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CRISIS MANAGEMENT OF ENTERPRISES UNDER WAR CONDITIONS АНТИКРИЗОВЕ УПРАВЛІННЯ ПІДПРИЄМСТВОМ В УМОВАХ ВОЄННОГО СТАНУ

Білецький О. Антикризове управління підприємством в умовах воєнного стану. *Український журнал прикладної економіки та техніки*. 2025. Том 10. № 2. С. 344 – 347.

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The article examines the specific features of crisis management of enterprises under the conditions of full-scale war in Ukraine. The study aims to analyze the transformations in enterprise management during wartime, identify the risks arising in a crisis environment, and justify effective mechanisms of crisis response and adaptive strategies to ensure the viability and development of businesses under war conditions. It is determined that the full-scale invasion of Ukraine has caused radical transformations in business operations. An analysis of the production volumes of large, medium, and small enterprises during 2021–2023 reveals the impact of war on various economic sectors and the adaptive responses of businesses. The construction, manufacturing, extractive industries, and agriculture have been the most affected. At the same time, the role of small and medium-sized enterprises has significantly increased, particularly in the fields of IT, finance, trade, and services. Certain sectors, such as education, culture, and water supply, continue to stagnate. Small and medium-sized enterprises have proven to be the most flexible and adaptive. The study substantiates the need to rethink managerial functions and implement flexible strategies and comprehensive crisis response mechanisms focused on risk minimization and enterprise resilience. The main risks faced by enterprises during the war: operational, financial, logistical, human resources, reputational, legal, informational, strategic, environmental, and regulatory, have been systematized, along with relevant management tools and responsible functional units for implementing anti-crisis measures. It was found that effective risk management under wartime conditions requires cross-functional interaction, rapid decision-making, the use of digital technologies, and the development of analytical tools to monitor the external environment. The study highlights the critical importance of human resource risks that have become especially acute due to mobilization and labor force exhaustion, necessitating adaptive approaches in HR management, including flexible employment formats, remote work, and psychological support for staff. Overall, the research emphasizes the unquestionable importance of strategic adaptation, digitalization, and social responsibility in ensuring business viability during wartime. Under these conditions, crisis management becomes a key factor in the recovery and development of national business, shaping a new management paradigm focused on rapid response, strategic foresight, and prioritization of human capital.

Keywords: management, crisis management, risk management, adaptive strategies, digitalization, enterprise resilience.

Статтю присвячено вивченню особливостей антикризового управління підприємствами в умовах повномасштабної війни в Україні. Дослідження має на меті проаналізувати трансформації управління підприємствами в умовах повномасштабної війни в Україні, визначити ризики, що виникають у кризовому середовищі, та обґрунтувати ефективні механізми антикризового управління та адаптаційних стратегій для забезпечення життєздатності та розвитку бізнесу в умовах воєнного стану. Визначено, що повномасштабне вторгнення на територію України спричинило кардинальні трансформації у функціонуванні бізнесу. Аналіз обсягів виробленої продукції суб'єктами великого, середнього та малого підприємництва за 2021–2023 рр. дозволив простежити вплив воєнного стану на різні галузі економіки та адаптивні реакції бізнесу. Найбільше постраждали будівництво, переробна та добувна промисловість, сільське господарство. Водночас зросла роль малого та середнього бізнесу, особливо у сферах IT, фінансів, торгівлі та послуг. Деякі галузі, як освіта, культура, водопостачання, залишаються в стагнації. Найбільш гнучкими та адаптивними виявились малі й середні підприємства. В дослідженні обґрунтовано необхідність переосмислення управлінських функцій, впровадження гнучких стратегій і комплексних механізмів антикризового реагування, орієнтованих на мінімізацію ризиків та забезпечення стійкості підприємств. Систематизовано основні ризики, що постають перед підприємствами в умовах війни: операційні, фінансові, логістичні, кадрові, репутаційні, юридичні, інформаційні, стратегічні, екологічні та регуляторні, а також відповідні інструменти управління ними і функціональні підрозділи, відповідальні за реалізацію антикризових заходів. Виявлено, що ефективне управління ризиками в воєнних умовах передбачає міжфункціональну взаємодію, оперативність прийняття рішень, застосування цифрових технологій та розвиток аналітичних інструментів для моніторингу зовнішнього середовища. Дослідження дозволило виявити взаємність кадрових ризиків, які стали критичними в умовах мобілізації та виснаження трудового потенціалу, що вимагає адаптивних підходів у HR-менеджменті, зокрема гнучких форм зайнятості, віддаленої роботи та психологічної підтримки персоналу. Загалом дослідження свідчить про беззаперечну важливість стратегічної адаптації, цифровізації та соціальної відповідальності для забезпечення життєздатності підприємств в умовах війни. В умовах війни саме антикризове управління стає визначальним фактором відновлення і розвитку національного бізнесу, формуючи нову парадигму менеджменту, орієнтовану на швидку реакцію, стратегічне передбачення і пріоритетність людського капіталу.

