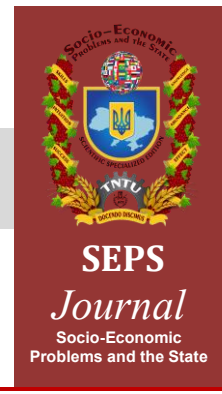




Yokhna, V. & Shatrovskiy, S. (2025) Theory of spontaneous market order as a methodological basis of strategic management of service enterprises. Socio-Economic Problems and the State (electronic journal), Vol. 33, no. 2, pp. 143-153. URL: <http://sepd.tntu.edu.ua/images/stories/pdf/2025/25yvmose.pdf>



THEORY OF SPONTANEOUS MARKET ORDER AS A METHODOLOGICAL BASIS OF STRATEGIC MANAGEMENT OF SERVICE ENTERPRISES

Vitaliy YOKHNA

Serhii SHATROVSKYI

Khmelnytskyi National University

11, Instytut's'ka str., Khmelnytskyi, 29016, Ukraine

e-mail: vyokhna@gmail.com

e-mail: serhii.shatrovskiy@gmail.com

ORCID ID: <https://orcid.org/0009-0002-0109-7935>

ORCID ID: <https://orcid.org/0009-0003-8197-9635>



Article history:

Received: October

1st Revision: November

Accepted: November

JEL classification:

B49

M31

L22

UDC:

334.012.42:65.012

DOI:

<https://doi.org/10.33108/sepd.2025.02.143>

Abstract. *The article focuses on the peculiarities of the functioning of service enterprises in the modern business environment. The aim of the work is a critical analysis of the concepts of strategic management in the context of their ability to form a relevant methodological basis for the formation and implementation of competitive strategies of enterprises in a high level of uncertainty of the business environment. The relevance of such research for service enterprises, whose activities are characterized by high variability and sensitivity to external changes, is emphasized. It is noted that the high dynamism, uncertainty and increasing complexity of relationships between economic actors in the modern market space reduces the effectiveness of traditional, rational-planned models of strategic management. This necessitates the need for a methodological rethinking of strategic management as a process of adaptive coordination of numerous individual actions within complex socio-economic systems. Modern concepts of strategic management are analysed from the standpoint of their practical usefulness and relevance for service enterprises. The importance of the uncertainty factor (emergency) in the strategic management of such enterprises is emphasized - it causes an increase in the share of spontaneous, reactive management decisions and reduces their proactivity. The key characteristics of the theory of spontaneous market order and strategic management are highlighted and correlated, on the basis of which the expediency of using the theory of spontaneous market order as a methodological basis for strategic management of service enterprises is substantiated. The argument for this statement is that this theory explains the effective self-organization of economic actors through mutual adaptation and local knowledge. It is concluded that modern strategic management for service enterprises should combine adaptability, situational orientation and consideration of emergence, which provides a balance between proactive and spontaneous management decisions. The practical value of the study lies in identifying methodological approaches and tools that contribute to increasing the effectiveness of strategic management of service enterprises in an unstable market environment.*

Key words: *uncertainty, emergence, strategic management concepts, self-organization of economic actors, service variability, competitive strategies.*



Йохна В., Шатровський С. Теорія спонтанного ринкового порядку як методологічна основа стратегічного управління сервісними підприємствами. Соціально-економічні проблеми і держава. 2025. Вип. 2 (33). С. 143-153. URL: <http://sepd.tntu.edu.ua/images/stories/pdf/2025/25yvmose.pdf>



This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.

1. Problem statement.

The modern environment of economic activity is characterized by high dynamism, uncertainty and increasing complexity of relationships between participants in economic processes. Under these conditions, classical models of strategic management, based on forecasting market processes and rational planning of activities within the framework of the chosen strategy, are increasingly becoming ineffective. This necessitates the need for a methodological rethinking of strategic management as a process of adaptive coordination of numerous individual actions of economic actors within a complex socio-economic system. Such a rethinking is especially relevant for service enterprises, whose activities are highly variable – both within one industry group and in the context of the structure of the national economy. And this affects not only the organization of the current activities of such enterprises, but also the processes of their strategic management - in them the negative impact of the uncertainty factor (emergence) is felt much more acutely than in production systems. In today's realities, the uncertainty factor in doing business has moved from the usual “background” level, inherent in market economies, to the most tangible level, requiring an appropriate response. This increases the number of spontaneous (reactive) management decisions in their total mass, which reduces the economic efficiency of service enterprises and requires the search for those tools and technologies that will better match the current state of the business environment.

