

BAI Serhii,

Doctor of Sciences (Economics),
Professor, Head of the Department
of Management
State University of Trade and Economics
19, Kyoto St., Kyiv, 02156, Ukraine

ORCID: 0000-0003-0599-2582
s.bay@knute.edu.ua

YELISIEIEV Vadym,

Master, Postgraduate student
of Department of Management
State University of Trade and Economics
19, Kyoto St., Kyiv, 02156, Ukraine

ORCID: 0000-0001-7488-9306
v.yelisyeyev@knute.edu.ua

**ENTERPRISE
MANAGEMENT: WARTIME
CHALLENGES**

Full-scale invasion of the Russian federation on the territory of Ukraine has significantly changed operating conditions of Ukrainian enterprises, forcing management to look for new ways to organize business-processes. Methods of enterprise management used in pre-crisis period no longer can guarantee stable functioning of a company. Therefore, there is a need to develop new approaches that correspond to the actual conditions. This research aims to identify the factors influencing the management system at Ukrainian enterprises, and tools used by the management of Ukrainian enterprises to ensure effective work in the conditions of martial law. Methods of generalization, analysis and synthesis, comparison, scientific abstraction and systematization were applied in process of research. In this research changes in the operating conditions of enterprises in Ukraine under the influence of the factors of the systemic crisis caused by the state of war, the nature and level of losses from their consequences were studied. The difficulties faced by Ukrainian enterprises in the conditions of martial law and the factors that provoke them were determined. The methods used to ensure the stability of enterprises in a crisis state were defined. As a result it was concluded that in order to overcome the systemic negative issues caused by

БАЙ Сергій,

д. е. н., професор,
завідувач кафедри менеджменту
Державного торговельно-економічного
університету
вул. Кіото, 19, м. Київ, 02156, Україна

ORCID: 0000-0003-0599-2582
s.bay@knute.edu.ua

ЄЛІСЄЄВ Вадим,

магістр, аспірант кафедри менеджменту
Державного торговельно-економічного
університету
вул. Кіото, 19, м. Київ, 02156, Україна

ORCID: 0000-0001-7488-9306
v.yelisyeyev@knute.edu.ua

**УПРАВЛІННЯ
ПІДПРИЄМСТВАМИ: ВИКЛИКИ
ВОЄННОГО ЧАСУ**

Повномасштабне вторгнення російської федерації на територію України серйозно змінило умови діяльності українських підприємств, змушуючи менеджмент шукати нові шляхи організації бізнес-процесів. Методи управління підприємством, що застосовувались у докризовий період, не здатні забезпечити стабільну роботу підприємства. Відтак, існує потреба в розробленні нових підходів, що відповідають актуальній ситуації. Метою роботи є ідентифікація факторів впливу воєнного стану на систему управління на українських підприємствах та інструментарію, що використовується менеджментом українських підприємств для забезпечення ефективної роботи в умовах воєнного стану. Із застосуванням методів узагальнення, аналізу та синтезу, порівняння, наукового абстрагування та систематизації досліджено зміни умов діяльності підприємств в Україні під впливом факторів системної кризи, спричиненої воєнним станом, характером та рівнем збитків від їх наслідків. Визначено труднощі, з якими стикаються українські підприємства в умовах воєнного стану, та фактори, які їх провокують; методи, які застосовуються для забезпечення стабільності підприємств в умовах кризового стану. Виявлено, що для подолання системних негативних явищ, спричинених воєнним станом, на підприємствах



the martial law, it is necessary to change management approaches at enterprises. The priority directions of such changes should be the implementation of new technologies, the development of new management structures, and the focus on deepening interaction with personnel.

Keywords: enterprise management, martial law, relocation of enterprises.

необхідно змінити підходи до управління. Пріоритетними напрямками таких змін мають стати імплементація нових технологій, розроблення нових управлінських структур, орієнтація на поглиблення взаємодії з персоналом.

Ключові слова: управління підприємством, воєнний стан, релокація підприємств.

