Tetiana Voronko-Nevidnycha[1], Andrii Tyutchenko[2], Olena Buslova[3]

MODELING THE INTEGRATIVE POTENTIAL OF STRATEGIC FLEXIBILITY AS AN ELEMENT OF A SYNERGISTIC MECHANISM FOR FOSTERING CREATIVITY IN PROJECT MANAGEMENT AND ADAPTIVE STRATEGY FORMULATION

The article examines the theoretical and applied dimensions of integrating strategic management and project management as a synergistic system aimed at enhancing enterprise adaptability and resilience in conditions of environmental turbulence. The study is grounded in contemporary management theory and synthesizes classical and modern approaches to strategic planning, project governance, and organizational adaptation.

Particular attention is devoted to the role of Project Portfolio Management (PPM), which is substantiated as a central coordinating mechanism that ensures the transformation of abstract strategic objectives into a structured and coherent system of interrelated projects and programs. Within this framework, PPM performs a critical function of aligning strategic priorities with resource allocation, risk management, and performance measurement, thereby enabling consistent strategic execution across multiple organizational levels.

The concept of strategic flexibility is further explored as a multidimensional organizational capability that reflects the enterprise's ability to rapidly reconfigure its resource base, redefine priorities, and adjust strategic trajectories in response to external environmental changes, including market volatility, technological disruptions, and geopolitical uncertainty. Strategic flexibility is interpreted not only as a reactive capacity but also as a proactive mechanism for opportunity identification and value creation.

A matrix model of integration between strategic and project management is proposed, which structures the transformation process from long-term strategic goals to short- and medium-term project cycles. The model ensures vertical and horizontal alignment within the organization by linking strategic objectives, strategic initiatives, project portfolio structures, individual projects, and measurable performance outcomes. This hierarchical configuration enables continuous feedback between execution and strategy formulation, thereby strengthening organizational learning mechanisms.

It is demonstrated that the combined application of PPM, Agile and Scrum methodologies, and the dynamic capabilities framework constitutes the theoretical and practical foundation of a modern adaptive management paradigm. This paradigm is characterized by high responsiveness, iterative decision-making, and continuous reconfiguration of organizational resources. The integration of these approaches facilitates the transition from static strategic planning to dynamic, continuously evolving strategic management systems capable of sustaining competitive advantage in highly uncertain and complex environments

Keywords: *strategic management, project, project management, efficiency, project portfolio management, strategic flexibility, adaptability, competitiveness, adaptation, creativity, integration potential*

Fig. 1. Lit. 15.

DOI: 10.32752/1993-6788-2026-1-298-49-57

Peer-reviewed, approved and placed: *10.04.2026*

[1] ORCID ID: https://orcid.org/0000-0003-2427-7218

[2] ORCID ID: https://orcid.org/0009-0005-9668-341X

[3] ORCID ID: https://orcid.org/0009-0005-4844-7199

[1] Poltava State Agrarian University. Ukraine.
[2] Poltava State Agrarian University. Ukraine.
[3] Poltava State Agrarian University. Ukraine.

Тетяна В. Воронько-Невіднича, Андрій О. Тютченко, Олена М. Буслова

МОДЕЛЮВАННЯ ІНТЕГРАЦІЙНОГО ПОТЕНЦІАЛУ СТРАТЕГІЧНОЇ ГНУЧКОСТІ ЯК ЕЛЕМЕНТУ СИНЕРГЕТИЧНОГО МЕХАНІЗМУ КРЕАТИВІЗАЦІЇ ПРОЄКТНОГО МЕНЕДЖМЕНТУ ТА АДАПТИВНОГО СТРАТЕГУВАННЯ

У статті досліджено теоретичні та прикладні аспекти інтеграції стратегічного управління та проєктного менеджменту як синергетичної системи підвищення адаптивності підприємств. Обґрунтовано роль проєктного портфельного управління як ключового механізму трансформації стратегічних цілей у систему взаємопов'язаних проєктів. Розкрито концепцію стратегічної гнучкості як здатності підприємства до швидкої реконфігурації ресурсів і пріоритетів у відповідь на зміни зовнішнього середовища. Запропоновано матричну модель інтеграції стратегічного та проєктного управління, що забезпечує узгодження довгострокових стратегій із короткостроковими проєктними циклами. Доведено, що поєднання PPM, Agile-підходів та концепції динамічних здібностей формує основу сучасної адаптивної управлінської парадигми.

