic Effectiveness	Overall strategic effectiveness of the organization's crisis response	Composite (continuous, binary, ordinal)	Dependent variable in the regression. Higher values indicate stronger organizational performance and greater capability to respond effectively during a crisis

Source: developed by the authors based on [13].

based on literature analysis. Each construct is formed through a set of measurable indicators, selected for their conceptual relevance and empirical applicability. This formation provides the foundation for future testing using SEM, which is particularly well-suited for analyzing complex, multivariate relationships involving both direct and mediated effects.

3. Empirical Testing of the Model.

This section outlines the approach used to empirically validate the conceptual model introduced in this study. Mediation analysis was performed using multiple regression analysis with mediation testing, following the approach of Baron and Kenny (1986) [12], and supported by Structural Equation Modeling (SEM) techniques.

Step 1: Data Collection. This study uses firm-level data from the World Bank Enterprise Surveys for Ukraine (2019), which provide comprehensive information on private sector firms across key dimensions, including investment, innovation, logistics, communication, branding, information technologies, and strategic effectiveness indicators. The data are publicly available and can be accessed via the World Bank Enterprise Surveys portal [13]. A summary of the indicators used in the model and their interpretation is presented in Table 1.

The constructed dataset reflects patterns observed in the Enterprise Surveys. Each variable was selected based on its theoretical relevance and availability in the 2019 survey. The dataset was analyzed using ordinary least squares (OLS) regression and mediation analysis procedures, performed with Excel and statistical software.

Step 2: Regression Models. A mediated regression model was used to examine the impact of the independent variables (key organizational capabilities) on perceived crisis strategy effectiveness, with project management maturity acting as the mediator.

Mediator Model:

Project_Management_Maturity = $\alpha + \beta 1 \times$ Investment + $\beta_2 \times$ Innovation + $\beta 3 \times$ Logistics + $\beta 4 \times$ English Communication + $\beta 5 \times$ Branding + $\beta 6 \times$ Information Systems + $\varepsilon 1$

Outcome Model:

Strategic Effectiveness = $\gamma + \delta 1 \times$ Project Management Maturity + $\varepsilon 2$

Interpretation of coefficients:

1) α and γ are intercept terms representing the expected values of the dependent variables (PMM and BSCR, respectively) when all predictors are zero.

2) The coefficients βi in the mediator model indicate the change in PMM associated with a one-unit increase in each independent variable, holding other variables constant. Positive values indicate a positive relationship.

3) The coefficient $\delta 1$ in the outcome model represents the effect of PMM on BSCR. A positive and statistically significant $\delta 1$ suggests that higher project management maturity leads to greater effectiveness.

Table 2. Mediation Analysis Results: Strategic Effectiveness Mediated by Project Management Maturity

Independent Variable	Effect on Mediator (a)	Direct Effect on Outcome (c')	Effect of Mediator on Outcome (b)	Indirect Effect (a Ч b)	Total Effect (c)
Investment	0.153	0.085	0.367	0.056	0.141
Innovation	0.316	0.123	0.359	0.114	0.236
Logistics	0.243	0.011	0.384	0.093	0.104
English Communication	0.184	-0.078	0.398	0.073	-0.004
Branding	0.362	0.070	0.366	0.132	0.202
Information Systems	0.632	0.145	0.242	0.153	0.298

Source: developed by the authors.

4) The error terms $\varepsilon 1$ and $\varepsilon 2$ capture the influence of unobserved factors and random variation not explained by the models.

Statistical significance of coefficients (typically $p < 0.05$) indicates the reliability of the estimated effects.

Step 3: Mediation Analysis Results. The mediation analysis was conducted using Python 3, employing key libraries (Pandas, Statsmodels, Matplotlib). All predictor variables were initially binarized for consistency, while outcome variables were computed as arithmetic means of these binary indicators. Data processing and statistical modeling were performed programmatically to ensure reproducibility and rigor.

Based on the regression analysis, the estimated Mediator Model is as follows (The coefficients presented are unstandardized estimates):

Project Management Maturity = 0.048 + 0.038×Investment + 0.032×Innovation + 0.057×Logistics - 0.020×English Communication + 0.067×Branding + 0.593×Information Systems + $\varepsilon 1$

The results of the mediation analysis, examining the indirect and direct effects of each factor on Strategic Effectiveness through Project Management Maturity, are summarized in Table 2.

