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ADAPTATION OF BUSINESS STRATEGIES OF UKRAINIAN BUSINESS IN THE CONDITIONS OF WAR: INTERNATIONAL EXPERIENCE

Summary

Russia's war against Ukraine destroyed infrastructure, disrupted supply chains, caused a loss of markets and resources, an outflow of human capital, and more. In such conditions, search for effective business adaptation and survival strategies becomes critical. Turning to international experience, in particular to business strategies of the companies that faced crises and conflicts, can become a valuable source of knowledge and insights for Ukrainian business.

International management operates with different types of business strategies. Among them: global strategy, multinational strategy, transnational strategy and international strategy. During crises and conflicts, companies are often forced to review their strategies and adapt them to new conditions. The ability to review is dictated by the presence of the following traits in the companies: strategic flexibility, dynamic capabilities, organizational stability, leadership and innovation.

The key challenges and threats that Ukrainian enterprises face in wartime, and which must be taken into account when adapting business strategies: the reality of war, hostilities, missile attacks; almost complete blockade of key supply chains through sea lanes; inability to fully and quickly replace maritime supply routes with land ones; internal logistical problems associated with the physical destruction of a significant part of the infrastructure.

Based on the international experience of business adaptation to crises, it is possible to recommend domestic management to adapt business strategies in the conditions of military challenges, primarily using proven approaches of international management, adapted to local conditions: in terms of optimizing supply chains, it is advisable to pay attention to the search for alternative, reliable suppliers and logistics routes from among the use of local resources to reduce dependence on imports; in terms of reorientation from exports to the countries of the former CIS, to focus on the domestic market and state orders (in particular, the military industry); to increase use of digital technologies to improve primarily internal business efficiency for digital transformation and innovation; to introduce strategic planning flexibility; personnel development; search for strategic partnerships; revision of approaches to finding financing and lending.

Keywords: international management, business strategies, war, crisis, adaptation.
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