2. Analysis of recent research and publications.

The modern theory of strategic management is a symbiosis of various directions and scientific schools that were formed in the second half of the twentieth century under the influence of the increasing complexity and variability of market processes. A. Thompson and A. Strickland defined strategic management as a special activity to establish the goals and objectives of the enterprise for the planned future, as well as to ensure the support of such relations between the enterprise and its business environment that will ensure the achievement of these goals [1]. M. Stahl and D. Grigsby defined the essence of strategic management in approximately the same way – as a sequence of decisions of the enterprise's management regarding its environment, which influence and determine the course of internal processes, ensuring the long-term and effective operation of the enterprise [2]. But they emphasized that strategy is not just a plan or document, but a process that includes formulation, implementation, control. Therefore, the success of the strategy (embodied not only in strengthening the market position of the enterprise, but also in improving the economic results of its activities) depends on the high-quality implementation of the formed plans, organizational culture, behaviour of managers and, of course, the influence of the external environment.

Over time, the vision of the content and goals of strategic management has not changed, but in recent years the business environment has changed significantly – its saturation with poorly predicted events has increased and, at the same time, new opportunities for their prediction have appeared thanks to the development of digital technologies. Therefore, the theory of strategic management was filled with new concepts that more clearly took into account the specifics of markets and developed practical tools for strategic analysis taking into account this specifics. This was reflected, in particular, in the works of Altwaijri A. S., Alhomedan R. H (2024) [3] Hristova S. & Bundaleska E. (2018) [4], Zakhidov G. (2024) [5]; V. Stadnyk [6; 7] and others. Regarding the service sector, the results of the studies of L. Govender, M. Mearns & T. Plessis[8], Y. Mitake [9], T. Skjølsvik[10], H. Ilnytska-Gykavchuk [11], K. Goryunova and others are interesting. [12; 13] However, the level of uncertainty in the business environment has now increased so much that the classical methodology of strategic management has become increasingly disconnected from real practice - especially in the field of management of service enterprises, whose enterprises are

particularly sensitive to consumer demands, which was emphasized by us in previous studies [14]. The need to develop the theory and practice of strategic management in this area is an important and relevant task for the current stage of their activity, which determined the purpose of this study.

3. Statement of the task.

The purpose of the study is to critically analyse the concepts of strategic management in the context of their ability to form a relevant methodological basis for the formation and implementation of competitive strategies of service enterprises under a high level of uncertainty in the business environment.

4. Presentation of the main material.

Strategic management is now recognized worldwide as a necessary prerequisite and the most important factor for the successful functioning and development of business entities, strengthening their market positions. However, the global economy is transforming approaches to doing business, significantly affecting the structure and flows of resources and, accordingly, changing the functional content and practical tools for solving management problems. The trends of globalization are intensifying, which encourages enterprise management to expand management methods, tools and technologies – to search for those that can contribute to improving the strategic stability of the enterprises they manage in the face of aggravating global security challenges. And not only in the industrial production sector, which is most affected by globalization, but also in the service sector.

Service enterprises are heterogeneous in their ability to scale and develop – they work to meet a variety of individualized needs of people – hospitality and tourism, sanatorium and resort health improvement, transport services, cognitive-educational and recreational content, as well as the fulfilment of orders of a specific nature (for example, repair and construction, advisory and educational, scientific and technical works and research, and much more). The General Agreement on Trade in Services (GATS) 1994, which is in force in the World Trade Organization (WTO), contains a list of 160 types of services combined into 12 sections, including: business (46 types); transportation (33); communications (25); financial, including insurance (17); distribution (5); construction and engineering (5); general education (5); organization of leisure, culture and sports (5); environmental protection (4); health and social (4); other services (cited in [15]).

Services can now be standardized, scalable and even fully automated. Online platforms, artificial intelligence and virtual services transform a service into a new type of product - one that does not have a physical form, but has a specific value that can be measured, sold and transferred. At the same time, a service as a product is characterized by a high level of personalization, which reduces the ability of management to form clear quality standards for it and use them to assess the effectiveness of management decisions. Including in the field of strategic management, the tools and technologies of which for service enterprises still remain in little demand in practice. This is evidenced by the results of research on the prevalence of the most widely used strategic management tools in the practice of enterprises of various industries (Fig. 1).

As can be seen, on a 10-point system for assessing the practical application of the most common strategic management tools, the respondents of this study rated their application in the service sector with 1 point. That is, the lowest, and by all types of tools. And even SWOT analysis, which is generally rated with the highest score in the entire sample, is also almost not used in the service sector. This may indicate that the service business does not see the advantages of methodological approaches to strategic management for its practical application – despite the significant number of concepts that are quite productive in the development of such tools.

