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BRAND DELETION AS A FLEXIBLE EMERGENCY DECISION IN THE BANI WORLD

Ukrainian business units today operate in a BANI environment marked by brittleness, anxiety, nonlinearity, and incomprehensibility. Under such turbulence, traditional strategic planning loses practical relevance because it cannot ensure stability or continuity when information is fragmented and horizons shrink. This study introduces the concept of Flexible Emergency Decision-Making (FEDM) as a consulting system that structures bounded information into managerial decisions aimed at operational resilience and tactical rehabilitation.

FEDM is developed within the configurational approach and integrates four components: bounded rationality, STABE environmental analysis, the resource-based view (RBV), and organizational routines. Together, they form a four-level architecture: epistemological, analytical, resource-based, and operational - which organizes rapid decision-making under uncertainty. The framework was constructed using content analysis, comparison and synthesis of academic sources, and generalization of existing concepts. Its applicability is demonstrated through the Brand Deletion (BD) case. FEDM complements the Dynamic Capabilities framework by operationalizing short-term crisis responses that DC does not specify.

The BD analysis shows that FEDM effectively structures proactive and reactive actions in BANI conditions. Moving through FEDM's levels: environmental diagnosis, mandate formation, resource alignment, and emergency routines - the BD process demonstrates how incomplete information is transformed into satisficing knowledge. Proactive decisions grounded in STABE analytics and RBV assessment support stronger tactical rehabilitation, while reactive actions executed through emergency routines provide operational resilience and control. These findings confirm the dual logic and practical validity of the FEDM system.

The FEDM concept extends decision theory by institutionalizing bounded rationality into the marketing consulting framework. It compensates for the short-term decision gaps left by dynamic capabilities, providing immediate stabilization while DC enables long-term organizational resilience. The practical value of FEDM lies in its ability to convert fragmented crisis information into defensible managerial directives, offering an adaptive tool for decision-making in turbulent environments.

Keywords: *crisis management, satisficing knowledge, strategic asset reallocation, organizational resilience, tactical rehabilitation, organizational routines, configurational approach.*

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Problem Statement. Ukrainian business today operates in fragile, challenging, and difficult-to-predict conditions. The ongoing martial law interruptions in infrastructure - with direct damages reaching \$170 billion as of early 2025 (GMK Center, 2025; Київська школа економіки, 2025) - make long-term planning unreliable. Managers are forced to work with sudden market signals, and fragmented information, which is already outdated by the time they reach the decision table. Even established analytical routines become difficult to apply when the environment shifts faster than information can be processed.

Ukrainian firms are forced to accelerate decisions more than the information environment allows. Traditional management approaches are based on the full access to the data and resources with enough time to evaluate alternatives thoroughly, but this assumption is no longer reliable. Instead, contemporary leaders often need to make decisions quickly, relying on rapid insights rather than full analytical analysis. As a result, businesses require consulting support not only for long-term strategy but also for short-term, high-pressure decisions that determine their operational resilience at the moment.

However, current managerial practice in Ukraine demonstrates a structural gap: firms are forced to make rapid decisions under uncertainty but lack a formalized consulting framework that translates fragmented information into timely actions. Existing tools are either too slow for the pace of modern crises or too narrow in scope to address rapidly evolving challenges. Research into conceptual approaches to the classification of crises in business entities suggests that current turbulent conditions require more nuanced diagnostic tools than traditional models offer (Ванченко та Біловодська, 2024). Therefore, a gap exists for a practical, integrated system designed to help decision-makers transform chaotic market information into timely, defensible, and actionable steps.

To address this gap, this paper proposes the Flexible Emergency Decision-Making (FEDM) system - an adaptive hybrid mechanism. The FEDM system synthesizes established theoretical foundations into a unified model designed for turbulent environments, such as the BANI world.

Firstly, it maintains a necessary proactive strategic orientation while concurrently preserving the ability to execute reactive responsiveness to immediate shocks.

Secondly, it integrates epistemological logic (based on bounded rationality), analytical assessment (using structured methods), resource integration (informed by the RBV), and operationalization (implementing emergency routines), thereby acting as a critical complement to long-term dynamic capabilities (Teece, 2007).

