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# GENERAL PROBLEMATICS OF TRADITIONAL, PROJECT-BASED, AND HYBRID MANAGEMENT MODELS AND EVALUATION OF BUSINESS PROCESS EFFICIENCY IN ENTERPRISES AND ORGANIZATIONS

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**ЗАГАЛЬНА ПРОБЛЕМАТИКА ТРАДИЦІЙНИХ, ПРОЄКТНИХ ТА ГІБРИДНИХ МОДЕЛЕЙ  
УПРАВЛІННЯ ТА ОЦІНКИ ЕФЕКТИВНОСТІ БІЗНЕС-ПРОЦЕСІВ ПІДПРИЄМСТВ ТА  
ОРГАНІЗАЦІЙ**

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***Modern management experience proves that the effectiveness of business process management directly affects the competitiveness, profitability, and sustainability of enterprises and organizations. This impact occurs regardless of whether traditional or modern business process management models are applied, as the key factor lies in the management system's ability to ensure alignment between strategic goals and operational activities, the rational use of resources, and flexible responses to changes in the external environment. Accordingly, the purpose of this study is to analyze and generalize theoretical and practical approaches to the use of traditional, project-based, and hybrid models of business process management in enterprises and organizations, as well as to identify the issues related to assessing their effectiveness. Recent research demonstrates that the challenges of managing and evaluating the effectiveness of business processes in enterprises and organizations are increasingly focused on performance and alignment with the overall development strategy, taking into account the influence of the external environment, digital transformation processes, and the need to integrate quantitative and qualitative indicators. It has been proven that there is a***

*wide range of problems related to how to effectively manage, measure, and improve business processes in the context of the digital economy and rapid change. Among these are the insufficient integration of quantitative and qualitative performance indicators, which complicates the comprehensive assessment of enterprise results; the difficulty of accounting for external environmental factors; and the challenges of digital transformation. The traditional model weakly integrates digital technologies and automation tools. The project-based model can be effective for individual innovations but does not always ensure the consistency and sustainability of digital solutions at the enterprise or organizational level. The hybrid model promises balance, yet the practical mechanisms for assessing its effectiveness remain insufficiently developed. Currently, there is a lack of coordination between different levels of management and an absence of comprehensive evaluation methodologies that simultaneously consider quantitative and qualitative indicators and allow for assessment at the process, project, and organizational levels. Therefore, further scientific research should focus on developing unified methodologies for comprehensive evaluation of business process efficiency that combine quantitative and qualitative indicators and can be applied to traditional, project-based, and hybrid management models.*

*Сучасний керівний досвід доводить, що ефективність управління бізнес-процесами безпосередньо впливає на конкурентоспроможність, прибутковість і стійкість підприємств та організацій. При цьому цей вплив формується незалежно від того, чи застосовуються традиційні чи новітні моделі управління бізнес-процесами, адже ключовим чинником є здатність керівної системи забезпечувати узгодженість стратегічних цілей із операційною діяльністю, раціональне використання ресурсів та гнучке реагування на зміни зовнішнього середовища. Відтак, метою дослідження є аналіз та узагальнення теоретичних і практичних підходів до використання традиційних, проєктних та гібридних моделей управління бізнес-процесами підприємств та організацій, а також визначення проблематики їх оцінювання їх ефективності. Сучасні дослідження демонструють, що проблематика управління та оцінювання ефективності бізнес-процесів підприємств та організацій дедалі більше зосереджується на їх результативності та узгодженості із загальною стратегією розвитку, з урахуванням впливу зовнішнього середовища, процесів цифрової трансформації та необхідності інтеграції кількісних і якісних показників. Доведено, що наявне широке коло проблем, пов'язаних із тим, як ефективно управляти, вимірювати й удосконалювати бізнес-процеси в умовах цифрової економіки та швидких змін слід виділити. Наявна недостатня інтеграція кількісних та якісних показників ефективності, що ускладнює комплексну оцінку результатів діяльності підприємства. Наявна складність врахування зовнішнього середовища. Крім того традиційна модель слабо інтегрує цифрові технології та інструменти автоматизації, проєктна модель не завжди забезпечує сталість і узгодженість цифрових рішень у масштабі підприємства, а гібридна модель обіцяє баланс, але практичні механізми оцінювання ефективності її використання ще недостатньо сформовані. Наявні недостатня узгодженість між різними рівнями управління та відсутність комплексних методик оцінювання ефективності, які одночасно враховують кількісні та якісні показники та дозволяють оцінювати результати як на рівні процесів, так і на рівні проєктів чи організації в цілому. Відтак, подальші наукові дослідження доцільно спрямувати на розроблення уніфікованих методик комплексного оцінювання ефективності бізнес-процесів, які б поєднували кількісні та якісні показники та могли застосовуватися для традиційних, проєктних і гібридних моделей управління.*

