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MODERN BUSINESS MODELS: A COMPARATIVE ANALYSIS OF EFFECTIVENESS

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СУЧАСНІ МОДЕЛІ ПІДПРИЄМСТВА: ПОРІВНЯЛЬНИЙ АНАЛІЗ ЕФЕКТИВНОСТІ

Over the past decades, the traditional hierarchical management model, which dominated entrepreneurial activity in the 20th century, has gradually lost its effectiveness due to the increasing complexity of the business environment. Companies are increasingly implementing alternative operational models characterized by decentralized management, cross-functional collaboration, flexible team leadership, and extensive use of digital technologies. Therefore, this article aims to conduct a comparative analysis of the effectiveness of modern enterprise models, considering their structural characteristics, strategic approaches, and ability to adapt to external challenges. Based on the analysis of modern approaches, the main types of enterprise models were identified, including the classical (hierarchical), linear-functional, project-based, matrix, network (virtual), Agile, Lean, and platform (ecosystem) models. Each of these models has its characteristics, advantages, and disadvantages, as well as specific areas of application that determine their effectiveness. The practical experience of enterprises confirms that no model is universal or effective under all conditions. The effectiveness of a model depends on its alignment with the internal characteristics of the enterprise-such as structure, culture, and resources-as well as with the external environment, including market challenges, technological changes, and competitive pressures. Thus, the optimal

approach is an adaptive combination of different models-the creation of hybrid structures that enable an enterprise to account for the diverse nature of business processes and functions, the variability of the external environment, the importance of optimal resource utilization, different effectiveness criteria across various areas of activity, and the need to enhance competitiveness. Therefore, the prospects for further research lie in the development of methodologies for the effective formation and management of hybrid enterprise models, taking into account dynamic internal and external factors to enhance their adaptability and competitiveness.

Протягом останніх десятиліть традиційна ієрархічна модель управління, яка домінувала в підприємницькій діяльності XX ст., поступово втрачає ефективність через висхідну складність бізнес-середовища. Підприємства все активніше впроваджують альтернативні моделі, що характеризуються децентралізацією управління, міжфункціональною взаємодією, гнучким керуванням командами та широким застосуванням цифрових технологій. Відтак, метою статті є порівняльний аналіз ефективності сучасних моделей підприємства з урахуванням їх структурних особливостей, стратегічних підходів та здатності адаптуватися до зовнішніх викликів. На основі аналізу сучасних підходів було виокремлено основні типи моделей підприємств, серед яких класична (ієрархічна), лінійно-функціональна, проєктна, матрична, мережева (віртуальна), Agile, Lean та платформна. Кожна з цих моделей має свої особливості, переваги та недоліки, а також специфічні сфери застосування, що визначають її ефективність. Практична діяльність підприємств підтверджує, що жодна модель не є універсальною та абсолютно ефективною за будь-яких умов. Ефективність моделі залежить від її відповідності внутрішнім характеристикам підприємства — структурі, культурі, ресурсам — а також від зовнішніх умов, зокрема ринкових викликів, технологічних змін і конкурентного тиску. Таким чином, оптимальним підходом є адаптивне поєднання різних моделей — створення гібридних структур, які дозволяють підприємству враховувати різну природу бізнес-процесів і функцій, змінність зовнішнього середовища, значущість оптимального використання ресурсів, різні критерії ефективності для різних сфер діяльності та підвищення конкурентоспроможності. Відтак, перспективи подальших досліджень полягають у розробці методологій ефективного формування та управління гібридними моделями підприємств з урахуванням динамічних внутрішніх та зовнішніх факторів для підвищення їх адаптивності та конкурентоспроможності.

Key words: hierarchical management model; network (virtual) model; Agile model; Lean model; ecosystem model; hybrid model structure.

Ключові слова: ієрархічна модель управління; мережева (віртуальна) модель; agile-модель; lean-модель; екосистемна модель; гібридна модельна структура.