The central hypothesis of this study is that within a marketing consulting framework, the implementation of the FEDM system - by integrating bounded rationality, STABE analysis, and the Resource-Based View (RBV) with standardized emergency routines. This allows enterprises to transform fragmented crisis information into defensible managerial actions that ensure both operational resilience and tactical rehabilitation in a BANI environment. Therefore, this paper hypothesizes that a configuration of FEDM components provides a necessary bridge between theoretical resilience and practical emergency management. The study intends to prove that this approach enables organizations to maintain control even when traditional strategic horizons collapse.

Analysis of recent research and publications. The conceptual foundations of the FEDM model draw on several academic traditions. The conceptual foundations of the FEDM model draw on several academic traditions. The epistemological level founded on the theory of bounded rationality (Simon, 1955; 1956), establishing that managers are compelled to satisfice rather than optimize. This need for procedural rationality is amplified by the BANI environment (Cascio, 2020), justifying the role of marketing consulting as a cognitive intermediary (Daft & Weick, 1984; Weick, 1995) to manage fragmented signals. Research confirms that effective crisis response addresses managerial cognition, as leader sensemaking styles heavily influence decision outcomes (Medeiros et al., 2021), and leaders must navigate paradoxical demands during acute crises (Förster, Baltes and Knapper, 2022). Furthermore, qualitative studies on crisis leadership support the need for external structures to reduce cognitive load (Oen, Rundmo and Eid, 2022).

The analytical level is rooted in the fundamental challenge of fusing crisis management and resilience (Bundy, Pfarrer, Short and Coombs, 2017), which demands rapid sensemaking to transform market turbulence into coordinated action. This level implements the STABE (Structured Table Analysis of Business Environment) method (Старостіна, 2022) to evaluate environmental turbulence quickly, making it suitable for consultation under time constraints.

This structure supports making fast strategic decisions in high-velocity environments (Eisenhardt, 1989) and aligns with the need for reliable diagnostic information for functional crisis-management systems (Anisimova, Шарманська, Цибульник та Цибульник, 2024).

The strategic context for FEDM is defined by its relation to long-term adaptation. David Teece (2007), whose dynamic capabilities (DC) framework explains how organizations sense, seize, and reconfigure their resource base, remains foundational for understanding long-term strategic evolution. While DC describes how business units evolve, the FEDM system addresses the short-term, high-pressure context where managers require fast, structured, and cognitively economical procedures. In this sense, FEDM complements but also compensates for the gaps left by dynamic capabilities in crisis-time decision-making, providing immediate stabilization while DC drives long-term organizational resilience (Duchek, 2020). The FEDM framework integrates strategic speed and sensemaking (Weick, 1995) to manage the necessary managerial duality (Avlonitis, 1987). This duality balances strategy-driven (proactive) actions, which are essential for tactical rehabilitation, with problem-driven (reactive) behaviors, which are critical for organizational resilience (OR) during acute shocks (Wenzel, Stanske and Lieberman, 2021; Bundy, Pfarrer, Short and Coombs, 2017).

The resource-based level of FEDM ensures tactical choices are grounded in organizational capacity. It is rooted in Resource-Based View (RBV) (Barney, 1991), framing how firms assess, combine, and deploy their internal capabilities during crises. This level is influenced by the broader organizational need for resilience (Duchek, 2020), as well as for tactical rehabilitation, enabling firms to achieve strategic recovery and restore balance through critical asset optimization. The need for resource evaluation, preservation, and mobilization is highlighted by the challenges facing Ukrainian businesses, particularly the need for transformation under global macroeconomic instability (Вергелес та Баюра, 2024).

In the core of the operational level lie emergency routines, which are essential, stable behavioral patterns that support coordination during high uncertainty (Nelson & Winter, 1982; Wooldridge & Floyd, 1990). The necessity for short-term operational action is confirmed by Ukrainian scholarship, which emphasizes that firms must rely on adaptation strategies to survive continuous shocks (Пригара та Ярош-Дмитренко, 2023). This focus on rapid, necessary action aligns with the required tactical management features (Terebukh & Roik, 2024). The extreme decision of brand deletion (Temprano García, Rodríguez-Escudero and Rodríguez-Pinto, 2018), which demands a dualistic balance of rational planning and fast, intuitive execution, provides a validation for FEDM's operational structure

Across these diverse research streams, a consistent conclusion emerges: crisis conditions demand structured, multi-level frameworks that help managers interpret unstable environments, organize decisions, and coordinate execution. The FEDM model synthesizes these insights into a practical, integrative consulting framework for turbulent contexts.