*Key words: business process management; efficiency; quantitative and qualitative indicators; digital solutions; performance evaluation.*

*Ключові слова: управління бізнес-процесами; ефективність; кількісні та якісні показники; цифрові рішення; оцінка ефективності.*

## PROBLEM STATEMENT

Modern leadership experience in large industrial corporations (Siemens, General Electric, Toyota), IT and technology companies (Google, Microsoft, SAP), financial institutions and banks (JPMorgan, HSBC), as well as logistics and retail companies (Amazon, DHL), demonstrates that the effectiveness of business process management directly impacts the competitiveness, profitability, and resilience of enterprises and organizations. This impact occurs regardless of whether traditional or advanced business process management models are applied, as the key factor remains the ability of the management system to ensure alignment between strategic goals and ope-

ration activities, efficient use of resources, and flexible response to changes in the external environment.

The choice of a specific management model-traditional, project-based, or hybrid-is determined only by the maturity level of the organizational structure, industry specifics, scale of operations, and strategic priorities of the enterprise or organization. Traditional models are characterized by stability and predictability, whereas project-based models focus on achieving specific objectives within defined timelines and resources. Hybrid approaches combine the advantages of both systems, providing a balance between flexibility and controllability of management processes.

At the same time, a relevant issue remains the objective assessment of the effectiveness of implementing different business process management models. The lack of unified methodological approaches complicates the comparison of results and the adoption of informed managerial decisions. Therefore, studying the relationship between the type of management model and its impact on enterprise performance is an important scientific and practical task for modern management.

## ANALYSIS OF RESEARCH AND PUBLICATIONS

The modern conceptual content of the category of business process management (BPM) is the result of the evolution of management theories aimed at improving the efficiency of enterprises and organizations through the optimization of interconnected operations, functions, and resources. It should be noted that, in essence, business process management is viewed as a systemic approach to organizing activities, where attention is focused not only on individual functions or departments but on the holistic process of creating value for the customer. In this context, the first theoretical foundations of modern BPM were laid by foreign researchers in the second half of the 20th century. In particular, M. Hammer and J. Champy, in their well-known concept of business process reengineering, emphasized the need for a radical rethinking of processes to achieve significant improvements in key performance indicators of economic entities. Further development was provided by the approaches of M. Porter, who considered business processes as the basis for creating competitive advantages within the value chain model, and T. Davenport, who focused on information support for processes and their integration into a unified management system.

In the 21st century, business process management has acquired qualitatively new features related to digitalization, automation, and agile management methodologies. The development of concepts such as Lean Management, Six Sigma, Agile, Scrum, and Kanban has led to a shift from rigidly structured hierarchical systems to more dynamic and adaptive management models. Contemporary studies by foreign scholars—such as W. van der Aalst, P. Harmon, and D. Harmon—highlight BPM as an integrative concept that combines business analytics, project management, information technologies, and strategic management.