PROBLEM STATEMENT

Over the past decades, the traditional hierarchical management model, which dominated entrepreneurial activity in the 20th century, has gradually lost its effectiveness due to the increasing complexity of the business environment. Enterprises are increasingly adopting alternative organizational models characterized by decentralized management, cross-functional collaboration, flexible team leadership, and the extensive use of digital technologies.

There is a transformation of traditional hierarchical structures into flexible, network-based, and digital models, where value creation is achieved through the integration and coordination of a large number of market participants. The COVID-19 pandemic not only accelerated these processes but also made them irreversible (McKinsey Global Institute, 2021), solidifying new approaches to work organization and management.

Currently, in such models, data, algorithms, and artificial intelligence are playing an increasingly important role, enabling effective real-time management.

In this context, a relevant scientific challenge arises-the assessment of the effectiveness of different enterprise models, as they shape approaches to resource management, decision-making, and interaction with the external environment, and therefore serve as key factors in ensuring business competitiveness and resilience.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The essence and effectiveness of modern enterprise models have already been explored in the works of scholars such as Ivanchenko N. O., Podskrebko O. S., Mazur V. M. [2], Danaikanich O. V., and Kubinii V.V. [4]. They analyze organizational structures, management principles, interactions between system elements, and value creation mechanisms. Their studies examine a variety of models-from classical hierarchical to flexible Agile and platform-based models-and assess the effectiveness of these models in the context of a changing market environment.

At the same time, given the rapid changes in technology, consumer behavior, and market conditions, there is a need for a more in-depth comparative analysis of the effectiveness of modern enterprise models. In particular, Afuah A., Tucci Ch. [1], Govebiowski T., Dudzik T. M., Lewandowska M., and Witek-Hajduk M. [3] emphasize the importance of innovative business models for achieving competitive advantages, which calls for further research into the adaptability and flexibility of organizational structures.

Thus, the relevance of research is driven by the need for a systematic evaluation of the advantages and disadvantages of various models, taking into account the internal characteristics of enterprises and external challenges. This will contribute to the development of recommendations for the optimal combination and adaptation of models to enhance the competitiveness and resilience of enterprises in the current environment.

Table 1. Characteristics of enterprise models based on their advantages, disadvantages, and indicators of effectiveness

Models	Advantages	Disadvantages	Indicators of enterprise model effectiveness
Classical (hierarchical)	Clear management structure, accountability, predictability of processes.	Slow and complex adaptation to changes, bureaucracy.	Stable environment, high level of regulation, mass production.
Linear-functional model.	Specialization of management, effective allocation of managerial functions.	Complicated coordination of executor actions due to dual reporting, risk of authority duplication.	High functional clarity and medium business complexity.
Project-based	Flexible management and result orientation, high participant motivation.	Temporary structures and high coordination costs, risk of knowledge loss after project completion.	Achievement of unique goals, dynamic environment, and high team autonomy
Matrix	Optimal use of resources and high flexibility in management.	Conflicts of subordination and decision-making complexity, high workload on managers.	Presence of skilled management, focus on complex projects
Network (virtual)	Flexibility and scalability, outsourcing of processes.	Low level of control and high dependence on partners, risk of losing integrity.	High capacity for cooperation, involvement of external resources, and innovativeness.
Agile	Quick response to changes, customer orientation, and team motivation.	High cultural demands, low efficiency in large structures, difficulties with scaling.	Dynamic environment, frequent changes in customer demands, short feedback cycles
Lean	Elimination of waste, high quality, and efficient resource utilization.	Requires cultural change due to implementation complexity, sensitivity to process disruptions.	Commitment to continuous improvement and customer value orientation.
Platform (ecosystem)	Scalability, network effects, and engagement of external participants.	High technological complexity, dependence on digital infrastructures, and regulatory risks.	High level of digitalization, interaction of many participants, and growth through a platform

Source: compiled based on [1; 3—4; 7].