JEL Classification: D21, J32, L23.

Introduction

The efficiency of the enterprise, its competitiveness depends primarily on the quality of managerial decisions. The process of adoption and implementation of most of them is always carried out under conditions of certain uncertainty and variability of the internal and external environment. However, martial law and the COVID-19 pandemic that preceded it led to comprehensive changes in the operating conditions of Ukrainian enterprises. Under such conditions, the ability to quickly adapt all the enterprises business processes to new realities has become a key competency for enterprise management. In times of crisis it is especially important that the team is united and ready to work together to ensure successful accomplishment of the enterprises mission. This can be achieved by including team members in the change management process, ensuring sufficient communication and involving them in the decision-making process. Under such conditions, the question of how quickly and effectively the enterprise will be able to adapt to new conditions and how effectively it will work in new realities depends on the enterprises management and its ability to make adequate management decisions.

War is a catastrophic phenomenon for the economy, as logistics chains, production facilities and infrastructure facilities are destroyed, which significantly complicates the activities of the entire business. In this regard, a large number of enterprises are reducing or ceasing their activities. To ensure profitable activities under difficult crisis conditions, each business entity must organize the uninterrupted operation of the enterprise in conditions of martial state.

However, due to the specific conditions of operation in during martial law and a significant number of unique problems that cannot be qualitatively solved by classical management tools, there is a need to update the theoretical and methodical toolkit of enterprise management in a state of crisis in order to provide the management of enterprises with effective and efficient tools for organizing the activities of enterprises in conditions of martial law. However, due to the specific conditions of operation in the conditions of martial law and a significant number of unique problems that cannot be qualitatively solved by classical management tools, there is a need to update the theoretical and methodical tools of enterprise management in a crisis state

in order to provide the management of enterprises with effective and practical tools for organizing the activity of enterprises under martial law.

Due to the importance of the topic of business management, it is clear that it has been extensively researched by academics. Fundamental contributions to the theory of enterprise management were made by F. Herzberg (Herzberg, 1993), A. Marshall (Marshall, 1890), A. Maslow (Abraham H. Maslow, 1970), A. Smith (Smith, 1776), F. Taylor (Frederick Taylor, 1911), A. Fayol (Fayol, 1917), T. Schultz (Schultz, 1975) and others. At the same time, enterprise management under martial law has its own specifics compared to normal conditions, and therefore requires a deeper study. Given the rarity of such circumstances as martial law, the opportunity to investigate enterprise management in such conditions is rare. Among the studies available to us, it is worth noting the work of B.D. Mabry and K. Srisermbhok, who analyze the specifics of labor relations between personnel and management in Thai enterprises during the period of martial law in 1958–1956 and 1976–1981 (Mabry & Srisermbhok, 1985). A. Korbonski examines the impact of the martial law in Poland in 1981 on agricultural enterprises and concludes that in the post-war period they show much higher efficiency than before (Korbonski, 1990). Management of the enterprise in the conditions of martial law is closely related to the question of risk management. This side of the issue is much more researched. In particular, F. Bromiley, M. McShane, A. Nair, E. Rustambekov (Bromiley et al., 2015) describe the general principles and approaches to the organization of risk management at enterprises and emphasize the need to adapt the risk management system to new challenges in time to ensure its sustainability and efficiency.

Enterprise management in a crisis situation has become particularly important interest for Ukrainian researchers in the context of the COVID-19 pandemic and martial law in Ukraine. In particular, B. Danylyshyn and I. Bohdan revealed the directions of implementation by national authorities of macroeconomic regulation measures aimed to protect national economies from unfavorable external circumstances and substantiated the priorities of systemic stabilization policy and anti-crisis measures at enterprises. (Danylyshyn & Bohdan, 2020). Y. Kostenko, A. Korolenko and M. Guz analyzed the factors of financial stability of an enterprise under martial law and came to the conclusion that in crisis conditions the requirements for the solvency of an enterprise increased. In turn, the requirements for profitability and turnover are reduced (Kostenko et al., 2022). I. Fedulova and M. Dzhulay predicted the losses of Ukrainian entities as a result of the crisis situation based on an analysis of the economic effect of the introduction of quarantine restrictions due to the COVID-19 pandemic (Fedulova & Dzhulay, 2020). A. Kuzmin, A. Yurinetz, A. Emelyanov, T. Yasinska and I. Prokopenko considered the use of economic and mathematical modeling of current investment tools for crisis management at enterprises and came to