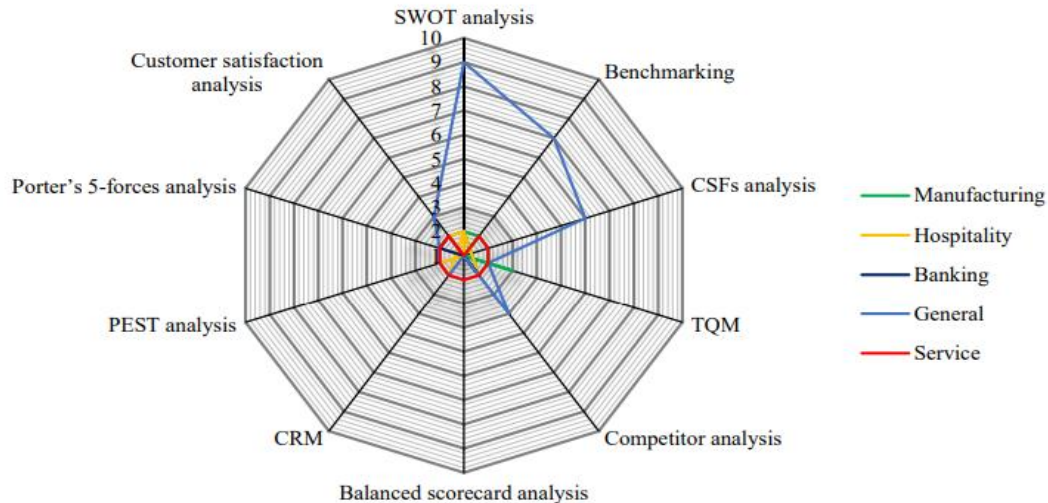


Fig. 1. Ten common strategic methods and tools by type of industry

Source: [3]

The currently existing concepts of strategic management differ in that they reflect the dominant theory of market behaviour in a particular scientific school and its manifestation in a specific industry or regional business environment: the situational approach, the concept of a future-oriented corporation, the concept of management by objectives, the stakeholder concept, the ecological school, the concept of marketing, the concept of strategic planning. The emphasis on the key ideas of these concepts in relation to their advantages for strategic management in conditions of high uncertainty of the business environment is presented in Table 1. The concepts are not described in chronological order, but are grouped according to our vision of their relevance for use in the service sector under these conditions.

Table 1. Emphasis of Key Ideas of Scientific Concepts of Strategic Management in Relation to their Relevance for the Service Sector

Concept / Authors	Core Idea	Advantages for Management under High Uncertainty	Relevance of the Concept for Service Enterprises
Stakeholder Concept (R. Freeman, T. Donaldson)	The organization operates to satisfy the needs of external stakeholders (customers, partners, society) and actively interacts with its environment.	Increases flexibility and adaptability to environmental demands; promotes sustainable relationships and trust under changing conditions.	<i>High</i> – Enables service enterprises to effectively adapt to the socio-economic environment, build trust, and maintain long-term relationships.
Marketing Concept (Ph. Kotler, T. Levitt)	The enterprise's activities are oriented toward customer needs and the creation of value for them as the foundation of competitive advantage.	Ensures sensitivity to changes in consumer needs and market trends; enables rapid response to new opportunities.	<i>High</i> – The service business exists thanks to customers; marketing helps to quickly respond to demand fluctuations, improve service quality, and enhance customer loyalty.
Strategic Planning Concept (I. Ansoff)	A process of forming long-term goals, analyzing the environment, defining strategic alternatives, and selecting the optimal strategy.	Enables systematic analysis of the external environment, risk anticipation, and scenario planning in unstable conditions.	<i>Medium</i> – Helps form long-term development strategies for services (market expansion, new services) but requires flexibility and adaptability.
Management by Objectives (MBO) (P. Drucker)	Management is based on aligning organizational goals with individual employee objectives; performance is measured by results achieved.	Encourages responsibility and self-control; helps maintain focus on key goals even under changing external conditions.	<i>Medium</i> – Important for service sectors with large personnel (hotels, IT, banking); increases employee motivation and accountability.

The end of the table 1

Concept / Authors	Core Idea	Advantages for Management under High Uncertainty	Relevance of the Concept for Service Enterprises
Contingency Approach (P. Lawrence, J. Lorsch)	There is no single best management method — effectiveness depends on the specific situation (structure, technology, environment, personnel).	Provides adaptability; allows management approaches to be quickly adjusted depending on context and uncertainty.	<i>Medium</i> – Enhances managerial flexibility in variable conditions (seasonality, demand shifts, crises); useful for operational responsiveness.
Future-Oriented Corporation Concept (I. Ansoff, P. Drucker)	The organization is viewed as an open system that anticipates changes in the external environment and adapts to them. Strategic orientation focuses on long-term development.	Facilitates the creation of flexible strategies considering future trends; increases the ability to foresee crises and opportunities.	<i>Medium / Low</i> – Mainly relevant for large service corporations (e.g., banks, IT), where anticipating long-term trends is vital; less relevant for small firms.
Ecological (Organizational Ecology) School (M. Hannan, J. Freeman)	Organizations are seen as populations that survive in a competitive environment through mechanisms of “natural selection.”	Helps understand the influence of external factors and adjust strategies to business ecosystem changes; forms a realistic view of organizational resilience.	<i>Low</i> – Has theoretical value for understanding market competition but limited practical use in day-to-day