Ключові слова: *стратегічне управління, проєкт, проєктний менеджмент, ефективність, проєктне портфельне управління, стратегічна гнучкість, адаптивність, конкурентоспроможність, адаптація, креативізація, інтеграційний потенціал.*

Problem statement. The current conditions of Ukraine's functioning are characterized by a high level of uncertainty driven by climate change, fluctuations in global commodity prices, geopolitical risks, and the accelerating pace of technological innovation. In such an environment, traditional strategic management models based on long-term planning are losing their effectiveness due to insufficient flexibility and limited capacity for timely adaptation, which necessitates the integration of strategic management with project management as a tool for implementing strategic change.

Analysis of publications. The theoretical foundations of strategic management were established in the classical works of I. Ansoff [2], M. Porter [8], and H. Mintzberg [7], which laid the conceptual basis for understanding strategic positioning, formalized planning, and the emergent nature of strategy. The subsequent development of the theory proceeded in the direction of the dynamic capabilities framework, proposed by D. Teece, G. Pisano, and A. Shuen [12] and further elaborated by D. Teece [11], which emphasizes the ability of organizations to continuously reconfigure their resource base in response to changes in the external environment.

In the field of project management, the foundational framework is provided by the standards of the Project Management Institute, as well as the works of H. Kerzner [5], A. Shenhar, and D. Dvir [10], who conceptualize projects as key instruments for implementing organizational strategy and generating added value. These studies substantiate the transition from traditional management of individual projects to an integrated approach based on project portfolio management of initiatives.

A separate theoretical strand is represented by the concept of strategic flexibility, introduced in the works of K. Eisenhardt and J. Martin [4], which defines the ability of organizations to rapidly adapt and reconfigure their resources in turbulent environments while maintaining strategic coherence.

Within the context of the Ukrainian academic tradition in recent years, a significant contribution to the development of research on the integration of strategic and

project management has been made by contemporary scholars. In particular, the works of O. Melnyk examine mechanisms of strategic management in conditions of environmental instability and emphasize the role of adaptive management systems. The research of I. Chychkalo-Kondratska and co-authors is devoted to the development of project-oriented management in the agricultural sector and the digital transformation of business processes.

A substantial contribution to the understanding of integration processes in management is made in the works of S. Illiashenko, who substantiates the need to synchronize strategic planning with innovative projects within enterprises. Studies by L. Petrova and V. Hrynko focus on the formation of a portfolio approach to managing innovative development as a tool for enhancing competitiveness.

Thus, the current state of scholarly development demonstrates a gradual shift from the isolated consideration of strategic and project management toward their integrated interpretation within a unified management system, where Project Portfolio Management plays a central role as a mechanism of strategic coordination and adaptation.

The aim of this research is to substantiate the theoretical foundations and develop a model for integrating strategic management and project management based on PPM to foster strategic agility in enterprises

Presentation of the main results. The integration of strategic management and project management is grounded in an interdisciplinary synthesis of leading theoretical approaches in the fields of strategic management and project governance. In particular, the foundational basis is provided by M. Porter's theory of strategic positioning, which emphasizes the creation of sustainable competitive advantages through the selection of an optimal position within an industry structure and the configuration of the value chain [8]. Additionally, I. Ansoff's classical paradigm of strategic planning defines strategy as the outcome of a formalized long-term planning process based on the analysis of product–market opportunities [2].

At the same time, modern strategic theory, represented by H. Mintzberg, highlights the limitations of purely planning-based approaches and introduces the concept of emergent strategy, according to which strategy is formed not only as a result of deliberate planning but also as an evolutionary process of organizational adaptation to changes in the external environment [7]. This perspective fundamentally reshapes the understanding of strategic management, bringing it closer to dynamic and adaptive models.