Ключові слова: управління, антикризове управління, ризик-менеджмент, адаптивні стратегії, цифровізація, стійкість підприємств.

Statement of the problem

Under martial law, Ukrainian enterprises face unprecedented challenges that significantly disrupt sustainable mechanisms of functioning, management, and planning. The destructive impact of hostilities covers all aspects of economic activity: disruption of logistics chains, shortage of resources, loss of markets, damage or destruction of production facilities, outflow of personnel, instability of the regulatory environment, etc. management of the enterprise, focused on adaptation to new conditions, ensuring its viability, preservation of competitive advantages and ability to recover after the crisis.

Crisis management under martial law is critical as a strategic tool for minimizing risks, enhancing resilience, and ensuring business continuity. However, traditional models of crisis response do not adequately account for the specifics of systemic threats of a military nature, which combine economic, social, logistical, and security aspects. In this regard, there is a need to develop updated management mechanisms that consider the multidimensionality of the crisis and provide flexibility, adaptability, decentralized decision-making, the use of digital technologies, and partnership approaches.

Many works have been devoted to the issues of crisis management and the substantiation of approaches to identifying, assessing, and overcoming the risks faced by Ukrainian businesses in the context of the war. Scientists Kravchenko et al. emphasize the importance of enterprise resilience through purposefulness, adaptability, and resource mobilization in the face of radical changes and uncertainty [1]. They analyzed the experiences of Ukrainian companies, which have been able to survive and evolve during the military conflict, emphasizing the role of agile management models and rapid decision-making.

Domestic researchers Makaliuk I. and al. conducted a qualitative analysis of the risks that threatened enterprises during the war period, highlighting the factors of financial instability, logistical interruptions, and personnel losses that complicate business functioning [2]. Losheniuk, O., & Murovana, T. investigated the specifics of business risks during the war

and proposed practical mechanisms for overcoming them through diversification, digitalization, and the formation of anti-crisis strategies [3]. Makaliuk I. V., and Laikova A. O. separately investigated financial risks, revealing problems related to inflation, devaluation, and the growth of operating costs, and described management tools for stabilizing the financial condition of enterprises in crisis conditions [4]. Anti-crisis management for small businesses is presented in the study by Korobka S., which identifies the need for adaptive approaches that consider the limited resources and increased vulnerability of these enterprises in the face of military challenges [5].

The purpose of the research

The purpose of the study is to analyze the transformation of enterprise management in the context of a full-scale war in Ukraine, identify the risks arising in the crisis environment, and substantiate effective crisis management mechanisms and adaptation strategies to ensure the viability and development of business under martial law.

Presentation of the primary research material

The full-scale war in Ukraine has caused fundamental transformations in the management of enterprises, posing unprecedented challenges related to physical danger, destruction of infrastructure, disruption of logistics chains, personnel losses, and deep economic uncertainty. In the new conditions, effective enterprise management requires a reevaluation of key management functions, the introduction of adaptive strategies, and the development of crisis response mechanisms.