Source: formed by the authors using [17; 18; 19]

Given the content of the described concepts, it can be argued that the most relevant concepts for service enterprises are the stakeholder and marketing concepts of organizations, since they provide customer orientation, adaptability and flexibility in conditions of high uncertainty of the business environment. And the main reason for the lack of demand for other concepts, in our opinion, is the high variability of consumer requests and their perception of the value structure of the received service (according to the technological and cognitive component). C. Grönroos for example, emphasized the need to “understand the needs of customers that are formed during the receipt of a service or together with physical goods or other types of material values that contribute to its usefulness, that is, understanding the quality perceived in relationships with customers, and its changes over a certain period of time” [16]. This significantly affects the structure of business processes – with the same functional purpose, they can differ both in the content of technological operations and in the method of customer service.

And this applies to all service enterprises – both within the same industry group and in the context of the structure of the national economy. In the first case, variability is due to the personalization of consumer requirements of individuals regarding the time and quality characteristics of service, and in the second – to the fact that each type of economic activity forms the so-called “field of service needs”. We propose to call it a set of service needs of a participant in economic activity, necessary to maintain the most rational operating mode of the entire economic mechanism – in the event of deviations from the planned course of certain processes that occur in it during the implementation of the chosen activity strategy. Given the probabilistic nature of such deviations (or additional requirements for standard service), as well as their content, it can be argued that the management of service enterprises is characterized by significant spontaneity. And this requires rethinking approaches to strategic management of service organizations.

One of the promising directions of such rethinking is to turn to the theory of spontaneous market order, formulated within the framework of the Austrian economic school. As F. Hayek noted, effective socio-economic systems are based not on centralized control, but on a “spontaneous order”, which arises as a result of self-organization of actions of individuals guided by their own knowledge and interests (Hayek, 1973) [20]. In this context, strategic management should be considered as a mechanism for forming local rules and coordinating the behaviour of economic actors, and not only as a process of planning activities, which is based

on the priorities of economic development outlined by state structures [21]. The theory of spontaneous market order proceeds from the fact that no central entity is able to possess all the necessary information for effective management of a complex system. Knowledge in society is dispersed among numerous individuals, and it is the market mechanism that ensures the coordination of this local knowledge through prices, norms, and institutions of trust [20]. Thus, order is the result of interaction, not external design.

Thus, both concepts – spontaneous order and strategic management – have a common methodological platform: evolutionary, bounded rationality, decentralization of knowledge, and nonlinearity of processes. Table 2 compares these characteristics in the theory of spontaneous market order and strategic management.

Table 2. Comparison of Key Methodological Characteristics of the Theory of Spontaneous Market Order and Strategic Management			
Methodological Characteristic	Theory of Spontaneous Market Order	Modern Strategic Management	Logical Link Between the Approaches
Evolutionarity	Order in the market system is not created by design but emerges evolutionarily – through the selection of efficient practices, mechanisms of competition and adaptation. The market is a continuous process of discovering and testing new knowledge.	Strategy is not formed instantly but evolves through accumulated experience, learning, errors, experimentation, and interaction with the environment. Organizations adapt to change by reshaping their structures and behaviours.	In both cases, order is the result of adaptive evolution rather than rational design. The evolutionary logic of the market is mirrored in the evolutionary logic of organizational strategy.
Bounded Rationality	Individuals have limited access to information; no participant possesses full knowledge of the system. Hence, centralized planning is impossible – only the market can coordinate dispersed knowledge.	Managers operate in an environment of uncertainty and incomplete information. Strategic decisions are based not on optimization but on heuristics, intuition, and collective experience.	In both the market and the organization, the principle of bounded rationality (Herbert Simon) applies: complex systems coordinate actions not through “omniscience,” but through the alignment of local judgments.
Decentralization of Knowledge	Knowledge in society is dispersed among market participants; prices act as informational signals that coordinate their actions. Centralized possession of knowledge is an illusion.	Within the organization, knowledge is distributed across units and individuals. Innovation and adaptation emerge where conditions for exchange, learning, and trust are established.	The organization serves as a micro-model of the market of knowledge: communication and corporate culture function as “internal price signals” that align the actions of actors.
Nonlinearity of Processes	Market outcomes are unpredictable: small behavioral changes among actors can generate large effects (network effects, chain reactions, self-organization).	Processes of strategic change are nonlinear: strategy can arise from unexpected initiatives, local innovations, crises, or random coincidences.	In the market – spontaneous self-organization; in organizations – emergent strategy. Both systems function as complex adaptive systems, where cause-and-effect relationships are non-linear.
Role of the Management Subject / Coordinator	Centralized planning cannot create an effective order; the key role belongs to feedback mechanisms (prices, institutions, culture).	The manager is not a controller but an architect of conditions for self-organization. Management is about creating an environment conducive to emergent processes.	The role of the manager is similar to the role of market institutions: instead of directives, there are coordination mechanisms that support the spontaneous evolution of the system.