Further theoretical development is provided by the dynamic capabilities framework proposed by D. Teece, G. Pisano, and A. Shuen, which conceptualizes firm competitiveness as the ability to integrate, reconfigure, and renew its resource base in response to environmental changes [12]. In subsequent works, D. Teece emphasizes that the continuous transformation of organizational competencies is a key determinant of long-term business sustainability under conditions of high uncertainty [11].

From a practical perspective, the implementation mechanism of this integration is represented by project and portfolio management standards, particularly those developed by the Project Management Institute, which conceptualize project portfolio management as a centralized process of aligning organizational strategic objectives with a set of project initiatives through the optimization of resources, risks, and expected value.

An additional theoretical dimension is provided by the concept of strategic flexibility, introduced by K. Eisenhardt and J. Martin, which defines an organization's ability to rapidly and effectively adapt its resources and processes in response to changes in the external environment without losing strategic coherence [4].

Within this theoretical paradigm, Project Portfolio Management (PPM) serves as a key integrative layer between strategic and operational management. It ensures the transformation of strategic intentions into a structured set of projects, aligns them with organizational resource constraints, and establishes a continuous feedback mechanism between project execution and the adjustment of strategic objectives. Thus, PPM functions not only as a tool for coordinating project activities but also as a central mechanism for the operationalization of strategy in a dynamic external environment.

The generalization of the theoretical foundations of strategic management and project management allows us to state that the effective implementation of strategic objectives in conditions of a highly dynamic external environment requires not only instrumental coherence of managerial approaches, but also a formalized architecture of their interaction. In this context, the problem of developing an integrated model becomes particularly significant, as it ensures a clear cascading of strategic priorities down to the level of project implementation and establishes a mechanism of continuous feedback between the strategic and operational levels of management.

Therefore, the subsequent analysis focuses on the development of a matrix model for the integration of strategic and project management, which conceptualizes a multilevel system for transforming strategic objectives into a portfolio of projects and concrete organizational outcomes. The proposed model allows for the formalization of interrelationships between strategic initiatives, the project portfolio, and the system of key performance indicators, thereby ensuring the integrity and manageability of the strategic implementation process. The model comprises five interrelated levels (Fig. 1).

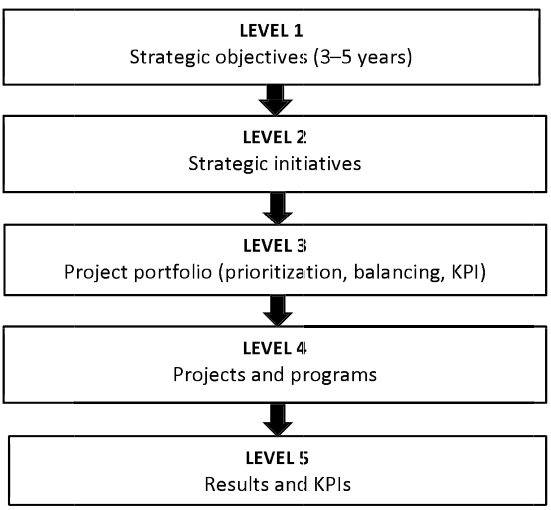

Fig. 1. **Matrix model of integration of strategic and project management**

The model ensures the cascading of strategic objectives down to the level of specific projects with measurable outcomes. The proposed matrix model of integration between strategic and project management reflects a hierarchical and cascading logic for transforming an organization's strategic intentions into a system of concrete projects and measurable results. It is based on the principles of vertical decomposition of strategy and horizontal coordination of project activities, which ensures alignment between long-term development goals of the enterprise and short- and medium-term managerial decisions.

At the top level of the model are strategic objectives, formulated within a 3–5 year horizon, which define the overall direction of organizational development, its competitive priorities, and target performance parameters. This level represents the normative and goal-oriented dimension of strategic management, establishing the framework for subsequent operationalization.

The second level is represented by strategic initiatives, which serve as an intermediate link between abstract strategic objectives and the specific mechanisms for their implementation. At this stage, strategic priorities are decomposed into a set of development directions that have the potential to be realized through a portfolio of projects.