Table 1. Volumes of products (goods, services) produced by large, medium, and small entities for 2021–2023

Industry	Years	Business entities, billion UAH				Industry	Years	Business entities, billion UAH			
		All	Large	Medium	Small			All	Large	Medium	Small
Agriculture, forestry and fisheries	2021	1030,31	130,04	510,99	389,28	Information and telecommunications	2021	523,69	80,29	0,00	0,00
	2022	734,91	109,85	329,34	295,72		2022	290,40	85,25	0,00	0,00
	2023	795,14	149,13	342,86	303,15		2023	349,24	94,91	155,91	98,42
Mining industry	2021	577,24	474,97	0,00	0,00	Financial and insurance activities	2021	128,02	27,58	71,37	29,07
	2022	462,55	369,85	83,02	9,69		2022	109,98	20,32	68,55	21,11
	2023	469,19	0,00	0,00	11,91		2023	172,40	29,98	117,45	24,97
Processing industry	2021	2660,36	1431,98	0,00	0,00	Real estate transactions	2021	190,97	0,00	40,23	0,00
	2022	1849,10	803,29	811,71	234,11		2022	121,34	0,00	0,00	87,29
	2023	2316,16	940,64	1041,69	333,83		2023	163,46	0,00	47,21	0,00
Supply of electricity, gas, steam	2021	747,85	427,06	276,13	44,66	Prof., scientific and technical activities	2021	310,34	0,00	0,00	174,50
	2022	956,88	491,66	418,36	46,85		2022	180,24	0,00	0,00	54,75
	2023	791,70	541,27	198,06	52,36		2023	234,65	94,87	64,42	75,36
Water supply; Drain	2021	51,68	7,21	30,22	14,25	Activities in the field of admin. Service	2021	152,08	0,00	0,00	84,91
	2022	45,49	6,80	27,97	10,73		2022	103,05	0,00	0,00	44,77
	2023	52,64	0,00	0,00	12,94		2023	122,18	0,00	0,00	52,75
Construction	2021	538,32	86,85	194,33	257,14	Education	2021	16,46	0,00	2,79	13,67
	2022	259,30	23,00	101,66	134,65		2022	5,83	0,00	2,20	3,62
	2023	366,51	35,51	0,00	0,00		2023	8,06	0,00	2,95	5,11
Wholesale and retail trade; Repair of highways means	2021	1741,16	404,98	550,79	785,39	Health care and provision of social. Aid	2021	206,14	8,65	0,00	0,00
	2022	1823,37	321,99	800,93	700,45		2022	192,56	0,00	177,00	0,00
	2023	2201,68	463,68	958,34	779,66		2023	201,87	0,00	0,00	18,16
Transport, warehousing	2021	624,05	261,76	181,40	180,90	Art, Sports, Entertainment & Recreation	2021	21,83	0,00	6,56	0,00
	2022	532,26	239,64	168,81	123,82		2022	10,05	0,00	6,86	3,20
	2023	622,71	270,37	197,50	154,85		2023	64,18	0,00	0,00	4,58
Temporary accommodation and meals	2021	83,19	0,00	0,00	61,52	Provision of other types of services	2021	35,61	0,00	0,00	0,00
	2022	30,42	0,00	0,00	12,03		2022	4,77	0,00	0,00	0,00
	2023	40,89	0,00	0,00	17,48		2023	6,09	0,00	2,07	4,02

Source: compiled by the author according to [1]

Analysis of the volumes of products (goods, services) produced by large, medium, and small businesses for 2021–2023. In the context of enterprise management during martial law, it indicates profound structural changes and adaptive responses of businesses to crisis conditions (Table 1).

In 2022, there was a sharp decline in the total volume of production in most industries, a direct consequence of the outbreak of a full-scale war. In agriculture, the reduction reached more than 28% (from UAH 1030.31 to UAH 734.91 billion), in the processing industry by 30% (from UAH 2660.36 to UAH 1849.10 billion), in construction more than twice (from UAH 538.32 to UAH 259.30 billion). However, by 2023, a gradual recovery was already underway in many sectors, indicating the effectiveness of the implemented anti-crisis strategies, the adaptation of enterprises to new conditions, as well as efforts to relocate businesses and restore production chains.

Medium and small businesses proved to be more resilient to crisis challenges compared to large businesses. Thus, in 2023, the share of medium-sized enterprises in the processing industry accounted for UAH 1,041.69 billion, which is almost equal to the volume of production of large companies (UAH 940.64 billion). In contrast, medium-sized businesses were not included in the statistics at all in 2021. This indicates the growing role of medium-sized businesses in the war economy, their flexibility, and their ability to quickly adapt to new operating conditions and utilize digital tools and local markets.

