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Crisis management of an enterprise in the context of modern challenges

Abstract. The study aimed to identify the peculiarities of enterprises' response to crisis challenges and analyse adaptation practices on the example of Ukrainian and international companies. The study addressed the Ukrainian companies Nova Poshta, Kernel, Rozetka and DTEK. The study used the method of contextual analysis to analyse political, economic, social and technological factors of enterprise development, as well as benchmarking, which consisted of comparing Ukrainian companies with European or American companies of similar profile. The analysis determined that Nova Poshta has effectively adapted to the new conditions by expanding its operating network and promptly resuming operations in the de-occupied territories. Kernel has relocated its assets to the western regions of Ukraine, combining this process with support for specialists working in the occupied and de-occupied territories. Rozetka has stabilised economic performance by refocusing on Ukrainian producers and introducing promotional programmes to maintain its customer base and attract new customers. DTEK, in turn, is overcoming the crisis challenges by investing in sustainable development, as well as in staff training and retraining. The effectiveness of certain strategies, such as logistics transformation, digital innovation, human capital development and accountability, has been confirmed by the activities of leading foreign companies: Deutsche Post DHL (Germany), Cargill (USA), Enel Group (Italy) and Amazon (USA). Based on the comparative analysis, the study suggested that Ukrainian enterprises should implement the principles of social

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responsibility, increase investments in infrastructure and human capital, as well as diversify production and manage risks. The practical significance of the study is determined by the possibility of using the proposed strategies to increase competitiveness and ensure sustainable development of enterprises under conditions of uncertainty

Keywords: sustainability; sustainable development; benchmarking; social responsibility; strategic planning

INTRODUCTION

Being in a state of full-scale war has a significant impact on Ukraine's economic development. The outflow of population, reduction in consumption, and, consequently, production increased unemployment and decreased the quality of life of the population. In the context of economic downturn and uncertainty, crisis management of enterprises is of particular importance, as it is aimed to ensure sustainable economic development.

The reduction in the scale of operations resulted in a drop in tax revenues, job losses, an outflow of skilled workers, and reduced chances for economic recovery in the post-war period. According to I. Myagkykh & T. Demyanenko (2024), a gradual recovery of business activity is possible thanks to government support and international initiatives, in particular from the European Union (EU). The researchers noted that international assistance is a source of funding in times of uncertainty, a basis for implementing sustainable development projects, and an incentive for creating new businesses.

R. Grinchenko & S. Lukinov (2024) emphasised that further sustainable development is possible through crisis management, which is based on analysis of the barriers to doing business in an uncertain environment. Among such barriers, the authors highlighted insufficient support for entrepreneurial activity by local authorities, unfavourable conditions for lending to production, a complicated procedure for obtaining permits and a monopoly on the part of large enterprises. As noted by Oleshko *et al.* (2020), the investment crisis in Ukraine was observed even before February 2022. With the outbreak of the war, the situation became more complicated: due to economic uncertainty, enterprises face difficulties in attracting credit, attracting investors, and obtaining grant funding.

According to A. Zainab Ibrahim (2024), the philosophy of crisis management has become widespread in world practice. The study noted that the key goal of such management is both to prevent the occurrence of crises or factors that provoke them and to minimise the consequences of existing or imminent crises. M. Attar & A. Abdul-Kareem (2023) emphasised the link between crisis management and sustainable development of enterprises under conditions of uncertainty. The highlighted link is moderated by strategies aimed to adapt to the changed business environment, as well as exploring and maximising the benefits of emerging opportunities. O. Erdeli (2024) noted that certain crisis management strategies, such as crisis communication, increase the level of trust on the part of stakeholders and lay the groundwork for further effective interaction. Trust grows if employees, customers and other stakeholders are aware that the company is doing everything possible to provide them with timely and objective information to make effective strategic decisions. A. Maiceika *et al.* (2024) surveyed 30 representatives of Lithuanian companies and concluded that, despite the numerous advantages, the use of crisis management strategies is not fully implemented or not at all. The obstacles to the use of such strategies included, in particular, a lack of awareness of crisis management strategies and a lack of experience in their implementation.