Source: formulated by the authors based on [22]

Both the theory of spontaneous market order and modern strategic management proceed from the fact that effective order is not created from the outside, but arises within the system through evolutionary adaptation mechanisms. In the market, this is the natural interaction of economic agents through the price mechanism, and in the organization, this is the interaction of internal actors through culture, communication and informal structures. That

is, internal coordination is carried out not only through formal instructions, but also through informal norms, culture, trust, communication mechanisms. It is these elements that create the conditions for emergent coordination of actions and the formation of a strategy “from the bottom up”. The expediency of using the term “emergent” in the context of strategic management can be argued by the fact that it is used to denote such phenomena that spontaneously arise in the process of implementing a strategy, were not planned in advance, but have a significant impact on the development of the organization.

Thus, strategic management is an organizational analogue of market self-organization, and the manager is a functional analogue of market institutions that do not conduct, but create conditions for the emergence of order. That is, the organization can be interpreted as an internal market of interactions, where various units, teams and individuals act similarly to market entities - autonomously, but interconnected. Management in this context performs not so much the function of directive control as the role of the architect of the conditions of self-organization - creates an environment in which agents can effectively exchange knowledge, initiate innovations and collectively adapt to external changes.

According to K. Dooley, the integration of the theory of spontaneous order into strategic management can be represented through a three-level analysis model [23]:

- micro-level - these are individual actors (managers, employees, teams) who have local information and make decisions under conditions of uncertainty;
- mesolevel is the interaction between units, the formation of informal structures, norms, communication networks and collective experience;
- macrolevel is the organization as a holistic system in which a strategic order arises - the result of coordination of local actions and interactions and in which strategy is an emergent result of decentralized interaction of participants.

In this context, the terms “micro-meso-macro” are used not in a macroeconomic sense, but in an organizational-systemic sense - to denote the levels of internal dynamics of a complex adaptive system, which also corresponds to the understanding of organizational dynamics of other scientists (for example, R. Stacey [24] or G. Mintzberg [25]). Just as the market order arises spontaneously through the interaction of decentralized agents, the strategic order of the organization is formed emergently as a result of the interaction of individual decisions, informal structures and collective learning.

G. Mintzberg in his concept of “emergent strategy” contrasted it with deliberate strategy [25]. A deliberate strategy is what is planned by management. An emergent strategy is a real model of actions that is formed in the process of activity in response to environmental changes, intuitive decisions, employee experience, and random events. A comparison of planned and emergent strategies in the strategic management of service enterprises according to the most significant criteria is structured by us in Table 3.

Table 3. Comparison of Deliberate and Emergent Strategies in Strategic Management of Service Enterprises

Criterion	Deliberate Strategy	Emergent Strategy	Relevance for Service Enterprises
Mode of Formation	Formed consciously by management based on analysis, plans, and forecasts.	Arises spontaneously as a result of actions by employees, clients, or new environmental conditions.	The service sector often requires flexibility – emergent ideas originate from clients or frontline staff (e.g., in hotels or IT services).
Level of Formalization	High: strategic goals, KPIs, plans, budgets.	Low: actions evolve gradually based on experience and observation.	In service businesses, the ability to quickly respond to feedback is more valuable than strict adherence to a plan.
Time Horizon	Long-term (3–5 years).	Short- and medium-term; adaptive to changes.	In services (tourism, IT, education, healthcare), the environment changes rapidly, so shorter planning cycles are more effective.

The end of the table 3			
Criterion	Deliberate Strategy	Emergent Strategy	Relevance for Service Enterprises
Role of Personnel	Executors of managerial decisions.	Active participants in forming new solutions; initiators of innovation.	In services, employees are “carriers of the service experience”; their actions shape the brand image and can generate new services.
Managerial Approach	Centralized, hierarchical.	Decentralized, collaborative, knowledge-based.	Service enterprises are characterized by horizontal interaction (e.g., between marketing, front office, and IT support).
Response to Environmental Change	Reactive: changes are made after plan revision.	Proactive: changes arise naturally in response to market signals.	The emergent approach enables service companies to respond quickly to customer behaviour and trends.
Tools	SWOT, BCG matrix, Balanced Scorecard, financial planning.	Lean methodology, design thinking, agile approaches, customer analytics.	In services, it is effective to combine both approaches (e.g., Strategic Goals + Agile processes).
Advantages	Clarity, structure, resource controllability.	Flexibility, innovativeness, adaptability.	Service firms benefit from balancing structure with room for employee improvisation.
Disadvantages	Risk of losing flexibility, slow response.	Lack of unified direction, difficulty of control.	Excessive emergence can lead to chaos; coordination mechanisms are required.