FORMULATION OF THE ARTICLE'S OBJECTIVES

This article aims to conduct a comparative analysis of the effectiveness of modern enterprise models, considering their structural characteristics, strategic approaches, and ability to adapt to external challenges.

THE PAPER MAIN BODY

Within the scope of this study, the category of an enterprise model is understood as a generalized concept encompassing the organizational structure, management principles, interactions between system elements, and the method of value creation within the enterprise [4—5]. Essentially, it refers to the foundation that defines how the business is organized, who makes decisions, how processes are formed, how goals are achieved, and the role played by employees, partners, and customers.

In other words, this category defines the organizational logic, financial model, development strategy, interaction with the external environment, and the mechanisms of enterprise functioning. Based on existing research, the following main modern enterprise models can be identified [3; 5; 7]:

1. Classical (hierarchical) model. This is a traditional management model characterized by a clear vertical structure-from the leader to the executor. Decisions are made at the top level and implemented at the lower levels. Such a structure is typical for state-owned enterprises or large corporations with established processes.

2. Linear-functional model. This model combines linear management with a functional division of labor. The enterprise is divided into departments based on functions such as marketing, finance, production, and so on.

3. Project-based model. A temporary team is organized for a specific project. After the project is completed,

the team is disbanded. This approach is commonly used in IT, consulting, and construction.

4. Matrix model. This is a combination of functional and project-based structures. Employees report simultaneously to both a functional manager and a project manager.

5. Network (virtual) model. A modern decentralized model in which the enterprise integrates external partners (suppliers, manufacturers, distributors) through digital channels. This structure is most common for companies engaged in outsourcing or freelancing activities.

6. Agile model (flexible). Involves adaptive team management with a high level of autonomy, short iterations, and regular feedback. It is most often used in startups and IT companies.

7. Lean model. Focused on eliminating waste in processes, increasing efficiency, and delivering maximum value to the customer with minimal resources.

8. Platform (ecosystem) model. Based on a digital platform that connects multiple participants (consumers, producers, developers). Examples include Amazon, Uber, and Airbnb.

Table 2. The hybrid Model in the company "Alliance-Bud" allows management to be tailored to the tasks of each system element

Models	Area of application	Function	Advantages
Classical (hierarchical)	Central office, management, financial and legal departments	Clear management hierarchy, strategic decision-making, compliance control.	Stability, clear division of authority, accountability
Project-based	Implementation of specific construction projects (residential complexes, shopping malls, industrial facilities)	Formation of temporary teams of engineers, architects, and project managers for specific construction projects	Autonomy, resource concentration, flexible planning
Network (virtual)	Collaboration with subcontractors (electrical installation, ventilation, landscaping, supply)	Outsourcing part of the work to external partners through contracts or tenders	Cost reduction, access to specialized resources, rapid scaling
Lean	Organization of processes on the construction site	Elimination of losses (delays, overruns, defects), improving work quality and efficiency in material usage	Resource savings, reduced downtime, increased productivity

Source: compiled based on "Alliance-Bud" data.

Each of the outlined enterprise models has limited optimality and effectiveness in practical application, as confirmed by the analysis presented in Table 1. This limitation is due to the inherent advantages and disadvantages of each model, as well as differing approaches to defining effectiveness. Accordingly, the effectiveness of a particular enterprise model depends on how well it aligns with the internal needs of the organization (structure, culture, resources) and the demands of the external environment (market conditions, technological changes, competition) [2; 4].

Considering the outlined specifics, it is evident that the choice of an enterprise model should depend on the industry, level of technological maturity, strategic business goals, customer needs, and external environment conditions and take into account the multi-functionality of its operations. It is worth noting that the research by Govebiowski, T., Dudzik, T. M., Lewandowska, M., and Witek-Hajduk, M. also demonstrates that flexible, dynamic structures possess higher competitiveness.

For instance, Apple Inc. utilizes at least three to four organizational models to achieve optimal flexibility and efficiency. Specifically, it uses a functional structure in the manufacturing sector (development, design, logistics); a project-based model for launching new products (iPhone, Mac); a platform model for services like the App Store, iCloud, and iTunes; and agile teams within its software divisions (iOS, macOS).