Paper structure: Section 2 develops the theoretical model (levels and phases). Section 3 validates the model through the BD case. Section 4 concludes with implications and future research.

The Aim of the Study. The aim of this study is to introduce the conceptual model of FEDM as a core system, which is designed to convert limited, crisis-time information into timely, actionable decisions. As a result of implementing this system, FEDM leads to sustained operational resilience and enables tactical rehabilitation. To achieve this goal, the study sets out the following tasks:

1. To develop a theoretical synthesis integrating the dualistic principles of action (proactive/reactive) with bounded rationality, resource evaluation, and organizational routines into a unified FEDM model.

2. To describe the four-level architecture of FEDM (epistemological, analytical, resource-based, and operational) and clarify the functional interdependencies necessary for converting knowledge into action.

3. To validate the FEDM system using the Brand Deletion (BD) case, focusing on the relationship between managerial behavioral approaches and the strategic duality of decision causes.

4. To highlight how the FEDM system can strengthen operational resilience and enable tactical rehabilitation in uncertain environments.

Object of the study: decision-making processes of Ukrainian business units operating in a highly turbulent environment (such as the BANI world).

Subject of the study: the consulting-based framework and methodological tools enabling flexible emergency decision-making (FEDM) in BANI environments.

Presenting main material. The Flexible Emergency Decision-Making (FEDM) system is designed as a managerial and consulting framework for integrating rapid external analysis, internal resource evaluation, and operational implementation to generate tactical adjustments in a firm's market-product strategy during crises. It aims to ensure two complementary outcomes: operational resilience - the preservation of control over critical processes, and tactical rehabilitation - the recovery after market shocks.

The configurational approach emphasizes that organizational outcomes arise not from isolated factors, but from specific combinations of interdependent elements. Performance depends on the internal fit among strategy, structure, and processes (Miller, 1986; Galbraith, 1973). The effectiveness of any decision depends on how well all components reinforce each other within the system. The configural lens is therefore vital for FEDM because it justifies why the model must synthesize diverse, interdependent elements - from epistemological level to operational - into a whole that is specifically adapted to the BANI context (Cascio, 2020).

FEDM embodies a hybrid adaptive system designed to maintain stability in turbulence. This strategic duality reflects Avlonitis's (1987) differentiation between strategy-driven (proactive) and problem-driven (reactive) managerial behaviors, which leads to tactical rehabilitation and operational resilience accordingly. The system's architecture supports this continuous tension (Figure 1):

- Reactive responsiveness is focused on ensuring rapid, controlled action when an unforeseen shock demands immediate attention. This posture, supported by emergency routines, aims for operational resilience (control).

- Proactive posture is focused on maintaining strategic readiness by continually scanning for risks/opportunities (supported by STABE/RBV). This posture aims for tactical rehabilitation (recovery) by enforcing strategic resource reallocation and optimization.