Source: formed by the authors using [19; 22; 25].

Given the significant diversity of service enterprises and the features of their functioning indicated above, the differences in both types of strategies shown in Table 3 give reason to argue that emergent strategy works best in services with a high level of contact with customers and a dynamic environment (IT outsourcing, hotel business, consulting, education, medicine), and Deliberate Strategy is more suitable and effective for stable areas (financial planning, corporate branding, quality management). And this leads to the conclusion that in the service sector the best way out is to introduce elements of emergence into strategic management, setting a strategic framework for activities through a mission, vision and key performance indicators (KPIs), and in the course of strategy implementation using emergent initiatives “from below” (new products, service methods, communication channels). Methodologically, this corresponds to the main idea of the theory of spontaneous market order. And our conclusions that the firm acts as a micromodel of spontaneous order, in which the same evolutionary mechanisms are manifested as at the market level, but in a localized, organizational context, can be considered legitimate and relevant precisely in the field of strategic management of service enterprises.

The results of the study give grounds for concluding that the theory of spontaneous market order has significant potential as a methodological basis for modern strategic management. It allows us to explain the emergent nature of strategic processes and determine the role of management as a factor that forms the conditions for self-organization, and not as a source of directive control. From the standpoint of this theory, strategy is not a predetermined plan, but rather an evolutionary pattern that is formed emergently through the interaction of actors at different levels of the organizational system. This corresponds to the modern paradigm of strategic thinking, in which management acts as a catalyst, not a conductor of self-organization processes, in which the principles of decentralization, trust, knowledge exchange and flexible coordination are key. This approach opens up new methodological perspectives for analysing the market behaviour of flexible, innovative and network organizations (such as service enterprises), as well as for developing tools for their practical implementation of strategic plans in conditions of high uncertainty in the business environment.

5. Conclusions and prospects for further research in this area.

The modern business environment is characterized by high dynamism, uncertainty and increasing complexity of relationships between economic actors, which reduces the effectiveness of traditional, rational-planned models of strategic management. This

necessitates the need for a new methodology of strategic management, focused on adaptability and coordination of actions of participants in a complex socio-economic system. For service enterprises, whose activities are characterized by high variability and sensitivity to external influences, the problem of uncertainty (emergence) is particularly critical. The growth of the share of spontaneous management decisions requires a transition to more flexible, situation-oriented approaches and the introduction of tools capable of providing a proactive response to environmental changes.

Based on the analysis of the key ideas of scientific concepts of strategic management, their advantages for use in conditions of a high level of uncertainty of the business environment are determined and the author's opinion on their relevance for service enterprises is given. It is argued that in conditions of increasing emergence of the business environment, it becomes appropriate to use the theory of spontaneous market order, which explains that effective coordination of actions of market participants is possible not only through centralized planning, but also through self-organization based on local knowledge and mutual adaptation. This approach is consistent with the idea of an enterprise as a complex adaptive system, in which strategic behaviour is formed from below – from a set of individual decisions that gradually create new forms of organizational order. The use of this theory expands the methodological basis of strategic management, giving it greater flexibility, openness and the ability to self-update in an unstable market environment and forming the basis for the development of new tools for the practical implementation of strategic plans of service enterprises, taking into account the capabilities of the latest digital technologies for working with the market. This can be the subject of further research.

Author details (in Ukrainian)