In domestic scientific literature, the issue of business process management is also actively explored, particularly in the context of the transformation of Ukrainian enterprises under market conditions. A significant contribution to this field has been made by scholars such as Bendotti P., Chretienne P., Fouilhoux P., Pass-Lanneau A. [3], Oliusiuk O. I. [6], Olshanskyi O. V. [5] and others, who emphasize the adaptation of the process approach to national economic realities, the improvement of organizational management structures, and the formation of systems for evaluating the effectiveness of business processes.

There is no doubt that the evolution of approaches to business process management has facilitated a gradual shift from functional management to process-oriented management, and subsequently to a project-process

(hybrid) approach, which combines the stability of traditional management systems with the flexibility and innovativeness of project management.

At the same time, contemporary research indicates that this transformation is driven by the need to enhance efficiency, reduce costs, ensure product and service quality, and respond rapidly to changing market conditions.

However, the challenge lies in the fact that, although current scholarly thought considers business process management as a comprehensive concept of integrated management, the question of how this issue manifests through the main business process management models—traditional, project-based, and hybrid—remains insufficiently explored.

## FORMULATION OF THE ARTICLE'S OBJECTIVES

Accordingly, the aim of the study is to analyze and synthesize theoretical and practical approaches to the use of traditional, project-based, and hybrid business process management models in enterprises and organizations, as well as to identify the challenges associated with assessing their effectiveness.

## THE PAPER MAIN BODY

Within the scope of the outlined study, it is emphasized that contemporary scholarly thought regards business process management (BPM) as a comprehensive concept of integrated management aimed at achieving an organization's strategic goals through continuous process improvement, digital transformation, and customer orientation. In modern management theory and practice, BPM is implemented through three main models—traditional, project-based, and hybrid—each of which has its own characteristics, advantages, and limitations. As noted by Olshanskyi O. V. [5], their parallel existence and application are determined by varying levels of organizational maturity, industry conditions, and strategic development priorities.

The traditional business process management model, as noted by Izhevskyi P., Pikhniak T., Samaricheva T. [4], is based on a hierarchical management structure, which entails a clear division of functions, process stability, standardized procedures, and an emphasis on control and regulatory compliance. This approach ensures systematic organization of activities, clarity of communication, and well-defined managerial responsibilities for each business process.

The main advantages of the traditional model include predictability of outcomes, high controllability, clarity of accountability, and reduced risks in a stable market environment. At the same time, its disadvantages include low flexibility of individual business processes, slower response to changes, difficulty in adapting to innovative processes, and limited cross-functional interaction between departments.

This approach to business process management remains effective in stable industries with relatively constant demand and predictable production cycles, such as mechanical engineering, energy, and the food industry, as well as other sectors where reliability and control take precedence over rapid adaptation to change.

The project-based business process management model, as noted by Bendotti P., Chretienne P., Fouilhoux P., and Pass-Lanneau A. [3], is based on temporary structures that involve clearly defined goals and outcomes, flexible planning, a focus on change and innovation, and the use of interdisciplinary teams. In practice, this approach ensures the effective implementation of specific initiatives, rapid introduction of new products and technologies, optimal resource utilization, and the development of personnel competencies.

The main advantages of the project-based model include high adaptability of temporary business processes to dynamic environments, the ability of their structures to respond quickly to changes, a results-oriented focus, and increased team motivation through clearly defined tasks. At the same time, its disadvantages include higher requirements for managerial professional skills, the risk of misalignment of temporary business processes with the overall enterprise strategy, and the complexity of coordinating inter-project activities.

This approach to business process management is most effective in sectors characterized by rapid change and technological dynamism, such as IT, consulting, construction, innovative manufacturing, and any industries where rapid achievement of results and implementation of innovations are prioritized (see Table 1).

Thus, the advantages of the project-based model align closely with the needs of sectors where speed, flexibility, and innovation are prioritized.

The hybrid business process management model is based on combining the stability of traditional processes with the flexibility of project management, which entails applying a process-oriented approach at the strategic level and a project-based approach at the level of executing individual tasks.