Notably, the growth of small business activity is particularly pronounced in the information and communication sector (from UAH 0.00 in 2021 to UAH 98.42 billion in 2023), as well as in financial and insurance activities (reaching UAH 24.97 billion), trade (reaching UAH 779.66 billion), and professional services (reaching UAH 75.36 billion). This highlights the increasing importance of intelligent services and digital transformation, as well as the expanding role of the service and IT sectors in maintaining the economy's resilience.

At the same time, some industries continued to show signs of stagnation or destruction. In particular, the extractive industry in 2023 was represented mainly by small businesses (UAH 11.91 billion), with a notable absence of indicators for large and medium-sized businesses, which suggests a deep crisis in the industry, likely caused by the occupation of territories, the destruction of infrastructure, and the disruption of logistics hubs. Similar negative trends are observed in water supply, real estate, art, education, and the social sphere.

In the context of war, enterprises are compelled to rapidly adjust their management models, diversify their activities, utilize digital technologies more effectively, and refine their strategies to the new economic and security landscape. It is

essential to support and develop small and medium-sized enterprises as the basis of a flexible, regionally oriented, and innovative economy capable of ensuring sustainable functioning even in emergency conditions.

The war has led to a sharp change in the business environment, which, according to McKinsey experts, necessitates the transition of enterprises to flexible organizational structures, mobile decision-making, a shift in goals, and adaptation to new realities due to the rapid reorientation of business models [2]. In most cases, crisis management was based on the urgent creation of "operational centers" that consolidated the functions of planning, risk management, and communications, enabling a rapid response to threats in combat conditions.

According to Gradus Research, more than 80% of Ukrainian companies focused their efforts on evacuating employees, providing psychological support, and preserving the lives of their teams in the first weeks of the invasion [3]. This focus on the social aspect of management has significantly influenced the development of a new corporate culture that prioritizes human capital as a strategic asset.

One of the robust vectors of management transformation was the introduction of digital technologies: ERP systems, CRM platforms, big data analytics, remote management, and cloud services. Companies with a high level of digital maturity had a significantly higher chance of maintaining business continuity, adapting to new conditions, and ensuring resilience. According to Deloitte, more than 70% of enterprises that have integrated digital solutions into their crisis processes have recorded improvements in adaptability and cost reduction [4].

The war also led to a reevaluation of strategic approaches to enterprise management. The change in business conditions forced businesses to reconsider their strategic goals, reformulate business models, diversify sales and supply channels, and relocate production to safer regions of the country. According to the European Business Association, 62% of companies have partially or fully resumed operations in new geographical locations, which has become possible due to the adaptability of their management structures [5].

Crisis management plays a crucial role in ensuring the viability of enterprises, encompassing scenario development, risk modeling, reserve formation, supply diversification, and alternative logistics route planning. Risk management, traditionally considered a secondary function, assumes a strategic character in wartime conditions and determines an enterprise's ability to survive in critical circumstances. Table 2 presents the main categories of risks, their consequences for enterprises, tools for managing them, and the responsible departments that ensure the implementation of anti-crisis measures.