The third level of the model is the project portfolio, which performs a key integrative function. It is at this level that the prioritization of initiatives, the balancing of resources among competing projects, and the establishment of a system of key performance indicators take place, ensuring the measurability of each project's contribution to the achievement of strategic objectives. Thus, PPM acts as a mechanism of strategic alignment and as a tool for optimizing the portfolio structure of the organization.

The fourth level encompasses projects and programs, which constitute the operational form of implementing strategic initiatives. At this stage, the practical implementation of changes takes place, including the introduction of technological innovations, organizational transformations, investment decisions, and digital solutions. Projects serve as the primary mechanism for creating new organizational value.

The fifth level of the model is represented by results and a system of key performance indicators, which provide both quantitative and qualitative evaluation of the effectiveness of implemented projects. It is at this level that feedback to the strategic management system is generated, enabling adjustments to both the project portfolio and strategic objectives in accordance with actual outcomes and changes in the external environment.

In general, the proposed matrix model ensures the consistent cascading of strategic objectives down to the level of operational implementation through the intermediate layers of strategic initiatives and the project portfolio. This makes it possible to achieve systemic alignment between strategic, tactical, and operational levels of management, enhance the transparency of goal attainment, and establish an effective mechanism of strategic control based on measurable performance indicators.

Project Portfolio Management in the contemporary management paradigm is regarded as a key integrative mechanism that ensures the linkage between strategic and operational levels of management. Its functional role extends beyond the coordination of a set of projects to include ensuring their alignment with the organization's

strategic priorities, optimizing resource utilization, and generating measurable business value [17; 20].

First and foremost, PPM performs the function of strategic decomposition, which involves transforming abstract strategic objectives into a structured set of specific projects and programs. Within this function, strategy is «translated» from the level of long-term orientations into the domain of practical managerial decisions, enabling its operationalization and implementation through project-based mechanisms.

The second key function is resource optimization, which entails the rational allocation of limited organizational resources among competing projects within the portfolio. This involves balancing financial, human, temporal, and technological resources, taking into account the strategic value of each initiative, its risk level, and expected returns. In this way, PPM serves as an instrument for enhancing resource efficiency and preventing the fragmentation of managerial efforts.

The third function of PPM is to ensure control over strategic alignment, which involves continuous monitoring of the consistency between the outcomes of implemented projects and the organization's corporate strategic objectives. This process is carried out through a system of key performance indicators, which make it possible to assess each project's contribution to overall organizational performance. In this manner, PPM establishes a feedback mechanism that enables the timely adjustment of both the project portfolio and the organization's strategic priorities.

Taken together, these functions define PPM as a central element of an integrated strategic management system, ensuring alignment between strategic intent, resource capabilities, and the actual performance outcomes of the enterprise.

The formation of strategic flexibility in modern organizations is considered a critically important managerial capability that enables enterprises to adapt to dynamic and often unpredictable changes in the external environment. From a theoretical perspective, strategic flexibility reflects an organization's ability to promptly revise its priorities, reallocate resources, and transform its portfolio of initiatives without compromising overall strategic coherence.

In practical terms, achieving strategic flexibility is based on the combination of three interrelated management mechanisms. The first of these is adaptive project portfolio management, which ensures the dynamic revision of the portfolio structure in response to changes in the external environment, strategic priorities, and resource constraints. Such an approach allows the organization not only to respond to changes but also to proactively create new development opportunities through the timely reconfiguration of its project portfolio.

The second mechanism is the implementation of Agile and Scrum approaches to change management, which ensure iterative processes, rapid decision-making, and a high level of adaptability of project teams. Due to short planning and execution cycles, these approaches reduce the inertia of managerial processes and enable the prompt adjustment of project implementation in response to new requirements or constraints.

The third element consists of external environment monitoring systems, which include regular analysis of market trends, technological changes, regulatory transformations, and competitive dynamics. Such systems perform an early warning function

by ensuring the timely identification of changes that may affect strategic and project-related decisions.