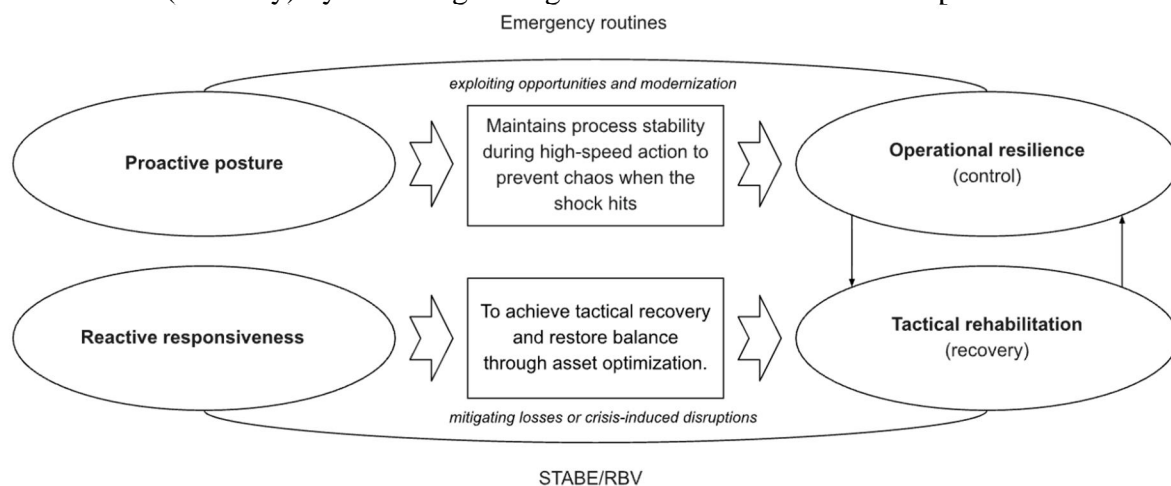


Figure 1. Proactive/reactive strategic postures in the FEDM system (Simon (1955, 1956), Avlonitis (1987), Barney (1991), Nelson & Winter (1982), Eisenhardt (1989), and Temprano García et al. (2018))

The theoretical core of FEDM lies in its integration of four interdependent levels that form a multilevel system designed to convert limited information into satisficing knowledge and managerial action (Table 1):

1. Epistemological level based on Simon’s (1955, 1956) behavioral theory Bounded Rationality, FEDM assumes that decision-makers operate with incomplete information. The goal is not optimization, but satisficing - achieving decisions that are adequate, “good enough” for stabilization and survival. Marketing consulting structures noisy market signals into satisficing knowledge - information sufficient for fast action (Daft & Weick, 1984).

2. The analytical level employs the STABE method (Structured Table Analysis of Business Environment), developed by Starostina, Kravchenko, and Petrovsky (2022), to operationalize the pursuit of satisficing knowledge. This level serves as the essential diagnostic tool for rapid and systematic macro-environmental assessment, thereby enabling the organization to manage external ambiguity (Daft & Weick, 1984).

3. Resource-based level based on Barney’s Resource-Based View (RBV) (1991). This level evaluates a firm’s internal resources and capabilities (VRIO: Valuable, Rare, Inimitable, Organized) to determine which assets can be mobilized or reallocated to support emergency decisions.

4. The operational level ensures fast actions remain controlled. This level offers implementation of the emergency routines, which are rooted in organizational routines (Nelson & Winter, 1982) combined with rapid decision protocols (Eisenhardt, 1989) and mechanisms like cross-functional teams and minimal bureaucracy.

Table 1

Levels and roles in the Flexible Emergency Decision-Making (FEDM) system

Level	Theoretical source	Function in the FEDM system	Role of marketing consulting
Epistemological	Simon (1955, 1956)	Defines satisficing logic of decision-making under bounded information	Interprets uncertainty as a cognitive limitation and sets the foundation for decision-making under bounded information
Analytical	Starostina et al. (2022)	Structures external knowledge through the STABE method; identifies risks, opportunities, and satisficing problems	Conducts structured diagnosis of the macro-environment to generate satisficing knowledge for managerial action
Resource-based	Barney (1991)	Evaluates and mobilizes internal VRIO resources to support crisis decisions	Reallocates strategic assets to support crisis decisions
Operational	Nelson & Winter (1982); Eisenhardt (1989)	Develops emergency routines that ensure control of rapid actions	Coordinates cross-functional teams, minimizes bureaucracy, and monitors outcomes

Simon (1955, 1956); Starostina et al. (2022); Barney (1991); Nelson & Winter (1982); Eisenhardt (1989)

The FEDM system translates the theoretical levels into a practical, four-phase workflow (Figure 2), confirming its structural integrity and designed to execute rapid tactical managerial actions.