The main advantages of the hybrid model include a balance between efficiency and adaptability, the ability to respond quickly to changes without losing systemic coherence, and the possibility of integrating digital tools and analytical methods into management decision-making processes. Among its disadvantages are the complexity of coordinating process-project interactions, higher requirements for organizational management culture, and the risk of function duplication or conflicts of responsibility.

Hybrid models are becoming increasingly popular in the digital economy, where market conditions, technologies, and regulatory requirements are constantly changing. Since

**Table 1. Reasons why the project-based business process management model is effective in dynamic and technologically fast-changing sectors**

Reasons	Basis for model effectiveness	Application specifics
High rate of change	In IT, consulting, construction, and innovative manufacturing, market conditions, technologies, and customer requirements change very rapidly.	The project-based model allows the creation of temporary business processes that can be easily adapted to new conditions.
Results-oriented focus	Each project and each temporary business process within it has clearly defined goals and objectives.	The project-based model enables rapid performance assessment and decision-making to achieve specific outcomes.
Flexibility of resources and teams	Project teams and the associated business processes are formed for specific tasks.	The project-based model allows for efficient allocation of resources and quick restructuring according to project needs.
Innovation	The high-tech sector requires rapid implementation of new solutions.	The project-based model encourages experimentation, creativity, and the adoption of new technologies without disrupting the stability of core business processes.
Rapid response to risks	Due to the temporariness and autonomy of projects, problems and risks can be localized and addressed efficiently.	The project-based model and its associated business processes can transform without causing major disruption to the overall operations of the enterprise.

Source: compiled based on [5; 7].

there is still insufficient research on how different business process management models adapt to these changes and integrate external factors into performance assessment, enterprises and organizations strive to maintain stability in their core activities while simultaneously developing innovative directions and enhancing management flexibility (see Table 2).

**Table 2. Reasons why the hybrid business process management model is effective in the digital economy**

Reasons	Basis for model effectiveness	Application specifics
Balancing stability and flexibility	Core business processes continue to operate according to proven standards.	The hybrid model ensures operational stability, while innovative projects can be implemented flexibly, quickly adapting to changes
Focus on accelerated implementation of innovations	The digital economy requires rapid response to technological changes and market needs.	The hybrid model allows the integration of innovative projects into the existing structure without disrupting core processes
Resource optimization	The digital economy requires efficient allocation of resources between stable processes and experimental projects.	The hybrid approach enables efficient allocation of human, financial, and technological resources.
Enhanced adaptability and speed of decision-making	The combination of permanent and temporary processes allows for quick adaptation to market changes.	The hybrid model fosters responsive business processes, allowing for their optimization and risk reduction.
Improved team motivation and engagement	Employees have the opportunity to participate in both stable operations and innovative projects.	Higher employee engagement is ensured, professional development is stimulated, and motivation is increased.

Source: compiled based on [6].

**Table 3. Comparison of Traditional, project-based, and hybrid business process management models in enterprises and organizations**

Management model	Key features	Advantages	Disadvantages	Application areas
Traditional	Hierarchical structure, standardized procedures, focus on control, process stability	Predictable outcomes, clear accountability, high controllability	Low flexibility, slow response to changes, difficulty adapting to innovations	Industries with stable demand and production cycles: mechanical engineering, energy, food industry
Project-Based	Temporary structures, clearly defined goals and outcomes, interdisciplinary teams, focus on change	High adaptability, efficient resource utilization, rapid implementation of new products/technologies	High managerial skill requirements, risk of misalignment with strategy, coordination complexity	Dynamic sectors: IT, consulting, construction, innovative manufacturing
Hybrid	Combination of stability from traditional processes with flexibility of project management	Balance between efficiency and adaptability, rapid response to changes, integration of digital tools	Coordination complexity, higher requirements for management culture, risk of function duplication	Entities in transformational sectors combining stable operations with innovative development

Source: compiled based on [2—4; 6—7].

