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TITLE MANAGEMENT OF CHANGES AT THE UKRAINIAN ENTERPRISES DURING THE PERIOD OF MARTIAL STATE

Abstract. The article discusses the problems of change management at enterprises during martial law. Unfortunately, the martial law still continues in Ukraine and does not allow enterprises to use all opportunities to their full potential. Companies must quickly respond to external and internal factors in order to continue their operation. The scientific work analyzed the opportunities that Ukraine and other countries provide to Ukrainian enterprises to support their activities. The main challenges faced by businesses were also identified. In addition, recommendations were provided on the adaptation of enterprises to the current situation. The research was carried out using scientific methods: analysis, synthesis and deduction. The practical value of this study is to provide recommendations on how organizations can apply this concept in order to improve the quality of their financial performance.

Keywords: change management, enterprise, martial law, Ukrainian economy, support of Ukrainian enterprises.

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УПРАВЛІННЯ ЗМІНАМИ НА ПІДПРИЄМСТВАХ УКРАЇНИ ПІД ЧАС ВОЄННОГО СТАНУ

Анотація. У статті розглянуто особливості управління змінами на підприємствах під час воєнного стану. На жаль, воєнний стан досі триває в Україні та не дозволяє підприємствам використовувати всі можливості на повну силу. Компанії повинні швидко реагувати на зовнішні та внутрішні чинники задля продовження свого функціонування. У науковій роботі були проаналізовані можливості, які надає держава та інші країни українським підприємствам для підтримки їх діяльності. Також були визначені основні виклики, з якими зіштовхуються сучасні компанії. Були надані рекомендації щодо адаптації підприємств до сучасної ситуації. Дослідження здійснено з використанням наукових методів: аналізу, синтезу та дедукції. Практичне значення цього дослідження

полягає в наданні рекомендацій щодо того, як організаціям застосувати цю концепцію з метою стабілізації та покращення ефективності їх діяльності

Ключові слова: управління змінами, підприємство, воєнний стан, українська економіка, міжнародна та національна підтримка українських підприємств.

Problem statement. Change management has always been a key element of any enterprise. However, in wartime, change management acquires a special nature and special significance, since the survival and further development of the enterprise depends on its success. The state of war is characterized by uncertainty, an increase in the number of risks, a threat to security and a decrease in stability in Ukraine, which can significantly affect the activities of companies. These elements create challenges that businesses must effectively address in order to cope with the new reality.

Relevance of the chosen topic. The ability to manage change is important for many businesses. Especially for companies of those countries that, in addition to economic, political, institutional and social problems, faced military actions. That is why the analysis of the effectiveness of change management in enterprises and the development of recommendations can help companies overcome modern challenges.

Analysis of recent research and publications. A large number of works by both foreign and domestic scientists are devoted to the issue of change management. electronic resources allow you to study the topic in more detail. Gaidei O., Galushko Z., Peshkov A. investigated the issue of effective change management in conditions of uncertainty. Special features of the theory of changes before and during the war were considered in their works by such scientists as: Burns T., Grove E., Aronovi V., Greiner L., Drucker F.

Purpose of the article. The purpose of this scientific work is to study modern approaches to the theory of change management and to identify the peculiarities of the influence of the state of war on Ukrainian enterprises, as well as their ability to adapt to the current situation.

Presentation of the main research material and results obtained. Every company operates in conditions of constant changes in the internal and external environment. On the one hand, changes can create advantages, and on the other hand, they can cause various risks. These risks can be instability in production and financial activities, loss of potential resources and market positions. The enterprise of the future must be formed in such a way that it can continuously and quickly adapt to changes in the surrounding and internal environment, regardless of the circumstances.

Organizational development management is based on change management. This is due to the fact that the changes bring the system to another, higher level of functionality and development. In order to adapt to modern conditions, any enterprise needs to be able to manage changes efficiently. Change management is a movement from a problem state to problem solving. Change is an integral part of every business entity, as the environment in which it exists today is sufficiently variable, volatile and quite often unpredictable. Americans call the modern world VUCA - unstable, uncertain, complex and ambiguous (VUCA is an abbreviation for volatility, uncertainty, complexity and ambiguity). Therefore, companies must respond to changes by implementing effective measures (Porudeeva T., Kishkovska O., Skrypnyk K., 2018).