The generalized logic of forming strategic flexibility is cyclical in nature and can be represented as a sequence of interrelated stages: external environmental changes initiate the process of analyzing key performance indicators, based on which the project portfolio is reviewed and restructured. The next step involves the adjustment of the organization's strategic priorities, which, in turn, leads to the initiation of new or modified projects. Thus, a continuous adaptive cycle of strategic management is formed, ensuring the sustainability and competitiveness of the enterprise under conditions of high uncertainty.

Conclusions. The synthesis of the research findings allows for the formulation of a set of conceptually significant conclusions regarding the integration of strategic management and project management in contemporary organizations. First and foremost, it has been established that such integration ensures a systemic transformation of strategic objectives into practically implemented projects, thereby overcoming the traditional gap between strategic planning and operational implementation. In this context, strategy acquires an applied dimension, being realized through a portfolio of interrelated project initiatives.

An important outcome of the study is the substantiation of the role of Project Portfolio Management as a key mechanism for aligning resource provision, risk management, and the strategic priorities of an organization. PPM ensures a balance between competing initiatives, facilitating the rational allocation of resources and maintaining the strategic coherence of the management system.

Furthermore, it has been demonstrated that the proposed matrix model of integrating strategic and project management provides effective vertical integration across management levels – from strategic objectives to operational execution. Such a multi-level structure creates conditions for the clear cascading of strategic guidelines into a system of concrete managerial actions, with the possibility of their measurement and control.

Finally, it has been established that the development of strategic flexibility is a decisive factor in enhancing enterprises' adaptability to changes in the external environment. Through the ability to promptly reassess the project portfolio, adjust strategic priorities, and reconfigure the resource base, organizations are able to maintain long-term competitiveness under conditions of high uncertainty and market dynamism.

1. Ложачевська О. М., Зось-Кіор М. В., Гнатенко І. А. Трансформація стратегії управління змінами конкурентоорієнтованого підприємства шляхом розвитку ефективної диджиталізації в умовах безпекових загроз. Український журнал прикладної економіки та техніки. 2024. Т. 9. № 3. С. 299–302. https://doi.org/10.36887/2415-8453-2024-3-52.

2. Ansoff H. I. Corporate Strategy. New York: McGraw-Hill, 1965. 256 p.

3. Antypenko, N., Arakelova, I., Zherdetska, L., Diatlova, Y., Diatlova, V., Derkach, J., Goncharenko, A., Voronko-Nevidnycha, T. Modeling of regional strategy of financial security management in the context of digitalization and migration risks. Journal of Hygienic Engineering and Design. 2022. 38, pp. 253-265. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85135516741&partnerID=40&md5= 605f0748495345fa2a8928a36007f613.

4. Eisenhardt K. M., Martin J. A. Dynamic capabilities: what are they? Strategic Management Journal. 2000. Vol. 21(10–11). P. 1105–1121.

5. Kerzner H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 12th ed. Hoboken: Wiley, 2017. 848 p.

6. Khodakivska O., Voronko-Nevidnycha T. Integration of Agile methods into the management system as a tool for increasing the effectiveness of strategic managementin the agri-food sector. EKONOMIKA APK. 2023. T. 30 № 2. P. 49-56. DOI: https://doi.org/10.32317/2221-1055.202302049.

7. Mintzberg H. The Rise and Fall of Strategic Planning. New York: Free Press, 1994. 458 p.

8. Porter M. E. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press, 1980. 396 p.

9. Project Management Institute (PMI). The Standard for Portfolio Management. 4th ed. Newtown Square, PA: PMI, 2021. 218 p.

10. Shenhar A. J., Dvir D. Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. Boston: Harvard Business School Press, 2007. 290 p.

11. Teece D. J. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal. 2007. Vol. 28 (13). P. 1319–1350.

12. Teece D. J., Pisano G., Shuen A. Dynamic capabilities and strategic management. Strategic Management Journal. 1997. Vol. 18(7). P. 509–533.

13. Turner J. R., Мьller R. On the nature of the project as a temporary organization. International Journal of Project Management. 2003. Vol. 21(1). P. 1–8.