ТЕОРІЯ СПОНТАННОГО РИНКОВОГО ПОРЯДКУ ЯК МЕТОДОЛОГІЧНА ОСНОВА СТРАТЕГІЧНОГО УПРАВЛІННЯ СЕРВІСНИМИ ПІДПРИЄМСТВАМИ

Віталій ЙОХНА

e-mail: vyokhna@gmail.com

ORCID ID: <https://orcid.org/0009-0002-0109-7935>

Сергій ШАТРОВСЬКИЙ

Хмельницький національний університет,
Інститутська, 11, Хмельницький, Україна

e-mail: serhii.shatrovskiy@gmail.com

ORCID ID: <https://orcid.org/0009-0003-8197-9635>

Анотація. У статті акцентовано увагу на особливостях функціонування сервісних підприємств у сучасному бізнес-середовищі. Метою роботи визначено критичний аналіз концепцій стратегічного управління в контексті їх здатності формувати релевантну методологічну основу для формування і реалізації конкурентних стратегій підприємств за високого рівня невизначеності середовища господарювання. Наголошено на актуальності таких досліджень для сервісних підприємств, діяльність яких вирізняється високою варіативністю та чутливістю до зовнішніх змін. Зазначено, що висока динамічність, невизначеність та зростання складності взаємозв'язків між економічними акторами в сучасному ринковому просторі знижує ефективність традиційних, раціонально-планових моделей стратегічного менеджменту. Це зумовлює потребу в методологічному переосмисленні стратегічного менеджменту як процесу адаптивного узгодження численних індивідуальних дій у межах складних соціально-економічних систем. Проаналізовано сучасні концепції стратегічного управління з позицій їх практичної корисності і релевантності для сервісних підприємств. Підкреслено значення фактору невизначеності (емерджентності) у стратегічному управлінні такими підприємствами - він зумовлює зростання частки спонтанних, реактивних управлінських рішень і зменшує їх проактивність. Виділено і співвіднесено ключові характеристики теорії спонтанного ринкового порядку і стратегічного управління, на основі чого обґрунтовано доцільність використання теорії спонтанного ринкового порядку як методологічної основи стратегічного управління сервісними підприємствами. Аргументом для такого твердження є те, що ця теорія пояснює ефективну самоорганізацію економічних акторів через взаємну адаптацію та локальні знання. Зроблено висновок, що сучасне стратегічне управління для сервісних підприємств має поєднувати адаптивність, ситуаційну орієнтацію та врахування емерджентності, що забезпечує баланс між проактивними і спонтанними управлінськими рішеннями. Практична цінність

дослідження полягає у визначенні методологічних підходів і інструментів, які сприяють підвищенню ефективності стратегічного управління сервісними підприємствами в умовах нестабільного ринкового середовища.

Ключові слова: невизначеність, емерджентність, концепції стратегічного управління, самоорганізація економічних акторів, варіативність сервісу, конкурентні стратегії.

Appendix A. Supplementary material

Supplementary data associated with this article can be found, in the online version, at <http://sepd.tntu.edu.ua/images/stories/pdf/2025/25yvmose.pdf>

Funding

The authors received no direct funding for this research.

Citation information

Yokhna, V. & Shatrovskiy, S. (2025) Theory of spontaneous market order as a methodological basis of strategic management of service enterprises. *Socio-Economic Problems and the State* (electronic journal), Vol. 33, no. 2, pp. 143-153. URL: <http://sepd.tntu.edu.ua/images/stories/pdf/2025/25yvmose.pdf>

References

1. Thompson, A. A., Jr., & Strickland, A. J. III. (1999) *Strategic management: Concepts and cases* (11th ed.). Irwin/McGraw-Hill.
2. Stahl, M. J., & Grigsby, D. W. (1997) *Strategic management: Total quality and global competition*. Blackwell Business / Wiley.
3. Altwaijri, A. S., & Alhomedan, R. H. (2025) Strategic planning techniques and tools in business enterprises: A systematic literature analysis. *Journal of Project Management*, no. 10, pp. 403–416. <https://doi.org/10.5267/j.jpm.2024.12.006>
4. Hristova, S., & Bundaleska, E. (2018). Strategic planning practices and challenges: The case of SMEs in Macedonia. *Journal of Innovative Business and Management*, no. 10(2), pp. 1–7. <https://doi.org/10.32015/JIMB/2018-10-2-2>
5. Zakhidov, G. (2024) Economic indicators: Tools for analyzing market trends and predicting future performance. *International Multidisciplinary Journal of Universal Scientific Prospective*, no. 2(3), pp. 23–29.
6. Stadnyk, V. V. (2007) *Innovatsijnyj menedzhment* [Innovation management]. Kyiv: Akademvydav (in Ukrainian)
7. Stadnyk, V. V. (2016) *Funktsionalni stratehii innovatsiinoho rozvytku promyslovykh pidpriemstv: Monohrafiia* [Functional strategies of innovative development of industrial enterprises: A monograph]. Khmelnytskyi National University. (in Ukrainian)
8. Govender, L., Mearns, M., & du Plessis, T. (2022). Knowledge management toolkit enhancement for a professional services firm. *South African Journal of Information Management*, no. 24(1), Article a1447. <https://doi.org/10.4102/sajim.v24i1.1447>
9. Mitake, Y., Hiramitsu, K., Tsutsui, Y., Sholihah, M. & Shimomura, Y. (2020) A strategic planning method to guide product service system development and implementation. *Sustainability*, no. 12(18), Article 7619. <https://doi.org/10.3390/su12187619>
10. Skjølsvik, T., Pemer, F., & Løwendahl, B. (2017). Strategic management of professional service firms: Reviewing ABS journals and identifying key research themes. *Journal of Professions and Organization*, no. 4(2), pp. 203–239. <https://doi.org/10.1093/jpo/jox005>
11. Ilnytska-Hykavchuk, H. (2023) Stratehiia rozvytku hotelnoho biznesu v umovakh viiny [Strategy for the development of hotel business under wartime conditions]. *Economics and Region*, no. 1(88), pp. 61–64. [https://doi.org/10.26906/EiR.2023.1\(88\).2873](https://doi.org/10.26906/EiR.2023.1(88).2873) (in Ukrainian)
12. Goryunova, K. (2023) Stratehichne upravlinnia rozvytkom turystychnoho rehionu na zasadakh staloho rozvytku [Strategic management of tourism region development on the