The concept of "change management" was defined from the point of view of different management approaches:

1. Process approach. In this case, change management is considered as a process consisting of interconnected sequential actions. In other words, change management is the application of known management functions, each of which is a process in itself.
2. A systematic approach. According to this approach, the manager should see the organization as a collection of elements such as people, structure, tasks and technology. All these elements are aimed at achieving specific goals and are closely intertwined with the outside world. Implementation of this approach requires a vision of the overall perspective of the company and its relationship with the external environment.
3. Situational approach. This approach is based on the fact that the priority of management methods is determined by the situation. Change management is considered from the point of view of choosing priority elements, i.e. project components that are in the process of change, and giving them priority influence (Zapukhlyak I., Zelinska G., Pobigun S., 2018).

Change management is mainly related to the structure of the management system, as well as the processes of making strategic and managerial decisions to ensure the effective functioning or economic stability of the enterprise. There are four types of organizational changes, which are shown in fig. 1. The development of these types should be a necessary component of the general management of adaptation of enterprises to changes.

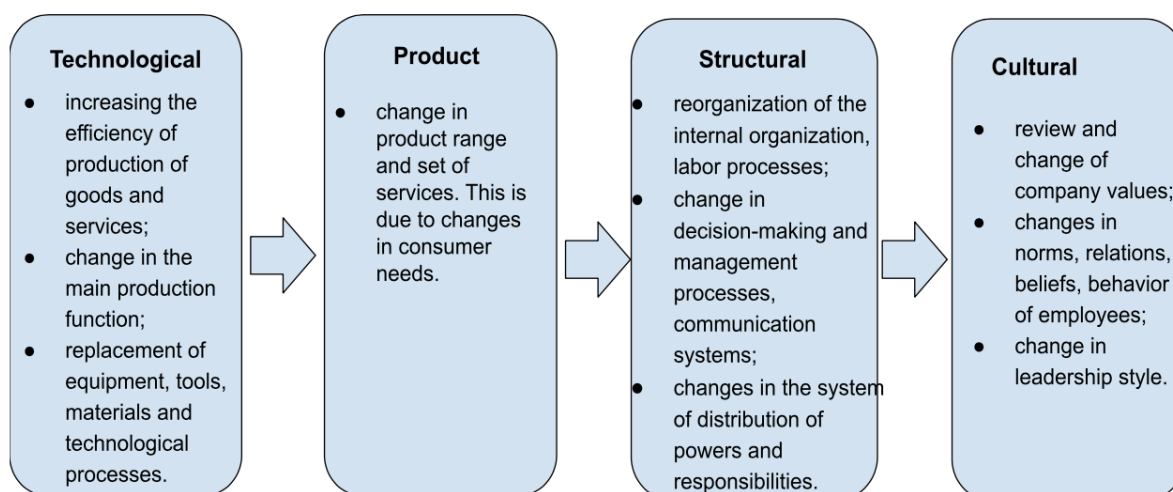


Fig. 1. Types of organizational changes.

Source: Grinchenko R., Kyslychko K., Nechepeliuk V., Onyshchuk V., "Prerequisites for the adaptation of enterprises to changes during the war period", 2023.

Theories of change management are always relevant, but in the conditions of war they acquire a more special meaning. The aggressor country launched a full-scale invasion on February 24, 2022. These events affected the life of every Ukrainian and every company. The changes did not bypass any branch of the country. One of the most affected sectors is the economic sector. The fall of the economy was the worst in the entire history of Ukraine (O. Pogarska, 2023). The change in real GDP over the entire history of Ukraine can be seen in fig. 2.