Table 2. Risk management of enterprises under martial law

Category	Essence	Consequences	Management tools	Responsible departments
Operational risks	Destruction of production facilities, infrastructure, logistics	Production stoppage, loss of markets, equipment damage	Creation of reserve production capacities; Relocation of the enterprise; Property insurance; Contracts with alternative contractors	Production Department, Security Service, Legal Department
Financial risks	Devaluation, inflation, instability of the payment system, rising costs	Loss of liquidity, losses, insolvency	Hedging currency fluctuations; Formation of foreign exchange reserves; Renegotiation of contracts considering inflation expectations	Finance Department, Treasury
Logistical risks	Blocking of transport routes, fuel shortages, logistical collapse	Disruptions in the supply of raw materials, disruption of supplies to customers	Diversification of suppliers; Inventory creation; Use of alternative routes	Logistics Department, Procurement Department
Personnel risks	Mobilization of employees, evacuation of personnel, psychological exhaustion	Insufficient number of frames, drop in performance	Retraining of personnel; Outsourcing of functions; Psychological support; Flexible mode of operation	HR department, management, labor protection service
Reputational risks	Failure to fulfill obligations, association with the occupied territories	Loss of trust of partners, customers, investors	Transparent communication; Corporate Social Responsibility; Public position of the company	PR department, communications department, top management
Legal risks	Uncertainty of the legal regime, loss of documents, problems with contracts	Litigation, fines, inability to fulfill contracts	Legal expertise; Force majeure clauses in contracts; Electronic archiving	Legal Department, Contractual Department
Information risks	Cyberattacks, data breaches, IT infrastructure failures	Loss of confidential information, blocking of transactions	Data backup; Cybersecurity; Cloud technologies	IT department, security service
Strategic risks	Market loss, decreased investment attractiveness, uncertainty	The need to revise the strategy, stagnation	Review of the strategic plan; Search for new markets; Alliances and partnerships	Strategic Planning, Think Tank
Environmental risks	Pollution of territories, damage to nature by war	Fines, termination of activities, reclamation costs	Environmental audit; Partnership with the state; Green technologies	Eco-department, labor protection service
Regulatory risks	Frequent changes in legislation, tax burden, state control	Inability to predict activities, cost growth	Monitoring of changes in legislation; Legal support; Participation in specialized associations	Legal Department, Financial Department, Public Direction

Source: systematized and improved by the author according to [6-10]

The presented risk management system encompasses a wide range of potential threats, including operational security of assets and personnel, financial, logistics, legal, environmental, reputational, and regulatory risks. The application of an integrated approach to risk identification, prompt response, implementation of flexible management mechanisms, and continuous monitoring will enable enterprises to reduce losses, increase resilience to external shocks, and develop recovery and development strategies. A powerful place in risk management is occupied by cross-functional interaction, the availability of clearly defined procedures, and the development of analytical and digital tools for the timely detection of changes in the external environment. Special attention in military risk management should be paid to personnel shortages associated with mobilization, the movement of employees, and the general depletion of labor potential. Lack of highly qualified specialists decreased labor productivity, psychological burden on staff – all this requires the introduction of adaptive approaches to HR management (flexible forms of employment, remote work, psychosocial support, training in conditions of uncertainty, reservation against mobilization).

The war has served as a powerful catalyst for the transformation of enterprise management systems, underscoring the need for flexibility, digitalization, strategic adaptation, and enhanced social responsibility. Successful management in

wartime is generally based on the ability of enterprises to react quickly, strategic foresight, efficient resource utilization, and prioritizing human capital. Such trends form a new paradigm of crisis management during the war period and determine the prospects for the recovery of national business.

Conclusions and prospects for further research

During the full-scale invasion of Ukraine, enterprises found themselves in a profound economic and security crisis, which radically transformed their management approaches. The study of production volumes by business entities of various sizes from 2021 to 2023 revealed structural changes in the economy while also highlighting the significant adaptive ability of modern businesses. Although 2022 was marked by a sharp drop in most industries, already in 2023, it showed signs of partial stabilization and the beginning of recovery, indicating the effectiveness of the implemented anti-crisis strategies. A decisive role in ensuring the economy's viability at that time was played by small and medium-sized enterprises, which demonstrated flexibility, innovation, and the ability to adapt to new conditions quickly. Their increased activity, particularly in the fields of services, information technology, finance, and trade, indicates the growing importance of the service and digital sectors in the structure of national production. At the same time, industries with a high level of material dependence, such as mining, construction, water supply, education, and culture, are still in a state of profound crisis.

Therefore, the war has brought to the fore the need for rapid response, flexible organizational structures, digitalization of business processes, and rethinking the role of human capital. Enterprises that promptly established crisis headquarters developed relocation plans, ensured the continuity of communications, implemented cyber protection measures, and provided social support to staff had a higher chance of preservation and recovery. The modern model of management in wartime should be based on a multi-level, risk-based approach, cross-functional coordination, digital solutions, and strategic flexibility. Successful practices include adapting to local markets, creating reserve capacities, diversifying logistics, attracting partner alliances, and supporting a new corporate culture.

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