the conclusion that enterprises have an opportunity to overcome the financial crisis and avoid bankruptcy using urgent investment tools for anti-crisis management (Kuzmin et al., 2023). S. Mekhovich, A. Tomilin and V. Mishchenko consider the role of international communications in ensuring the sustainability of an enterprise in a crisis situation and give examples of the possible positive influence of megaeconomic, macroeconomic, mesoeconomic and microeconomic factors on the choice and implementation of an anti-crisis investment strategy (Mekhovich, Tomilin, Mishchenko, 2023).

However, taking into account the significant amount of research by scientists, it should be noted that the question of enterprise management under martial law is currently insufficiently researched, in particular due to the uniqueness of the situation in which Ukrainian enterprises find themselves, the dynamic change in the conditions of their activity, and the appearance of a war-related of challenges, which were not actively considered by economists during the last decades. The need to improve the quality of enterprise management in the conditions of martial law dictates the need to expand the available methodological tools in this area.

The purpose of the article is to investigate the factors and peculiarities of the functioning of Ukrainian enterprises that arose and changed as a result of the martial law, to define and improve the tools used by the management of enterprises to ensure the efficiency of their activities. The research is based on the hypothesis that the implementation of new approaches to enterprise management and the strengthening of the adaptability of managerial activity to the realities of a martial law will ensure the possibility of efficient operation in a crisis situation and will provide enterprises with competitive advantages in the post-war period. To achieve the goal, the following methods were used: generalization and systematization – for researching the scientific work of Ukrainian and foreign scientists on the topic of enterprise management under martial law; analysis and synthesis, comparison – to assess the effectiveness of various management methods used at enterprises under martial law; scientific abstraction, induction and deduction – to determine the strategic priorities of management activities at enterprises.

The information base of the research was the works of Ukrainian and foreign scientists on the topic of risk management, enterprise management, as well as the experience of domestic enterprises that successfully conduct activities under martial law.

The structure of the main part of the study includes two sections, the first of which is devoted to changes in the operating conditions of enterprises caused by the state of war. The second chapter examines the peculiarities of the implementation of management activities in the crisis conditions of martial law.

1. Factors influencing the operating conditions of Ukrainian enterprises

The full-scale Russian invasion of Ukraine has had a very serious impact on the operating conditions of Ukrainian enterprises. The activities of enterprises under martial law have particularly changed under the influence of the following factors.

Mass emigration of the population. With the beginning of full-scale military operations on February 24, 2022, a significant number of Ukrainian citizens were forced to go abroad. The number and composition of the population that left Ukraine is difficult to determine precisely, however, according to various estimates, more than 6.7 million people left Ukraine and did not return, a significant part of which is the economically active population (OPORA, n.d.). A small part of these emigrants have retained their previous jobs and continue to work for Ukrainian enterprises, however, due to the move, these employees have a number of special needs, such as the need to be able to work remotely, new tools for cooperation with employees working in a different time zone, assistance with registration and legal procedures abroad. Thus, enterprises need to reorganize the work process and personnel support system in such a way as to meet these needs. Most Ukrainian citizens who travel abroad are looking for employment opportunities in the host country, thereby reducing the size of the economically active population in the Ukrainian labor market. Therefore, it becomes more difficult for Ukrainian enterprises to attract new employees, which in turn stimulates the organization of a personnel management system aimed to retain existing employees.