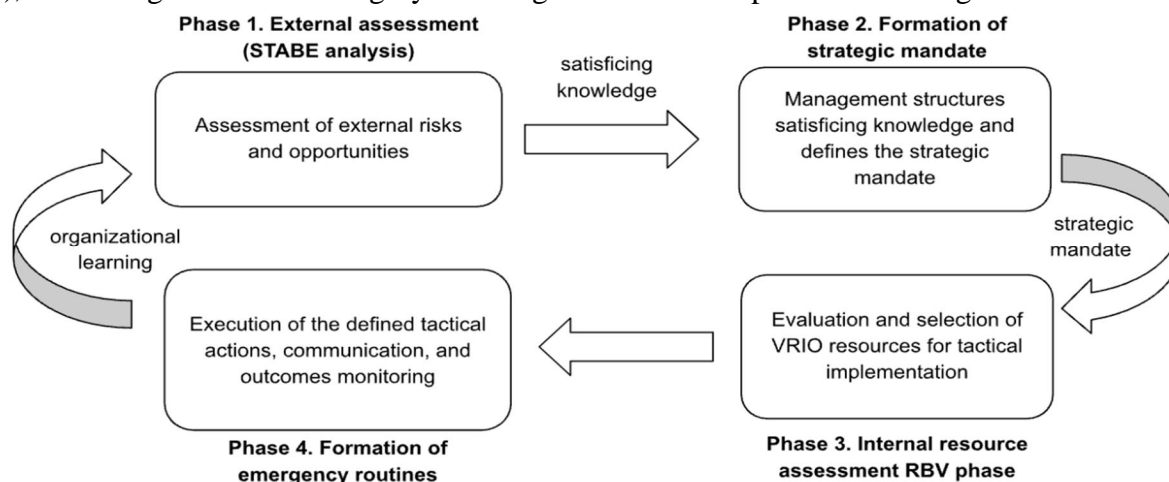


Figure 2. The Flexible Emergency Decision-Making (FEDM) system (Simon (1955, 1997), Barney (1991), Nelson & Winter (1982), Eisenhardt (1989), Starostina et al. (2022))

Figure 2 illustrates the integrated workflow of the Flexible Emergency Decision-Making (FEDM) system, which operationalizes the logic of bounded rationality (Simon, 1955, 1956) within the context of BANI environments (Cascio, 2020). The system functions through four interdependent phases, maintaining feedback loops for organizational learning (Argyris & Schön, 1978).

Phase 1. External assessment (STABE analysis). This initial phase involves the rapid diagnosis of the external environment to identify risks and opportunities to generate satisficing knowledge. The STABE method structures analysis around key macro-environmental dimensions to quickly generate actionable outputs:

- Political and legal factors: governmental stability, legal risks, tax policy changes, international regulations, etc.
- Economic factors: market volatility, inflation, exchange rates, consumer income levels, financial risk, etc.
- Demographic factors: population changes, labor market trends, age structure shifts, educational levels, etc.
- Scientific and technological factors: review of emerging technologies, innovation cycles, digital infrastructure availability, technological risks, etc.
- Natural and environmental factors: ecological constraints, climate risks, resource availability/sustainability issues, etc.
- Cultural factors: consumer values, lifestyle shifts, behavioral trends relevant to the market, etc.

Phase 2. Formation of strategic mandate. In this phase, satisficing knowledge is translated into a strategic mandate, defining the urgent directive (problem or opportunity) for tactical execution. The consultant synthesizes findings from the external analysis to define a clear, actionable directive for tactical execution (Daft & Weick, 1984) that must be communicated and understood across the organization to ensure commitment and coherence (Wooldridge & Floyd, 1990). This is where the duality of decision causes is integrated (Avlonitis, 1987; Temprano García et al., 2018):

- Proactive causes: exploiting opportunities and modernization.
- Reactive causes: mitigating losses or crisis-induced disruptions.

In the FEDM framework, satisficing knowledge emerges from Phase 1 (STABE analysis) as the output of bounded rationality - structured understanding delivered from external diagnosis. This knowledge is then refined and translated during Phase 2 into a strategic mandate, representing the managerial interpretation into a clear tactical directive.

Phase 3. Internal resource assessment (RBV phase). This phase evaluates the firm's internal capacity to implement the defined mandate through the lens of the Resource-Based View (RBV) (Barney, 1991). The analysis identifies which internal assets (VRIO: valuable, rare, inimitable, and organized) should be mobilized or reallocated to support the strategic mandate effectively.