- principles of sustainable development]. *Economy and Society*, 55. <https://doi.org/10.32782/2524-0072/2023-55-109> (in Ukrainian)
13. Stadnyk, V., Izhevskiy, P., Khrushch, N., Lysenko, S., Tomalja, T., & Sokoliuk, G. (2020) Strategic priorities of innovation and investment development of Ukraine's industrial sector. In *Proceedings of the Selected Papers of the Special Edition of the International Conference on Monitoring, Modeling & Management of Emergent Economy (M3E2-MLPEE D 2020)*, vol. 2713, pp. 145–166. <https://doi.org/10.31812/123456789/4471>
 14. Yokhna, V., & Shatrovskiy, S. (2025) Specifics and goals of developing organizational and structural forms of cooperation between industrial and service enterprises (marketing aspects). *Herald of Khmelnytskyi National University. Economic Sciences*, 342 no. 3(2), pp. 126–133. [https://doi.org/10.31891/2307-5740-2025-342-3\(2\)-20](https://doi.org/10.31891/2307-5740-2025-342-3(2)-20) (in Ukrainian)
 15. Heneralna uhoda pro torhivliu posluhamy [General Agreement on Trade in Services]. (1994) Retrieved August 14, 2019, from http://zakon1.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=981_017 (in Ukrainian)
 16. Grönroos, C. (1994) From scientific management to service management: A management perspective for the age of service competition. *International Journal of Service Industry Management*, vol. 5, issue 1, pp. 5–20. <https://doi.org/10.1108/09564239410051885>
 17. The history and evolution of strategic management thinking. (2023). *Academy of Strategic Management Journal*. <https://www.abacademies.org/articles/the-history-and-evolution-of-strategic-management-thinking-16649.html>
 18. Latham, G. P. (2013) Management by objectives. In E. H. Kessler (Ed.), *Encyclopedia of management theory*. SAGE Publications. https://bloom-bbs.education/wp-content/uploads/wpcfto_files/4f784d2dbdb76ae27e82d016a55535d0-Management%20by%20Objectives.pdf
 19. Mintzberg, H. (1994) *The rise and fall of strategic planning*. Free Press.
 20. Hayek, F. A. (1973) *Law, legislation and liberty: Vol. 1. Rules and order*. University of Chicago Press.
 21. Stadnyk, V., Izhevskiy, P., Khrushch, N., & Tomalja, T. (2019) Investment priorities of the national economy sectors development. *Strategies, Models and Technologies of Economic Systems Management*, no. 3, pp. 155–160. <https://doi.org/10.2991/smtesm-19.2019.31>
 22. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2020) *Strategy safari: A guided tour through the wilds of strategic management* (3rd ed.). Free Press.
 23. Dooley, K. J. (1997). A complex adaptive systems model of organization change. *Nonlinear Dynamics, Psychology, and Life Sciences*, vol. 1, pp. 69–97. <https://doi.org/10.1023/A:1022375910940>
 24. Stacey, R. D. (2016) *Strategic management and organisational dynamics: The challenge of complexity to ways of thinking about organisations* (8th ed.). Pearson.
 25. Mintzberg, H. (1987) The strategy concept I: Five Ps for strategy. *California Management Review*, vol. 30(1), pp. 11–24. <https://doi.org/10.2307/41165263>



© 2025 Socio-Economic Problems and the State. All rights reserved.
 This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.
 You are free to:
 Share — copy and redistribute the material in any medium or format Adapt — remix, transform, and build upon the material for any purpose, even commercially.
 The licensor cannot revoke these freedoms as long as you follow the license terms.
 Under the following terms:
 Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made.
 You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
 No additional restrictions
 You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.

Socio-Economic Problems and the State (ISSN: 2223-3822) is published by Academy of Social Management (ASM) and Ternopil Ivan Puluj National Technical University (TNTU), Ukraine, Europe.
 Publishing with SEPS ensures:
 • Immediate, universal access to your article on publication
 • High visibility and discoverability via the SEPS website
 • Rapid publication
 • Guaranteed legacy preservation of your article
 • Discounts and waivers for authors in developing regions
 Submit your manuscript to a SEPS journal at <http://sepd.tntu.edu.ua>