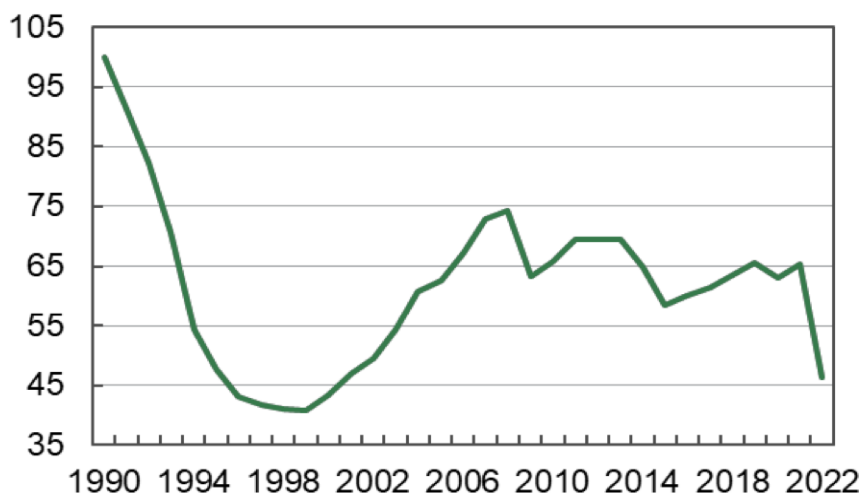


Fig. 2. Dynamics of real GDP in Ukraine for 1990-2022, %.

Source: O. Poharska, *Economy of Ukraine in the conditions of war, 2023*.

We should also note that in 2022 real GDP decreased by 29.1% compared to 2021. Such a significant reduction in GDP is due to the fact that a large number of enterprises either stopped working, or lost or reduced their pre-war capacities. On the 6th month of martial law, the Advancer agency conducted a survey that generally covered medium and small companies. 842 participants took part in the survey. Compared to the business situation on the eve of 2022, about 40% of respondents reported that businesses have completely or almost completely stopped their activities. About 11% of companies noted that they did not change or increased their production volumes (E. Grigorenko, M. Shnitzer, 2023).

Another survey was also conducted in July 2022, which covered owners and representatives of small, medium and large Ukrainian businesses. The survey was conducted by Gradus, where it was determined that only 22% of the 104 respondents surveyed had business as usual. Half of the companies work only partially, and 19% of the participants testified about the suspension of activity (E. Grigorenko, M. Shnitzer, 2023).

The main factors that affected the activity of Ukrainian companies during the martial law:

1. occupation of territories;
2. damage to property, infrastructure and production facilities;
3. rising unemployment;
4. violation of logistics;
5. increased risks and high uncertainty;
6. external and internal population movement;
7. loss of suppliers;
8. decrease in supply and demand.

However, despite the difficult situation, it is worth noting that in 2023, the national economy began to recover due to adaptation to the prevailing situation in the country. A large number of companies were able to adapt to new conditions (National Bank of Ukraine, 2023). For example, the general director of the Esculab medical laboratory, Serhiy Dyadyushko, said that the company had problems with logistics. In the beginning, the goods were sitting at the borders for a very long time, but the supply chains managed to be optimized over time and now the goods are sent almost as fast as before the war (Unian, 2023). The Ukrainian

economy was able to survive all this time not only thanks to the support from other countries, but also because our companies and citizens were able to react quickly in modern situations.

Many enterprises relocated from dangerous regions or from regions under occupation to more distant regions (Lviv, Ivano-Frankivsk, Zakarpattia, Chernivtsi, Khmelnytskyi, Vinnytsia, Ternopil regions). During the year of the war, 800 enterprises were relocated to safer regions. This was reported by Deputy Minister Tetyana Berezyna (Ministry of Economy of Ukraine, 2023). Examples of companies that have relocated are: "Sem Ekopak", "Pozhmanshina", Matrolyuks, etc. (Kunitsky O., 2022). Data on the structure of business relocation are presented in fig. 3.