Internal population movement. In addition to travel abroad, the factor of population movement within Ukraine has significant weight. According to various estimates, about 8 million people were forced to leave their place of residence. Their movement was uneven in time and space. In the first half of 2022, the leaders in the number of internally displaced persons received were Transcarpathian, Ivano-Frankivsk, Chernivtsi and Ternopil regions. However, starting in the fall of 2022, their share gradually decreased and the Dnipropetrovsk and Kharkiv regions became the leaders in the number of internally displaced persons received. This is due to the de-occupation of the northern regions of Ukraine and the transformation of the central regions into conditionally safe ones, due to which some internally displaced persons were able to return home or closer to home (Bil, 2022). Such a move did not change the amount of labor resources for the economy as a whole, but it seriously changed the situation for individual business entities, since the relocation of workers to other regions of Ukraine creates the need to reorganize the labor process in order to make it more flexible and provide the possibility of remote

work. This reorganization leads to associated needs, such as providing staff with communication equipment and laptop computers, and therefore requires additional training in their use. In addition, the risk of loss of enterprise property and leakage of confidential information increases. If it is impossible to organize remote work, there is a need to find and train new employees.

Relocation and restructuring of enterprises. Against the background of active hostilities in certain regions and military risks throughout Ukraine, the need for relocation arises not only among individual citizens, but also among enterprises. With the outbreak of a full-scale war, Ukrainian enterprises had to change their activities in a following way:

- 41 % of enterprises remain fully operational;
- 50 % – enterprises continue to operate partially;
- 29 % of enterprises moved within Ukraine;
- 19 % moved outside of Ukraine;
- 15 % of enterprises had to close offices in certain regions;
- 2 % – enterprises had to completely cease operations (CEO Club Ukraine, 2022).

The process of moving an enterprise itself is quite complicated from a management point of view. It is necessary to systematize data about employees' family members, organize relocation for them, and provide displaced employees with temporary or permanent housing. It is also necessary, if possible, to transport fixed assets, or if their movement is not possible, it is necessary to purchase or otherwise obtain new fixed assets at a new place of work and, if possible, sell or otherwise write off the old ones. To establish work in new conditions and overcome the stress of moving, an onboarding procedure is necessary. In addition, often during a relocation, an enterprise has to get rid of functional divisions that have lost relevance or create new ones that are necessary for better organization of work under the new conditions. Such measures require rapid staffing and accelerated training of new employees to ensure their integration into the team.

Due to the complexity of such procedures and the significant costs required for their implementation, the state is introducing targeted programs to assist enterprises in relocating. In particular, enterprises from territories affected by hostilities can receive government support with the selection of a new location for facilities, the relocation of enterprise property to a new location, the search for new employees and a place of residence for displaced workers, as well as assistance in establishing logistics, purchase and sales activities. During a year and a half of the full-scale war, 840 enterprises used the program to relocate. The *Table 1* below shows the distribution of enterprises by the regions to which they moved, which shows the uneven distribution of enterprises.

Table 1

Relocated enterprises by region

Region	Relocated enterprises (units)	%
Lviv	199	23.69
Transcarpathian	120	14.29
Chernivtsi	78	9.29
Ivano-Frankivsk	70	8.33
Dnipropetrovsk	65	7.74
Khmelnyska	62	7.38
Ternopil	51	6.07
Kyiv	49	5.83
Vinnytsia	43	5.12
Cherkasy	24	2.86
Poltavska	19	2.26
Volynska	18	2.14
Kirovogradska	17	2.02
Rivne	16	1.90
Zhytomyr	6	0.71
Odessa	3	0.36

Source: compiled by the authors based on data from (Opendatabot, 2023).