Thus, the advantages of the hybrid model align closely with the needs of modern enterprises in the digital economy, where the stability of core business processes, rapid implementation of innovations, efficient resource utilization, high adaptability, and team engagement are critical.

It should be noted that, at the current stage of economic development, none of the business process management models is universally dominant, as each has its own strengths and weaknesses, as well as specific conditions

for application (see Table 3). Enterprises and organizations are compelled to combine different features of traditional, project-based, and hybrid business process management models, which enables them to simultaneously ensure operational stability, flexibility in responding to changes, and effectiveness in implementing strategic initiatives.

Both the format of each management model and their combination are driven by the need to adapt business processes to contemporary challenges arising from the dynamic external environment. Accordingly, the effectiveness of any model is crucial and is viewed as an integral characteristic of the performance of interconnected actions or operations aimed at creating specific value for the customer and achieving the particular goals of the enterprise or organization.

Naturally, the assessment of business process effectiveness is a key element of their management, as it allows economic entities to [1]: determine the actual outcome or evaluate the product created by the process; identify opportunities to improve performance; define directions

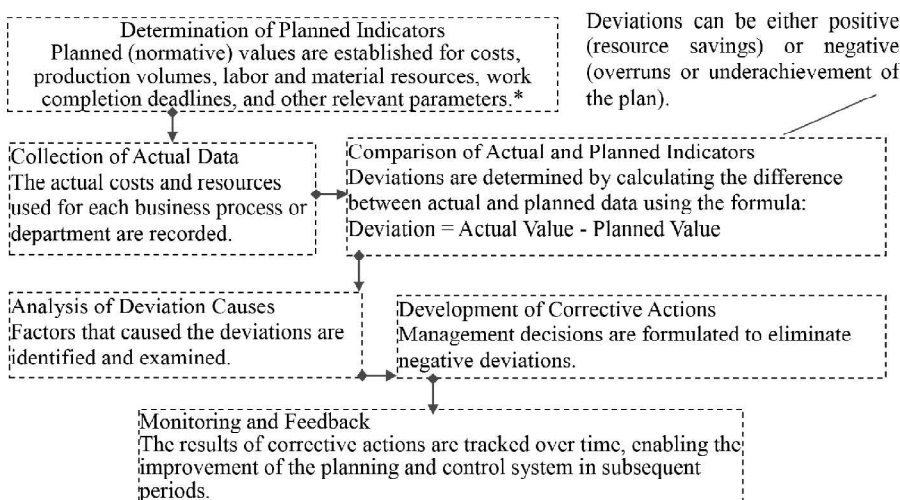
for optimizing processes that transform inputs into outputs. Different management models employ various approaches to effectiveness assessment, taking into account the specifics of the organizational structure, management objectives, and the nature of processes.

In traditional hierarchical organizational structures, business process effectiveness evaluation is primarily based on financial indicators that reflect the enterprise's performance in monetary terms. According to research by Tigaryev V. A. and Stankevich I. V. [7], the main focus is

on controlling costs, revenues, and profitability of individual business processes. One of the most common methods for such assessment is the comparison of actual costs and resources used with planned indicators according to a variance algorithm.

Overall, the algorithm for assessing the effectiveness of business processes in enterprises and organizations using the variance method is presented in Figure 1.

In our view, the function of this method lies in the classical determination of the difference between planned and actual data, accompanied by the analysis of the causes of deviations and the development of measures to eliminate them. On one hand, this approach allows for the timely identification of inefficient re-



**Figure 1. Algorithm for assessing the effectiveness of enterprise and organizational business processes using the variance method**

Note:

These indicators are established based on budget data, time standards, production plans, or previous periods.

Source: compiled based on [1; 4]

source use within specific business processes, enhances the financial discipline of performers, and ensures control over adherence to planned process performance indicators.