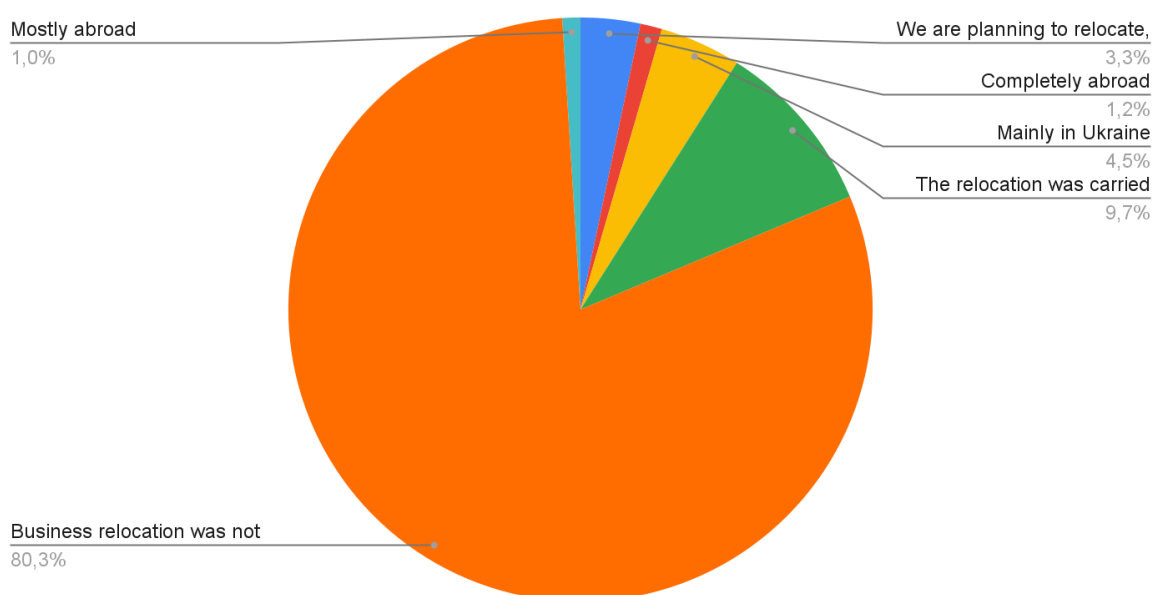


Fig. 3. Structure of Ukrainian business relocation as of January 2023.

Source: Grinchenko R., Kyslychko K., Nechepeliuk V., Onyshchuk V., "Prerequisites for the adaptation of enterprises to changes during the war period", 2023.

An enterprise that has decided to relocate can receive an aid package from the state:

1. location selection for production facilities;
2. assistance with transportation of equipment to a new location;
3. assistance in the placement of workers and the search for new workers;
4. support in the implementation of logistics, procurement of raw materials and the search for a sales market.

It is assumed that the economy will continue to hold up and it will be possible to avoid a decrease in real GDP, which amounted to UAH 3,865,780 million in 2022 (Ministry of Finance, 2023). The state introduced social programs that helped businesses get out of a difficult situation, relocate and continue working. Examples of such measures are:

- compensation for employment of IDPs;
- a digital interaction platform to assist in business relocation;
- grant competitions;
- obtaining financing or the opportunity to apply directly to banking and financial institutions;

- assistance from the Business Ombudsman Council;
- checklist for business (the initiative helps to gather information and help to take real actions for running a business) (Action.Business, undated).

It can be noted that Ukraine is trying to promote the development of enterprises and help them overcome all challenges. In addition to government measures, one should also be very grateful for help from other countries. About 40 countries of the world have provided military, humanitarian and financial support to Ukraine in the amount of almost 185 billion dollars as of July 2023 (Word and Deed, 2023).

To the surprise of the whole world, Ukrainians were able to learn to work during air strikes, long-term blackouts of electricity, Internet, water and heat. Many obstacles have remained in the past, but the military conflict is still ongoing and a huge number of challenges await Ukrainians.