Hybridization allows management to be tailored to the tasks of each system element. For instance, manufacturing departments often operate most efficiently within a hierarchical or lean model, while marketing or R&D departments function better using agile or project-based models. An example of a hybrid model is the construction company "Alliance-Bud", which simultaneously applies (see Table 2):

— The classical model — mainly for overall management and organizing the legal department's work (for instance, the chief lawyer reports directly to the director and has a clearly defined role);

— The project model — for executing specific projects (thanks to this, the project team for the residential complex "Zatyshny Kvartal" operates autonomously with its schedule, budget, and manager);

— The network model — for collaboration with subcontractors (as a result, the company does not employ its installers but contracts "ElectroLine LLC" for subcontracting work);

— The Lean model — for organizing operations in production departments or on-site (enabling daily logistics control of materials according to lean construction principles).

The example of the company "Alliance-Bud" clearly demonstrates how different enterprise models are used simultaneously, complementing each other. This example shows that a hybrid model structure allows management to be tailored to the specifics of each area:

— Centralized management where stability is needed;

— Flexibility where quick response is required;

— Partnership where it is more advantageous to engage external contractors.

Since markets, technologies, and consumer behavior are constantly changing, the hybrid structure enhances adaptability [5—6]. For example, Amazon simultaneously applies (see Table 3):

— The hierarchical model in logistics and warehousing;

— Lean for supply chain optimization;

— Agile in the development of web interfaces and services;

— The platform model for Amazon Marketplace sellers.

Thus, in the practice of forming a business model and ensuring its effectiveness, it is important to apply a contingency approach, which implies that there is no single "best" enterprise

model. A hybrid business model is the optimal approach in modern business, as it allows for [2]:

— combining the advantages of different models,

— compensating for their shortcomings,

— effectively implementing both routine and innovative processes,

— quickly adapting to market changes.

Table 3. Amazon's hybrid model enhancing its adaptability

Models	Area of application	Function	Advantages
Classical (hierarchical)	Logistics and warehousing	Process control, inventory management	Stability, clear control, reliability
Lean	Supply chains	Resource optimization, waste elimination	Efficiency, cost reduction, fast delivery
Agile	Web interface and service development	Agile development, rapid updates	Rapid adaptation, innovation, high product quality
Platform (ecosystem)	Amazon marketplace	Connecting sellers and buyers	Scalability, network effect, partner engagement

Source: compiled based on Amazon data.

CONCLUSIONS

Based on the analysis of modern approaches, the main types of enterprise models were identified, including the classical (hierarchical), linear-functional, project-based, matrix, network (virtual), Agile, Lean, and platform (ecosystem) models. Each of these models has its characteristics, advantages, and disadvantages, as well as specific areas of application that determine their effectiveness.

The practical operations of enterprises confirm that no single model is universal or effective under all conditions. The effectiveness of a model depends on how well it aligns with the internal characteristics of the enterprise-such as structure, culture, and resources-as well as with external environmental conditions, including market challenges, technological changes, and competitive pressure.

Thus, the optimal approach is the adaptive combination of various models-the creation of hybrid structures that enable the enterprise to account for the diverse nature of business processes and functions (as different departments within a company have specific tasks best accomplished through different models); the variability of the external environment (since markets, technologies, and consumer behavior are constantly changing, the enterprise must adapt rapidly); the importance of optimal resource utilization (a hybrid approach allows for better resource control, minimizes losses, and facilitates quick response to surpluses or shortages); different effectiveness criteria across activity areas (what is effective for production may not be suitable for marketing or R&D); the enhancement of competitiveness (as combining the best practices from different models enables rapid innovation and helps maintain high-quality products or services).

The prospects for further research lie in the development of methodologies for the effective formation and management of hybrid enterprise models, taking into account dynamic internal and external factors to enhance their adaptability and competitiveness.

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