Rocket attacks and associated risks. One of the characteristic features of the Russian-Ukrainian war is chaotic shelling of the territory of Ukraine leading to the destruction of critical infrastructure. Under such conditions it is impossible to ensure the safety of employees when working in offices or other enterprise premises. Therefore, during an air raid signal, workers are advised to stop work and move to a civil protection shelter. In addition, in some cities of Ukraine, public transport suspends traffic during an air raid. Thus, regular air raids reduce working hours and reduce labor productivity due to wasted time. In addition, this mode of operation significantly complicates the organization of the work process, since management is tasked with monitoring safety in the enterprise. If there is no shelter at the enterprise or in order to save time, the management of the enterprise may decide to transfer employees to remote work. However, such a solution also entails complications. In addition to the need to digitalize the work process and provide employees with appropriate technical means, there is a risk of unreliable operation of the energy and communication infrastructure, since there is a possibility of shelling damage to facilities that provide production by distribution and transportation of water, electricity, gas supply and heat. In the absence of these resources, employees cannot effectively perform their work remotely and when implementing stabilization and emergency shutdown schedules it becomes necessary to adjust employee work schedules accordingly. Transferring workers back to the enterprise premises is also not an easy solution, as it poses danger to life and health of workers.

Additionally, offices and manufacturing facilities may suffer from infrastructure disruptions. The installation of electric generators makes it possible to establish a work process but it involves the engagement of relevant specialists who install and maintain them. Consequently, there's a need to either find and train them or to sign a contract with an external service provider.

Mobilization activities. Due to the martial law in Ukraine, mobilization has been announced. For Ukrainian enterprises this means a decrease in labor supply and a constant likelihood of losing male employees of military age. In addition, if an employee is called up for military service, the enterprise is obliged to retain his job (without maintaining wages), which will further complicate finding a new employee for this vacancy. As a result of this factor, men become less attractive candidates for vacancies than women. Another feature arising from this factor is changes in the maintenance of personnel records. Consequently, personnel management specialists are required to keep records of employees liable for military service and within seven days have to notify the relevant territorial recruitment and social support centers about the acceptance and dismissal of conscripts, those liable for military service and reservists.

Changes in labor legislation. In order to adapt the normative legal acts of Ukraine to the conditions of martial law, a number of laws and regulations were adopted that affect the relationship between an employer and an employee and accordingly change the specifics of personnel management at enterprises. In particular, it is worth noting: Law of Ukraine "On Organization of Labor Relations Under Martial Law" (2022); Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine to Optimize Labor Relations" (2022); Law of Ukraine "On Employment" dated September (2022).

The adoption of these documents introduces the following changes:

- the employer can increase working hours from 40 to 60 hours a week; the duration of shortened working hours provided for workers with shortened working day at critical infrastructure facilities is from 36 to 40 hours;
- the employer can limit rest for employees from 42 to 24 consecutive hours per week and the duration of annual leave to 24 days;
- the employer can independently change the start and end time of the shift; he can transfer the employee to another job not specified in the employment contract without his consent and without reducing the salary;
- the employer may refuse to grant unused leave for previous periods as well as he may refuse to grant vacation to employees who work at critical infrastructure facilities;
- an employer may dismiss an employee during the period of temporary incapacity for work or during vacation (except for maternity leave or parental leave until the child reaches the age of three); due to the impossibility of

providing an employee with the work specified in the employment contract due to the destruction (absence) of production equipment, organizational and technical conditions, means of production or property of the employer as a result of hostilities;

- an employee can terminate an employment contract if there is a threat to his life and health or the enterprise is located in a war zone;

- the ban on working at weekends is canceled. It also includes reduced working hours at night, reduced working day on the eve of a holiday, transfer of a day off to a working day if the holiday falls on a day off, restrictions on overtime work, limiting the maximum period of unpaid leave to 15 days (for an employee who is an internally displaced person or has left the territory of Ukraine the duration of unpaid leave can be increased to 90 days), the need for prior consent of the trade union organization to terminate the employment contract at the initiative of the employer, the need to notify the employee about a change in the essential working conditions and a change in the payment conditions 2 months before their introduction;

- the term "suspension of the employment contract" is introduced providing for the possibility at the initiative of both an employer and an employee, to temporarily terminate the employment relationship due to armed aggression against Ukraine for the period of martial law;

- the employer may not pay wages on time if he proves that this is due to hostilities or other insurmountable circumstances. If an enterprise cannot pay wages due to hostilities, it must pay them after resuming work.