Given the current circumstances, every enterprise must be flexible and able to adapt. Challenges force managers to solve complex problems, be ready for difficulties, flexibly manage business, personnel, fulfill the set goal, develop and improve business management strategies in crisis situations. A great responsibility rests on the management's shoulders. The tasks of managers during martial law are: ensuring the safety and well-being of personnel, managing risks and uncertainties, implementing adaptation of strategies and business plans.

Changes at enterprises are due to the development of the surrounding and internal environment. Companies must constantly adapt to the environment in which they exist. Change management is a process of constantly adjusting the company's direction of activity, changing the behavior of employees in conditions of uncertainty. It should also be taken into account that changes in any unit of the enterprise usually affect the work of the entire company (Porudeeva T., Kishkovska O., Skrypnyk K., 2018).

Effective management of changes at the enterprise in modern conditions is impossible without efforts from both managers and employees. It is clear that the human factor must be taken into account. People cannot always act rationally and logically in critical situations, given the psychological pressure that martial law brings. The inability to cope with changes at the enterprise can be due to many reasons: uncertainty of the staff in the future, unpredictability of the situation, change of place of work, inability of employees to perform new work, great stress, disruption of social relationships and the pace of usual life, change of employee status, lack of motivation, lack of time, lack of qualifications and knowledge, unclear organizational structure, loss of control over changes, violation of established norms of behavior.

According to materials from the German university Hochschule Mittweida, we can say that companies are in a rather tense environment (Fig. 4).

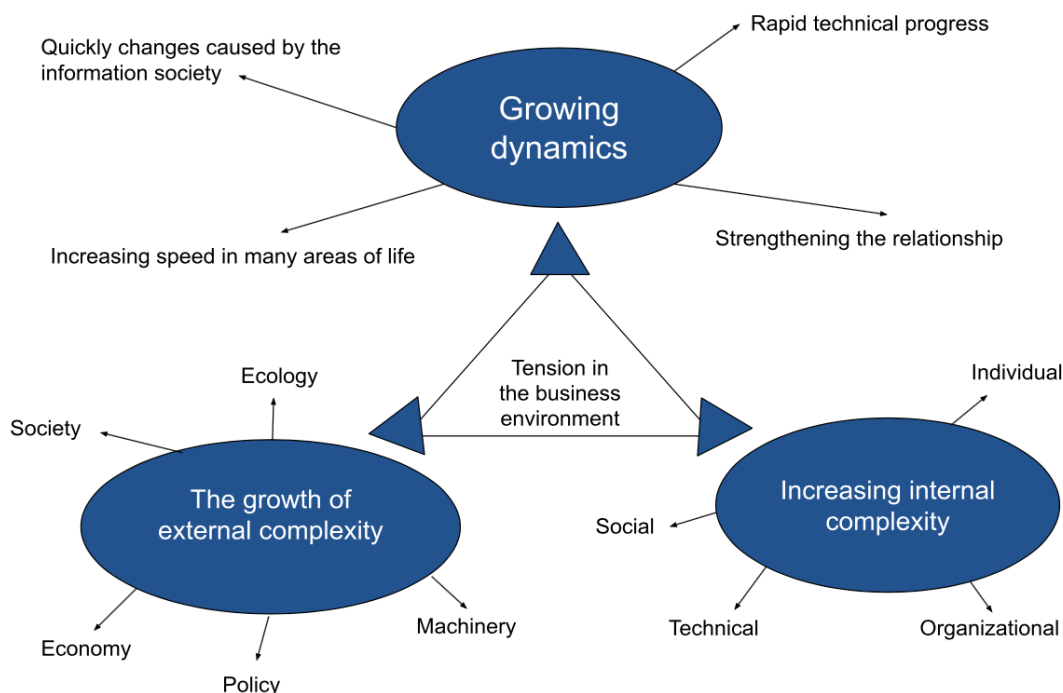


Fig. 4. Tension in the business environment.

Source: Hochschule Mittweida University.