Phase 4. Formation of emergency routines. The final phase involves the controlled implementation of the decision in accordance with the mandate, through emergency routines - structured, rapid, and minimally bureaucratic procedures that allow for fast execution without loss of control (Nelson & Winter, 1982; Eisenhardt, 1989). These routines rely on cross-functional coordination, clear communication, and iterative feedback mechanisms to monitor progress and adjust actions as necessary. The outcomes include operational resilience and tactical rehabilitation. Furthermore, the feedback learning loop (Argyris & Schön, 1978) from this phase to the initial analysis represents the process of organizational learning, reinforcing adaptive capacity within the BANI environment.

The success of the BD decision was not due to the resource assessment alone, but the fit between the proactive mandate (Phase 2) and the behavioral factor of consensus (Phase 4), which is the essence of the configurational approach.

The Brand Deletion (BD) process, defined as the strategic removal of brands from a company's portfolio (Temprano García, 2018), serves as the central validation case for the Flexible Emergency Decision-Making (FEDM) system. BD encompasses different modes: full brand elimination, disposal, or brand renaming, which require complex managerial coordination, resource reallocation, and stakeholder communication. By tracing BD through the FEDM system's four interdependent phases, we observe how decision success depends on the interplay between bounded rationality, analytical structuring, resource assessment, and controlled operationalization.

BD thus serves as an exemplar of how marketing consulting can institutionalize FEDM, ensuring that even under uncertainty, organizations act purposefully, learn continuously, and preserve adaptive resilience.

Phase 1. External assessment (STABE analysis).

This phase aligns with the analytical level of FEDM, where the STABE analysis structures environmental turbulence into actionable insights. Following the methodology outlined in the Ukrainian dimension of marketing (Старостіна, 2024), managers recognize external signals to re-evaluate strategic relevance and identify opportunities for portfolio optimization. Under bounded rationality (Simon, 1956), the goal is to construct satisficing knowledge - the minimally sufficient understanding required to make a time-sensitive decision.

The slowdown in economic growth, market globalization and global competition, and the arrival of private brands - all serve as external factors that intensify competition and force firms toward brand portfolio contraction. According to the BD case, these factors direct to the strategic decision, fitting where STABE analysis would apply. The outcome of this phase directs the mandate, determining whether action is proactively anticipated or reactively necessitated. This duality aligns with the optimal decision structure (balancing rational and intuitive approaches) found in the Brand Deletion (BD) case (Temprano García et al., 2018).

Phase 2. Formation of strategic mandate.

Following external assessment, managers translate satisficing knowledge into a strategic mandate - a clear decision that specifies the rationale and scope of the action (e.g., brand deletion). This stage represents the epistemological bridge between analysis and execution, consistent with the theory of translating strategic intent into executable action and ensuring organizational commitment (Wooldridge & Floyd, 1990).

The mandate reflects the duality of decision causes:

1) Proactive causes: such as poor strategic fit, opportunity cost reallocation, and brand portfolio rationalization, which are positively associated with perceived success. Proactive causes are associated with forward-looking managerial behavior and are more likely to generate long-term strategic benefits and sustained organizational adaptation.

2) Reactive causes: such as financial distress, operational disruption, sudden market contraction, regulatory pressure, or brand failure. Reactive causes are primarily aimed at mitigating loss for short-term stabilization, focusing on short-term value creation rather than long-term strategic impact.

The formation of the mandate, as a decision-making routine, is realized through three behavioral approaches (Temprano García et al., 2018): rational, intuitive, and political (Table 2).

Thus, the strategic mandate formation follows two complementary behavioral logics: the rational approach executes the proactive strategy-driven mandate (enabling rehabilitation planning), and the intuitive approach provides the necessary velocity for the problem-driven reactive response (enabling operational speed). The overall effectiveness of the FEDM system

requires management to maintain this duality while actively minimizing destabilizing political influence.