14. Voronina, V., Voronko-Nevidnycha, T., Klymenchukova, N., Chynchyk, A., Shkoda, M. Strategic management of enterprises competitive advantages of innovation-oriented economy branches. Journal of Hygienic Engineering and Design. 2022. № 40, pp. 279-285. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85143279853&partnerID=40&md5=06c05fcd8e0359bf01de538e93cde716

15. Voronko-Nevidnycha T.V., Chernikova N.N., Oliinyk A.S. Management technologies of digitalization of business processes in innovative development of enterprises: goals and tasks. Modern Science – Modernн v da. 2021. №6. P. 18-27. URL: https://sried.in.ua/modernscience https://drive.google.com/file/d/1FF3TvmH0SXOp MmpVauaZiBC5LiaQdjWQ/view

---

1. Lozhachevska O. M., Zos-Kior M. V., Hnatenko I. A. Transformatsiia stratehii upravlinnia zminamy konkurentooriientovanoho pidpryiemstva shliakhom rozvytku efektyvnoi dydzhytalizatsii v umovakh bezpekovykh zahroz. Ukrainskyi zhurnal prykladnoi ekonomiky ta tekhniky. 2024. T. 9. № 3. S. 299–302. https://doi.org/10.36887/2415-8453-2024-3-52.

2. Ansoff H. I. Corporate Strategy. New York: McGraw-Hill, 1965. 256 p.

3. Antypenko, N., Arakelova, I., Zherdetska, L., Diatlova, Y., Diatlova, V., Derkach, J., Goncharenko, A., Voronko-Nevidnycha, T. Modeling of regional strategy of financial security management in the context of digitalization and migration risks. Journal of Hygienic Engineering and Design. 2022. 38, pp. 253-265. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85135516741&partnerID=40&md5=605f0748495345fa2a8928a36007f613.

4. Eisenhardt K. M., Martin J. A. Dynamic capabilities: what are they? Strategic Management Journal. 2000. Vol. 21(10–11). P. 1105–1121.

5. Kerzner H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 12th ed. Hoboken: Wiley, 2017. 848 p.

6. Khodakivska O., Voronko-Nevidnycha T. Integration of Agile methods into the management system as a tool for increasing the effectiveness of strategic managementin the agri-food sector. EKONOMIKA APK. 2023. T. 30 № 2. R. 49-56. DOI: https://doi.org/10.32317/2221-1055.202302049.

7. Mintzberg H. The Rise and Fall of Strategic Planning. New York: Free Press, 1994. 458 p.

8. Porter M. E. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press, 1980. 396 p.

9. Project Management Institute (PMI). The Standard for Portfolio Management. 4th ed. Newtown Square, PA: PMI, 2021. 218 p.

10. Shenhar A. J., Dvir D. Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. Boston: Harvard Business School Press, 2007. 290 p.

11. Teece D. J. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal. 2007. Vol. 28 (13). P. 1319–1350.

12. Teece D. J., Pisano G., Shuen A. Dynamic capabilities and strategic management. Strategic Management Journal. 1997. Vol. 18(7). P. 509–533.

13. Turner J. R., Мьller R. On the nature of the project as a temporary organization. International Journal of Project Management. 2003. Vol. 21(1). P. 1–8.

14. Voronina, V., Voronko-Nevidnycha, T., Klymenchukova, N., Chynchyk, A., Shkoda, M. Strategic management of enterprises competitive advantages of innovation-oriented economy branches. Journal of Hygienic Engineering and Design. 2022. № 40, pp. 279-285. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85143279853&partnerID=40&md5=06c05fcd8e0359bf01de538e93cde716

15. Voronko-Nevidnycha T.V., Shernikova N.N., Oliinyk A.S. Management technologies of digitalization of business processes in innovative development of enterprises: goals and tasks. Modern Science – Modernн v da. 2021. №6. P. 18-27. URL: https://sried.in.ua/modernscience https://drive.google.com/file/d/1FF3TvmH0SXOp MmpVauaZiBC5LiaQdjWQ/view