In figure 4 it can be seen that there are a large number of factors that affect the state of tension of the enterprise. These factors are increasing external complexity (society, ecology, technology, economy, politics), increasing internal complexity (social, technical, individual, organizational), and increasing dynamics. For quality management of changes in the enterprise, every entrepreneur should be aware of the existing risks. In addition to the risks that exist in ordinary time, there are added risks that are inherent in the state of war.

Since the beginning of Russia's full-scale invasion of the territory of Ukraine, the main challenges for enterprises have been a decrease in demand and financial capabilities of customers, disruptions in supply chains and a shortage of financing. As a result of the decrease in the purchasing power of Ukrainians, food products with a maximum shelf life and affordable prices are now in the greatest demand. In the first month of the summer of 2022, the "Silpo" supermarket chain recorded a significant increase in the purchase demand for salt, soda, vinegar and sugar. Sales of salt increased by four times, soda - by 3.5 times, vinegar - by three times, and sugar - by two times (Unian, 2022).

In September 2022, 12.2% of surveyed SME owners and CEOs chose the destruction of supply chains as a barrier to functioning and growth (Diya.Business, 2022). The lack of financing is reflected in the fact that the state has a budget deficit, and foreign investments enter the Ukrainian market with difficulty. Among other problems are rising prices for materials, raw materials, and energy sources, lack of credit funds, and lack of a sufficient number of qualified workers.

The uncertainty of the modern state is a reality that modern organizations have to deal with. Adapting to any changes in the enterprise requires certain efforts not only from managers, but also from all personnel. An important aspect is the psychological adaptation of employees in the company to new changes.

During the state of war, the economy and business are subject to changes in macroeconomic processes, the demographic situation, conditions for the supply of products and services to the market, and business financing. In such a situation, general management methods do not always work. It is necessary to direct the forces of the organization to adapt to changing conditions and the behavior of interested parties, maintain old partnerships and establish new relationships, update technology, style and management methods (Galushka Z., 2022).

Now it is important to make efforts to interact with stakeholders. Stakeholders are all interested parties of the company who have relations with it and thus influence the company's actions. These include investors, employees, creditors, customers, suppliers, competitors, the state and society. That is why the culture of the organization must have trust, preserve norms and values, implement elements of corporate culture, adhere to the principles when determining priorities.

The leader's leadership should be close to ideal for the efficient functioning of the company. It is also necessary to learn stress management tools, which include delegation of responsibilities, independence in decision-making, effective use of time and staff motivation.

It is important to understand how an enterprise can effectively cope with changes during martial law. Adaptation measures that can be applied by small companies: changing the usual business processes, changing the management style, planning operational activities for a short time, reducing staff and forced increase of work for the remaining employees. In addition, the company's strategic plan must be edited, new paying customers, partners, suppliers must be involved. It is also necessary not to forget about the financing of the company (Peshkov A., 2023).

In order to adapt their activities, large companies must analyze the situation and develop products to meet the new needs of customers; increase the volume of work and redistribute responsibilities among employees, reduce the number of personnel; think through your strategy plan. The company's strategic tasks for adaptation are logistics settings; search for new suppliers, customers; access to international markets (Peshkov A., 2023).

An important means of support for entrepreneurs is training. To achieve success, you need to constantly learn and develop. At the same time, it should be done not only by the entrepreneur, but also by the team. Training can be carried out in the format of educational trainings, lectures, courses and seminars. This can improve the company's adaptability to changes and help achieve a more efficient result in the enterprise's activities.

It is interesting to note that the war affected the activities of Ukrainian enterprises. For example, new enterprises with the production of military equipment appeared. In the summer of 2022, the state could purchase drones from only 7 companies. As of August 10, 2023, drones can be produced and sold by 40 companies. At the same time, the number of UAV manufacturers should double to 70 by the end of this year (Nesenyuk, A., 2023). The increase in the production of drones in Ukraine can be seen in fig. 5. This sphere would not be so developed in Ukraine now if there was no demand for these goods.