At the same time, such an assessment of business process performance is based solely on financial criteria and therefore has certain limitations, including the fact that it does not account for qualitative characteristics of processes—such as customer satisfaction, stability and reliability of operations, the degree of innovation, or the flexibility of the enterprise's process system.

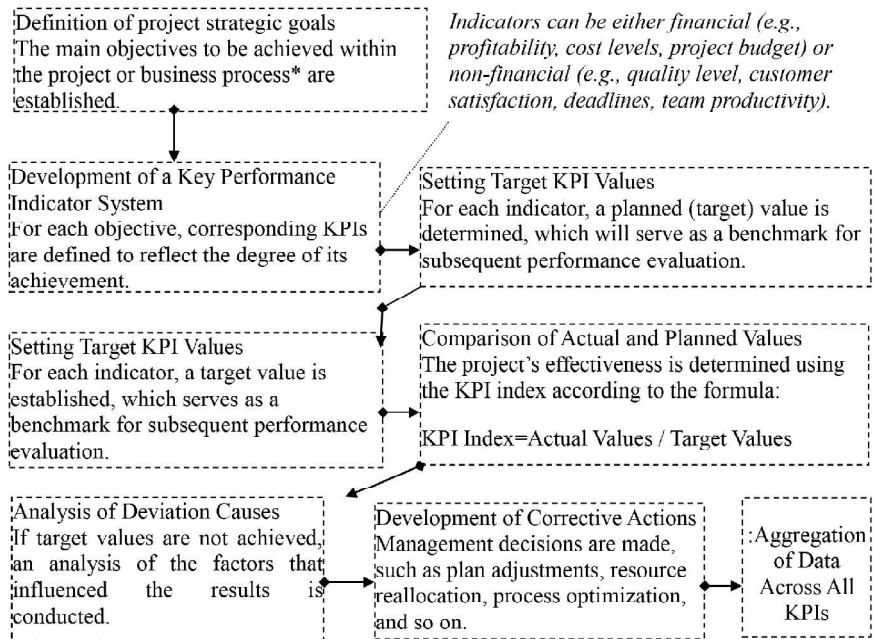
In project-based structures, effectiveness assessment focuses on achieving specific project goals, meeting deadlines, and optimal resource utilization. Ahipasaoglu S. D., Natarajan K., and Shi D. [2] note that such assessment is based on the use of Key Performance Indicators (KPIs) at the project level to determine the extent to which planned outcomes are achieved. KPIs are essential metrics used to evaluate how successfully a project team attains the objectives set for business processes.

In practice, within the context of project management, KPIs allow for [1—3]:

- measuring the degree of achievement of specific objectives for each business process within the project;
- monitoring compliance with task deadlines for each business process;
- assessing the efficiency of resource utilization for each business process.

Thus, the algorithm for assessing the effectiveness of enterprise and organizational business processes using Key Performance Indicators is presented in Figure 2. This approach allows for a clear determination of the success of a specific project, but it is difficult to scale to all business processes of an organization, as each project has unique objectives, resources, timeframes, and performance indicators. As a result, uniform standardized evaluation criteria become less suitable for all areas of activity.

Hybrid models combine the principles of traditional and project-based performance assessment, enabling the evaluation of processes at both operational and strategic levels. Modern approaches involve the use of a balanced set of indicators (Balanced Scorecard), encompassing financial, process,