The above conditions allow the employer to use stricter methods in personnel management, sacrificing the interests of employees for the sake of achieving the enterprise's goal.

2. Latest practices of enterprise management under martial law

The combination of the above factors has created difficult conditions for the functioning of Ukrainian enterprises. To overcome these difficulties and adapt to new conditions it is necessary to apply new management practices.

Primarily, it should be carried out on the basis of maintaining control over the enterprise and preventing uncertainty due to the loss of communication with employees and clients, preserving the human resources of the enterprise and adapting and updating business processes for maximum compliance with new conditions. To ensure these conditions, the management of the enterprise must quickly determine the most important short-term priorities of the enterprise and concentrate efforts on the tasks related to them, while ensuring the effectiveness of the communication system in order to have up-to-date and correct information about the real state of affairs at the enterprise.

Examples of management solutions that can be implemented and are partially implemented at enterprises within the framework of this strategy are:

Application of digital technologies to ensure effective work in unstable conditions. In order to ensure the personal safety of employees and due to circumstances a significant part of Ukrainian enterprises were forced to switch to a completely remote or mixed mode of work. As a rule, a mixed mode of work involves a physical visit by an employee to the workplace once in a certain period to work with primary documents or other activities that cannot be carried out remotely and are remote most of the time. *Table 2* shows the distribution of Ukrainian enterprises by method of organizing work.

Table 2

Distribution of Ukrainian enterprises according to work organization

Enterprises	Working remotely, %	Work in mixed mode, %	Work offline, %	Work from abroad, %
Micro enterprises (<10 people)	20	41	33	5
Small enterprises (10-50 people)	12	45	42	1
Medium enterprises (50-500 people)	10	55	34	1
Large enterprises (>500 people)	20	52	28	0

Source: compiled by the authors based on data from (Kyivstar Business Hub, 2023).

We can see that most enterprises provide at least some employees with the ability to work remotely. To ensure the effectiveness of such a model, extensive digitalization of a large number of work processes was necessary. This was done by transferring all work communications to specific messengers (slack, microsoft teams, mattermost). This made it possible to adapt work communication to remote work because in addition to the obvious advantage of online communication these programs save all communications, thus simplifying reporting and allowing employees working on different schedules to communicate more effectively with each other, since there is no need to prove information for each employee. More comprehensive methods included the transition to the use of project management systems (Jira, Trello, Asana, Wrike). Such systems visualize the project management system, providing the ability to create a map of each individual task and mark in it all the actions taken to solve this task, also linking it with other tasks. Thus, the manager, like each individual employee, can see the entire system of tasks that the enterprise is currently working on and his role in the overall system. In addition to the obvious advantage of the simplicity and transparency of such a system it also allows the employee to more clearly understand the system of interaction between various departments of the enterprise, as well as their role in it.

Developing a more flexible organizational structure. Given the significant number of risks, from losing employees to losing customer bases or suppliers, many businesses have been forced to make changes to their organizational structure to make it more adaptive and flexible. Examples of such changes include increased training of staff to ensure greater interchangeability within the organization, giving individual workers freedom of action within their project.

Investments in providing comfortable conditions for workers. Martial law carries a significant number of dangers for citizens of Ukraine. First of all, the risk of disconnecting a number of communications due to damage to infrastructure networks. Workers cannot be expected to be productive if they are unable to meet their own physiological needs. Under such conditions many enterprises have decided to provide their staff not only with comfortable working conditions but also with comfortable living conditions. During the winter period when the risk of long-term blackouts was extremely high most enterprises worked to provide, in addition to workplaces, kitchens and sleeping places in their offices and production facilities in order to accommodate workers in case of force majeure. A number of enterprises have provided workers with high-capacity uninterruptible batteries and Starlink satellite communication terminals for domestic use and not only for work. In addition to providing the basic needs of employees such a policy enhances the sense of interdependence between an employee and a enterprise and therefore reduces staff turnover.