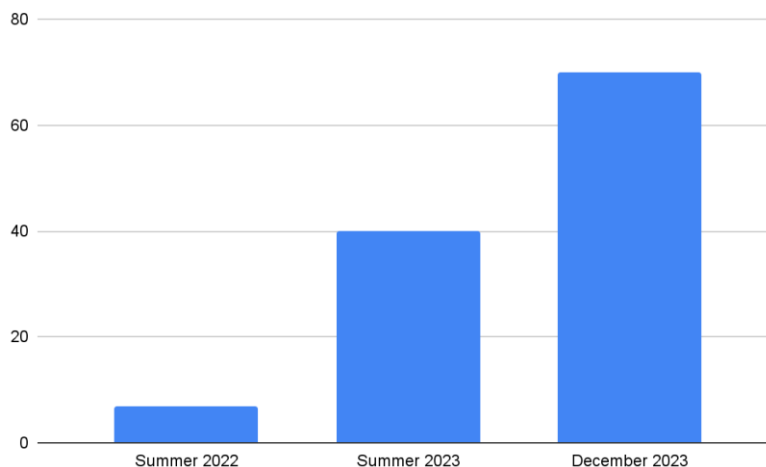


Fig. 5. Production of drones in Ukraine.

Source: Compiled by authors based on Forbes, 2023

Also, some enterprises decided to expand their activities and enter the international market. The reason for this was the external migration of a large number of people. Ukrainians are used to national products and the level of service. That is why there was a demand for Ukrainian goods abroad. In addition, due to the close cooperation of other countries with Ukraine, there are more opportunities for companies to enter the international market. For example, "Nova Poshta" has already opened in Lithuania, Moldova, Germany, Poland, Romania and the Czech Republic. "Lviv Croissants" and "Drunken Cherry" currently operate in Poland. Despite the fact that these companies plan to further develop their markets. According to the Mastercard SME Index study, 28% of Ukrainian enterprises operating during the war have already expanded their activities outside the country. Another 21% of enterprises plan to do so in the near future (Economic truth, 2022).

According to the data of the Mastercard SME Index study, the most priority countries that Ukrainian companies can potentially consider for expanding their activities are presented in Fig. 6.

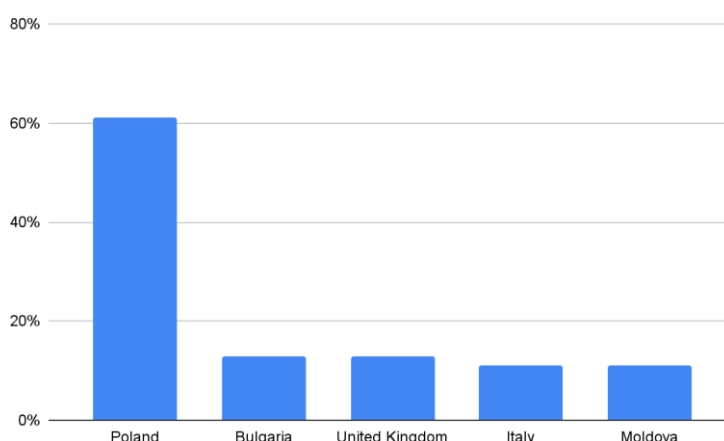


Fig. 6. Priority countries for the expansion of Ukrainian business.

Source: compiled by the authors based on the article "Business during the war: how many entrepreneurs started working "abroad"", 2022.

At the same time, entering international markets is accompanied by a number of problems. Thus, our companies lack finance, qualifications and production equipment to enter foreign markets. According to the Mastercard SME Index study, the following areas may become the most potential Ukrainian bestsellers in the world: IT services (49%), designer clothes (28%), craft products (26%) and jewelry, including jewelry (23%) (Economic Pravda, 2022).

The European Business Association has created a system - Global Business For Ukraine, which will help foreign companies interact with Ukrainian ones. The program should facilitate the transition of Ukrainian business to the international market, and attract global enterprises to the Ukrainian market.