The total, direct, and indirect effects for each factor in the Mediator Model are summarized below.

Investment has a significant positive effect on the PMM ($\beta = 0.153$, $p < 0.001$), which in turn significantly influences the outcome ($\beta = 0.367$, $p < 0.001$). The total effect of Investment on the outcome (0.141) is partially mediated by the mediator, with an indirect effect of 0.056 and a direct effect of 0.085.

Innovation significantly predicts the PMM ($\beta = 0.316$, $p < 0.001$), which positively influences the outcome ($\beta = 0.359$, $p < 0.001$). The total effect of Innovation on the BSCR (0.236) is partially mediated by the mediator, with an indirect effect of 0.114 and a direct effect of 0.123.

Logistics has a significant effect on the PMM ($\beta = 0.243$, $p < 0.001$), while its direct effect on the outcome (BSCR) is not significant ($\beta = 0.011$, $p = 0.519$). The total effect (0.104) is almost entirely accounted for by the indirect (mediated) effect (0.093), suggesting full mediation.

English communication skills have a statistically significant indirect effect on the outcome via the PMM ($\beta = 0.073$, $p < 0.001$), even though the direct path is negative. This indicates that improving English skills can still yield positive outcomes through indirect mechanisms. Such a suppressor pattern suggests that English communication may exert its influence primarily through internal processes rather than directly.

Branding positively affects the PMM ($\beta = 0.362$, $p < 0.001$), which in turn significantly influences the outcome ($\beta = 0.366$, $p < 0.001$). The total effect of Branding on the BSCR (0.202) is partially mediated, with an indirect effect of 0.132 and a direct effect of 0.070.

Information Systems strongly predict the PMM ($\beta = 0.632$, $p < 0.001$), and the mediator significantly affects the outcome ($\beta = 0.242$, $p < 0.001$). The total effect of Information Systems on the BSCR (0.298) is partially

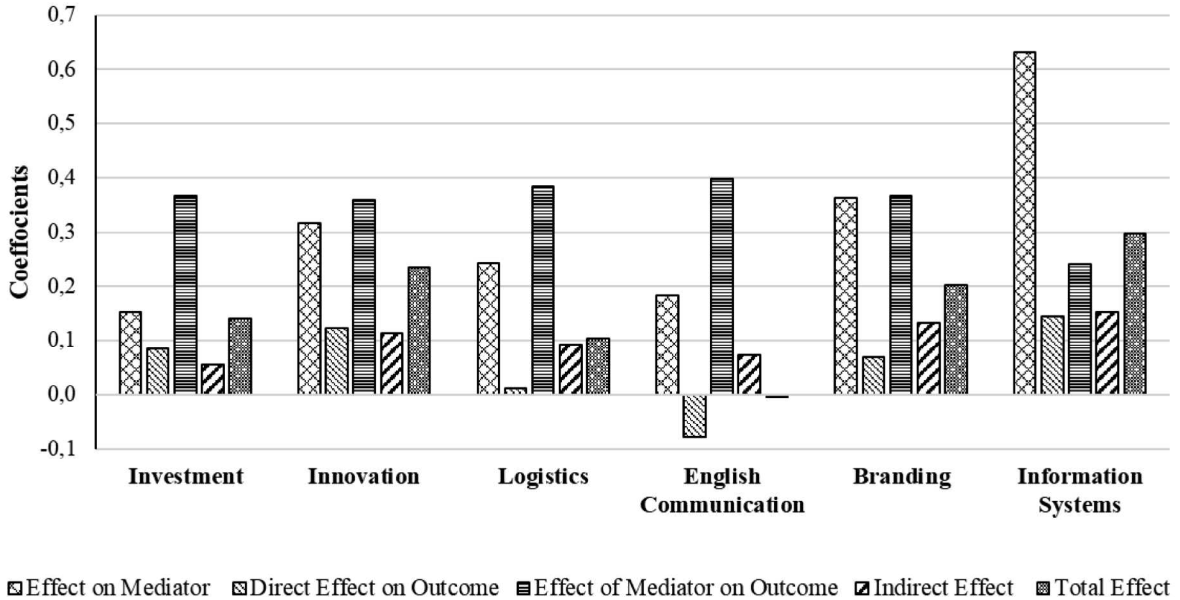

Fig. 2. Mediation Model Effects on Strategic Effectiveness and Crisis Adaptability: Comparison Across Factors

Source: developed by the authors.

mediated, with a substantial indirect effect of 0.153 and a direct effect of 0.145.