Paying more attention to the psychological health of workers. Under stressful conditions caused by martial law and its consequences workers become especially vulnerable to negative psychological conditions such as professional burnout, depression, apathy, etc. This moral and psychological state reduces labor productivity and increases the likelihood of making mistakes at work. To prevent such negative effects a significant number of enterprises consider it necessary to take specialized measures aimed at ensuring the normal psychological state of employees. These events can range from those aimed at creating a favorable climate in a team (team building events, parties, charity events, tree planting, etc.) to specialized seminars with psychologists aimed at informing employees about the symptoms of mental problems and ways to prevent them.

Changing the planning horizon. In a situation where government policy, market requirements and other conditions for the functioning of an enterprise are constantly changing it becomes much more difficult to predict and plan the activities of an enterprise for the long term. In conditions of uncertainty, management often has to abandon long-term and even medium-term planning, since even within a year the operating conditions of the enterprise can change to diametrically opposite ones, which will make pre-established goals irrelevant. To solve this problem, a significant part of

enterprises decided to reduce the planning horizon. Thus, about 60 % of micro enterprises (up to 10 employees), 56 % of small enterprises (10–50 employees), 41 % of medium-sized enterprises (50–500 employees) now plan their activities only a month in advance. 14 % of micro-enterprises, 18 % of small enterprises, 18 % of medium-sized enterprises, 21 % of large enterprises plan quarterly activities. Planning a strategy for six months is considered by: 4 % of micro enterprises, 5 % of small enterprises, 11 % of medium enterprises, 7 % of large enterprises. A strategy is planned for a year or more: 2 % of micro enterprises, 5 % of small enterprises, 5 % of medium-sized enterprises, 5 % of large enterprises. In general, under the influence of crisis phenomena during the planning period, 84 % of micro enterprises, 84 % of small enterprises, 79 % of medium-sized enterprises, 62 % of large enterprises had to be laid off (Kyivstar Business Hub, 2023). As a rule, along with a decrease in the planning period some of its characteristic features also change. In particular, the plans developed at enterprises now have great variability and include different scenarios for the development of events. Key factors influencing the activities of the enterprise and different options for changing these factors are identified. Based on these options, the risks and opportunities that the enterprise will have under each of the scenarios are determined and, in accordance with this, a set of solutions is prepared that are most suitable for maintaining the effective operation of the enterprise under different scenarios. This approach allows us to guarantee maximum stability of the enterprise in the short term, even under crisis conditions.

Conclusions

Russia's full-scale military invasion of Ukraine entailed a significant number of problems that complicate the lives of citizens and the functioning of enterprises. Among these factors the most significant are the mass movements of the economically active population within Ukraine and abroad, the relocation of enterprises to relatively safe regions and the destruction of infrastructure as a result of hostilities and legislative innovations aimed to increase the military potential of Ukraine while simultaneously narrowing the rights of workers.

It was determined that most of Ukrainian enterprises have felt the negative influence of these factors such as high staff turnover, low labor productivity, a shortage of qualified specialists, the inability to properly organize the work process, lack of cooperation from the side of staff, etc.

Currently, to cope with the negative impact of the above-mentioned effects, the management of Ukrainian enterprises uses such tools as short-term planning instead of strategic planning, flexible organizational structure, strengthening of communication between different management units. The role of social tools, whose action is aimed at supporting employees,

preserving their physical and mental health, and providing them with everything necessary to establish a stable and reliable work process even under unfavorable external conditions, is rising. Active use of information technologies and digitization of management processes increase the effectiveness of these tools.

The key mission facing the management of Ukrainian enterprises is the implementation of the methods developed during the crisis into management tools and their use for the effective development of enterprises in the post-war period in order to ensure high competitiveness on national and foreign markets. The question of management of Ukrainian enterprises in the post-war period and the qualitative use of anti-crisis tools in the everyday functioning of enterprises will be revealed in further research.

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