Table 2

Managerial decision approaches and BD success

Approach	Effect on BD decision success	Key finding	Primary function in FEDM
Rational	Positive	Involves systematic procedures, collecting information, and relying on objective evidence and analysis to select the course.	Supports proactive mandate. It ensures the mandate is grounded in objective evidence and analysis.
Intuitive	Positive	A mental process based on "gut feeling," personal experience, and holistic association, often used when information is incomplete.	Supports reactive mandate. It allows managers to make fast, effective choices under bounded rationality (incomplete information).
Political	Negative	Intentional attempts to influence the decision based on enhancing or protecting self-interest through negotiation or power.	Must be minimized. It explains how self-interest and power struggles influence or disrupt the mandate's final form and subsequent execution.

Temprano García et al., 2018

Phase 3. Internal resource assessment (RBV phase).

At this stage, the organization evaluates its internal capacity to execute the BD mandate, following the Resource-Based View (Barney, 1991). The RBV assessment identifies which resources can be divested and which should be reallocated to strengthen surviving brands.

Temprano García's study found that BD decisions grounded in systematic internal assessment - including production efficiency, marketing expenditure alignment, and brand equity metrics - achieved higher success rates than those driven solely by external pressure or managerial intuition. These findings validate the RBV level of FEDM as a diagnostic checkpoint that ensures internal resource optimization during deletion.

Phase 4. Formation of emergency routines. The final stage involves the execution of the adaptive mandate through routines. The BD model emphasizes implementation variables derived from context (structural/behavioral) and process factors. The formation of these routines directly supports operational resilience by standardizing reactive responses during the execution (Table 3).

Table 3

Emergency routines implementation factors and BD contribution to performance

Factor	Effect on economic performance	Description
1	2	3
Structural Factors		
Decentralization	Positive	Enabling middle managers to participate in the BD decision brings informational and motivational benefits, enhancing decision quality and greater efficiency.
Formalization	Contingent (complex)	The use of standard norms, rules, and procedures benefits only at the highest levels of application and is highly contingent. It is negatively moderated by decentralization and positively moderated by consensus.

1	2	3
Behavioral factors		
Consensus	Highly positive	The effort to reach shared understanding of strategic priorities is positively related to economic performance by enhancing legitimacy and promoting cooperation.
Communication	Highly positive	Critical for managing internal change and external stakeholder resistance (customers, investors) by explaining the deletion rationale.

Temprano García et al., 2018

The BD process is iterative rather than linear. The necessity of iteratively monitoring and re-evaluating objective evidence, causes, and discouraging factors during the process serves as the feedback learning loop for organizational adaptation.

The successful execution of the mandate in this final phase leads to two complementary outcomes that define strategic adaptation in the BANI environment:

1. Operational resilience - the ability to maintain core functions and communication coherence during the execution of brand deletion. This outcome is achieved by the proactive responsiveness posture, where emergency routines control the shock and prevent chaos, ensuring long-term optimization.

2. Tactical rehabilitation - analysis of the external environment and the reallocation of critical resources to more viable brands, ensuring short-term portfolio recovery. This outcome is driven by the reactive posture, implementing STABE\RBV logic to achieve resource optimization and adaptive functioning.

Conclusions. The Flexible Emergency Decision-Making (FEDM) system provides an integrated conceptual framework for marketing consulting and strategic decision-making in highly uncertain environments, such as the BANI context facing Ukrainian enterprises. By synthesizing bounded rationality, rapid external analysis (STABE) with internal resource assessment (RBV) and action planning (emergency routines), FEDM offers a system for achieving operational resilience and tactical rehabilitation.

The findings of this study confirm the central hypothesis, demonstrating that the FEDM architecture effectively functions as a consulting-based bridge between theoretical organizational resilience and practical emergency management. The core theoretical implication is the development of a framework that directly addresses the strategic gap between long-term dynamic capabilities and the requirement for immediate tactical action in a BANI environment.

The preceding analysis confirms the validity of FEDM as a structured, boundedly rational consulting system. It demonstrates that success in high-risk strategic decisions depends not on the avoidance of uncertainty but on structuring it - transforming bounded, incomplete knowledge into an actionable adaptive mandate, supported by internal resource diagnostics and executed through emergency routines.