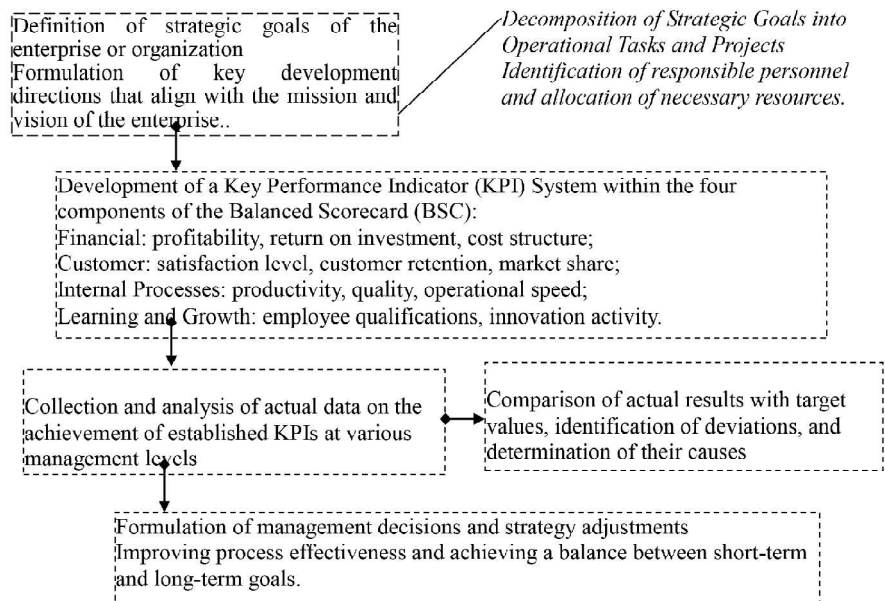
**Figure 2. Algorithm for assessing the effectiveness of enterprise and organizational business processes using key performance indicators (KPIs)**

Note: Objectives should align with the overall strategy of the enterprise, be specific, measurable, achievable, relevant, and time-bound (SMART criteria). Source: compiled based on [1—3].

customer, and learning perspectives. In practice, this model promises balance, but practical mechanisms for assessing its effectiveness are still insufficiently explored.

The algorithm for assessing the effectiveness of enterprise and organizational business processes using the hybrid model is presented in Figure 3.

This approach enables business entities to maintain operational stability while remaining adaptable to change;



**Figure 3. Algorithm for assessing the effectiveness of enterprise and organizational business processes using the hybrid model**

Source: compiled based on [1; 5—6].

however, it requires a high level of managerial culture and a well-developed analytical support system.

It should be noted that despite the comprehensive nature of performance assessment of enterprise and organizational business processes under the hybrid model, there remains insufficient alignment between different management levels. A similar issue is also characteristic of both traditional and project-based approaches.

## CONCLUSIONS

Modern research demonstrates that the issues of managing and evaluating the effectiveness of business processes within enterprises and organizations are increasingly focused on performance outcomes and alignment with overall development strategy, taking into account the influence of the external environment, digital transformation processes, and the need to integrate quantitative and qualitative indicators.

It has been proven that among the main challenges associated with effectively managing, measuring, and improving business processes in the context of the digital economy and rapid change, the following should be highlighted:

1. Insufficient integration of quantitative and qualitative performance indicators, which complicates the comprehensive assessment of enterprise performance. Traditional models often rely on standard financial metrics, overlooking quality, innovation, or customer satisfaction. Project-based and hybrid approaches are more focused on achieving specific goals, yet comprehensive performance evaluation across the enterprise remains fragmented.

2. Difficulty in accounting for the external environment. There is still limited research on how different business process management models adapt to external changes and incorporate these factors into performance assessment.

3. Challenges of digital transformation. The traditional model has limited integration of digital technologies and automation tools. The project-based model can be effective for individual innovations but does not always ensure consistency and sustainability of digital solutions across the organization. The hybrid model promises balance, yet practical mechanisms for evaluating its effectiveness remain underdeveloped.

4. Insufficient alignment between different management levels. Specifically, there are still no clear methodologies for linking an enterprise's strategic goals with the efficiency of individual processes and projects within each model.

5. Lack of comprehensive evaluation methodologies that simultaneously consider both quantitative and qualitative indicators and allow assessing results at the level of processes, projects, and the organization as a whole.

Further scientific research should be aimed at developing unified methodologies for comprehensive evaluation of business process efficiency that integrate both quantitative and qualitative indicators and can be applied to traditional, project-based, and hybrid management models.

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