In addition, the Ministry of Foreign Affairs launched the Nazovni platform, which helps companies negotiate with countries and solve specific problems when entering new markets (Economic Truth, 2022).

It is also important to note that domestic companies managed to adapt to the deterioration of business conditions, especially adapting to blackouts of electricity, Internet and water. All business entities that sought to continue working under martial law underwent changes. For example, problems with energy supply in the winter of 2022 could completely stop the country's economy, but Ukrainian companies quickly adapted. Generators, satellite communication terminals were purchased for operation, schedules and working conditions were also revised. It was a rather difficult period for both people and businesses.

For the operation of the supermarket, the generator is enough for 6 hours. However, if the light did not appear during this time, the supermarket had to close. In order to adapt to the changes, the networks purchased a large number of generators. Silpo and ATB said that the power outage has slightly changed the assortment in their stores. The amount of perishable products was reduced: fish, dairy products and frozen semi-finished products (Economichna pravda, 2022).

The state is also currently warning businesses to be prepared for winter blackouts in 2023-2024. In October 2022, ex-Minister of Energy Ivan Plachkov stated that Ukraine's energy system has only 30% of its potential due to damage (Economic Truth, 2022).

However, it is worth noting that there are companies that were able to cope with changes in the enterprise during martial law. LLC "BMU-3" is a leading construction company located in the city of Vinnytsia and engaged in housing construction. The company's portfolio includes more than 90 completed projects with an area of 700,000 square meters, including residential, administrative and commercial projects. The main activities of the company are construction of residential and non-residential buildings, mining of sand, gravel, clay and kaolin, production of other wooden construction structures and products (Concern Podillya, b.d.).

With the beginning of the war, the BMU-3 company faced a number of problems, including temporary production losses, logistical problems, a fuel crisis, and the mobilization of workers into the ranks of the Armed Forces. In general, the sale of products - the sale of housing - was suspended.

To manage change in the enterprise, the company moved from long-term planning to short-term planning, and in addition, each department developed its own crisis preparedness plan. They began to apply a simplified regime for regulating labor relations on an individual

basis, that is, between an individual employee and an employer. A simplified regime for regulating labor relations on an individual basis, i.e. between an individual employee and an employer, was also introduced.

To date, the Ukrainian authorities have introduced the "Yeoselya" monetary program, which allows young professionals to get a loan at 3% or 7% for the purchase of housing (Diya. Yeoselya, n.d.). According to this program, LLC "BMU-3" sold 60 ready-made apartments.

During the full-scale war, LLC "BMU-3" faced a large number of challenges and problems. However, the company was able to cope with all these changes by applying a number of effective strategies and management methods. For example, short-term planning, crisis preparedness plans, individual regulation of labor relations, use of the Yeosel monetary program. These strategies gave the organization of LLC "BMU-3" flexibility to new conditions and allowed it to successfully cope with changes at the enterprise during martial law. The company uses all resources and opportunities to continue its activities.

Conclusions. Therefore, during martial law, business faces many obstacles and challenges that can negatively affect its operations. Ukrainian enterprises lack knowledge, expertise and technologies to effectively manage all changes in the enterprise. Also, the business is faced with a shortage of qualified personnel, the difficulty of obtaining profit from its activities and constant adaptation to new conditions. In addition, increasing competition, lack of paying customers, insufficient financial resources and economic instability can be a problem for the enterprise.

However, strategic management, communication, conservation of resources and quick adaptation to new market conditions can contribute to the sustainability of the enterprise during martial law and ensure its survival and further development. In addition, support from the Ukrainian government and other countries plays an important role in the adaptation of enterprises to such difficult conditions. Various national and international programs help enterprises to obtain financial support, information support and logistical assistance, which will allow companies to effectively carry out their activities.

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THE ROLE OF ORGANIZATIONAL CULTURE IN FORMING THE DEVELOPMENT STRATEGY OF THE ENTERPRISE

Abstract. In the context of the modern business environment, which is characterized by instability, rapid changes and a high level of competition, enterprises must look for new
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