The mediation analysis results for each factor are presented in Fig. 2, which visually shows the direct, indirect (mediated), and total effects on effectiveness.

We now turn to the outcome model. Based on linear regression analysis, the following equation was derived to describe the relationship between project management maturity and overall effectiveness:

Strategic Effectiveness = 0.348 + 0.388 × Project Management Maturity + $\varepsilon 2$

The regression results for the outcome model demonstrate the following findings:

1) The analysis showed a positive and statistically significant relationship between PMM and BSCR. Specifically, the coefficient $\beta = 0.388$ ($p < 0.001$) indicates that for every one-unit increase in PMM, the predicted Effectiveness increases by approximately 0.39 units.

2) However, the model explains about 24% of the variance in Effectiveness ($R^2 = 0.243$), which suggests that while PMM is an important predictor, there are other factors not included in the model that also influence organizational effectiveness during a crisis.

This finding highlights the important — though more moderate, — role of project management maturity (PMM) as a mechanism through which strategic enablers contribute to crisis response effectiveness. It supports the conceptual model's assumption that internal coordination and disciplined execution significantly enhance strategic outcomes.

Step 4. Findings Interpretation. These results confirm that PMM functions as a mediator, transmitting the effects of several organizational inputs to overall effectiveness. The presence of both direct and indirect effects indicates that some factors may also exert influence through other pathways. Nevertheless, improving project management practices remains a relevant strategy for enhancing organizational performance under crisis conditions.

The outcome model further emphasizes the role of PMM in explaining variations in effectiveness. The statistically significant coefficient of 0.388 ($p < 0.001$) suggests that each unit increase in project management maturity is associated with a 0.39-point rise in predicted effectiveness. However, the R-squared value of 0.243 indicates that PMM accounts for approximately 24% of the variance, implying that while important, PMM is just one of several contributors to crisis response performance.

Taken together, these findings offer partial support for the conceptual model's core proposition: that internal coordination and structured project management, along with other strategic enablers, contribute meaningfully, but not exclusively, to an organization's strategic adaptive capacity during crises.

4. Discussion.

Empirical results provide valuable insights into the mechanisms through which various organizational factors influence the business strategy in the context of challenges caused by crises. The identified mediating role of project management highlights the importance of internal organizational capabilities in transforming the strengths of the company's functional areas into effective outcomes. Nevertheless, the analysis is based on cross-sectional data, which restricts the ability to infer causal relationships. Longitudinal studies would provide stronger evidence of causality and allow for examination of changes over time. Besides, the study focuses on a limited set of mediators and organizational factors, which may not capture the full complexity of the mechanisms influencing effectiveness. Future research could incorporate additional mediators, moderators, or contextual variables.

The proposed conceptual model also offers a practical analytical framework readily applicable by enterprise-level decision-makers. Managers with access to internal data, often spanning multiple years, can input their own organizational indicators into the model to assess the relative impact of each construct on strategic crisis response. Thus, the model functions not only as a research instrument but also as a decision-support tool, empowering organizations to tailor their strategic responses based on evidence drawn from their own operational context.

CONCLUSIONS

This study investigated how the key internal capabilities, including investment, innovation, logistics, English-language communication, branding, and information systems, affect an organization's strategic performance and crisis adaptability, highlighting the integrative role of project management. Empirical evidence supports the mediating role of project management, which functions as a mechanism through which these organizational inputs are translated into strategic and operational outcomes. The moderate explanatory power of the model ($R^2 = 0.243$) suggests that while project management maturity plays a significant role in influencing effectiveness, other factors likely contribute to organizational performance and should be explored in future research.

Analyzing the perspectives from the Ukrainian research context shows how project management can serve as a practical and scalable solution to common challenges faced by organizations operating in resource-constrained and crisis environments.

From a practical point of view, the results suggest that organizations should prioritize the development of internal project management capabilities not only to optimize the impact of their investments and innovations but also to build a solid foundation for strategic agility and long-term competitiveness.

Future studies may examine the longitudinal effects of project management maturity on organizational outcomes, undertake cross-industry and cross-national comparisons, and contribute to the development of applied frameworks and diagnostic instruments for managerial practice.

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