The Brand Deletion (BD) case study serves as a direct validation, mirroring the inherent duality and complexity FEDM is designed to manage. The results indicate that the successful execution of the BD mandate is highly dependent on the fit between the proactive strategic intent and the behavioral factors of consensus and communication inherent in emergency routines. Crucially, while the FEDM system is optimized for emergency conditions, the analysis indicates that BD is not exclusively a crisis-driven response. It is essential to clarify that while BD is often triggered reactively, it can and should ideally be driven by proactive, non-crisis motives, such as rationalizing a portfolio, exploiting opportunity costs, or improving strategic fit.

Future research should empirically examine the full FEDM architecture by analyzing the complex interdependencies between its epistemological, analytical, resource-based, and operational components. While the configurational approach in this study serves as a theoretical foundation supporting the necessity of integrating multiple decision-making logics, future research may operationalize this approach empirically. In particular, applying configurational comparative methods (e.g., fsQCA) would allow deeper examination of how combinations of managerial causes, decision-making styles, and implementation routines shape outcomes such as operational resilience and tactical rehabilitation.

Empirical testing of FEDM within Ukrainian enterprises navigating BANI conditions would provide critical validation of the model's ability to stabilize performance and accelerate recovery after shocks.

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ВИЛУЧЕННЯ БРЕНДУ ЯК ГНУЧКЕ ЕКСТРЕНЕ РІШЕННЯ У ВАНІ-СВІТІ

Сьогодні українські суб'єкти господарювання функціонують у середовищі ВАНІ, яке характеризується крихкістю, тривожністю, нелінійністю та незбагненністю. В умовах такої турбулентності традиційне стратегічне планування не може забезпечити ані стабільності, ані безперервності діяльності, оскільки інформація фрагментована, а горизонти прогнозування різко скорочуються. Це дослідження пропонує концепцію прийняття Гнучких Екстрених Рішень (ГЕР) як консалтингову систему, яка структурує обмежену інформацію в управлінські рішення, націлені на операційну стійкість та тактичну реабілітацію суб'єктів господарювання.

Система ГЕР розроблена на основі конфігураційного підходу, що об'єднує чотири ключові компоненти: обмежену раціональність, STABE-аналіз зовнішнього середовища, ресурсну теорію (RBV) та організаційні рутини. Разом вони формують чотирирівневу архітектуру (епістемологічну, аналітичну, ресурсну та операційну). Фреймворк було побудовано з використанням контент-аналізу, методів порівняння, синтезу академічних джерел та узагальнення наявних концепцій. Практична застосовність ГЕР продемонстрована на прикладі кейсу Вилучення Брендів (ВБ). ГЕР доповнює концепцію Динамічних Здібностей (ДЗ), пропонуючи систему швидкого прийняття рішень в умовах невизначеності, яку ДЗ зазвичай не деталізує.

Аналіз кейсу Вилучення Брендів (ВБ) показує, що система ГЕР включає прийняття як проактивних, так і реактивних управлінських дій в умовах невизначеності. Реалізація ВБ здійснена через чотири рівні ГЕР (діагностика середовища, формування мандату, внутрішня оцінка ресурсів та екстрені рутини). Процес ВБ демонструє, як неповна інформація трансформується у "задовільне знання". Проактивні рішення, що ґрунтуються на STABE та RBV, забезпечують тактичну реабілітацію та відновлення, тоді як реактивні дії, реалізовані через екстрені рутини, забезпечують операційну стійкість та контроль. Ці висновки підтверджують дуальність та валідність системи ГЕР.

Концепція ГЕР розширює теорію прийняття рішень, інституціоналізуючи обмежену раціональність у практику маркетингового консалтингу. ГЕР компенсує прогалини динамічних здібностей у кризових рішеннях, забезпечуючи негайну стабілізацію, тоді як динамічні здібності формують довгострокову стійкість організації. Практична цінність ГЕР полягає в забезпеченні консультантів інструментами для структуризації обмеженої інформації, формування та прийняття управлінських рішень у турбулентному середовищі.

Ключові слова: управління кризами, задовільне знання, переорієнтація стратегічних активів, організаційна стійкість, тактична реабілітація, організаційні рутини, конфігураційний підхід.