According to J. Moustakim & B. Mohammed (2025), barriers to effective crisis management may include insufficient preparedness of employees to implement the latest technologies, such as the use of artificial intelligence to collect and process data on possible crises and strategies to overcome them. The study developed a model of digital literacy empowerment and well-being that can be used to effectively overcome cognitive, emotional and psychological

barriers to the implementation of enterprise crisis management strategies. The analysis of 32 scientific sources, including 29 on crisis management during the coronavirus pandemic, conducted by D.H. Abdul Rezak *et al.* (2024), concluded that the reason for the lack of effective crisis management is the lack of professional knowledge. D.H. Abdul Rezak *et al.* emphasised the need for further research to gain a detailed notion of the factors leading to enterprise crisis and relevant strategies for responding to these factors. A similar opinion was expressed by Z. Ciekanowski *et al.* (2024), highlighting the lack of scientific research on strategies that ensure the sustainable development of enterprises in times of crisis. According to Z. Ciekanowski *et al.*, the effective implementation of crisis management largely depends on awareness of the technologies that can support such management, as well as research into the human aspects of the crisis, in particular, psychology and organisational culture. K. Klyver & S.L. Nielsen (2024) suggested that the lack of awareness of crisis management strategies is due to the fact that crisis phenomena are complex in nature, as they occur not only in economic but also in cultural and other dimensions. Based on a longitudinal representative dataset of Danish small and medium-sized enterprises for the period from 2015 to 2020, K. Klyver & S.L. Nielsen concluded that crisis preparedness is critical to the strategic choices of enterprises and should take place long before a potential negative event. Thus, preparing for a crisis requires extensive research at the stages of financial, organisational and cultural planning.

Based on the analysed sources, crisis management of enterprises in the context of modern challenges is an insufficiently researched topic. Although there is a sufficient number of scientific sources discussing the prospects and benefits of crisis management in enterprise management, studies of strategies to overcome these barriers are few and far between. Given these gaps, the study aimed to analyse strategies for effective crisis management under conditions of uncertainty, emphasising Ukrainian economic realities. The objectives were to contextualise the factors that contribute to the choice of anti-crisis management strategies, analyse the barriers to

the use of such strategies, and develop practical recommendations for overcoming them.

MATERIALS AND METHODS

The study applied a set of methods aimed to identify effective anti-crisis strategies of Ukrainian enterprises and assessing the possibilities of their adaptation to uncertainty. The content analysis method was used in the context of such Ukrainian enterprises as Rozetka. UA (2023), Kernel (2024), DTEK (n.d.) and Nova Poshta (n.d.a). The sample for the content analysis included four companies ($n = 4$) that meet the following inclusion criteria: operate on the Ukrainian market; demonstrate resilience, maintaining operations even in the face of significant challenges; demonstrate the ability to develop sustainably despite martial law and related restrictions; and represent key sectors of the Ukrainian economy: freight, trade, energy, and agriculture. In the sample presented, Nova Poshta was a company that successfully competes with other players in the last-mile delivery segment; Kernel is an agricultural holding with well-established agricultural processes; DTEK is an energy company whose successful operation affects the work of all other segments of the economy; Rozetka is a representative of the e-commerce segment and an example of effective implementation of crisis management.

The study also used the PEST-analysis method to identify universal political, economic, social and technological factors influencing the development of enterprises in conditions of uncertainty. In addition to these tools, the benchmarking method was also used to compare the anti-crisis strategies of individual Ukrainian enterprises with the anti-crisis approaches of European and global companies. The comparative analysis underlying the chosen method identified universal anti-crisis strategies and explored the possibilities of their implementation in the Ukrainian reality. For the benchmarking, four pairs were created, each containing one Ukrainian company and one company from Germany, the USA or Italy. The pairs were selected based on similarity in terms of the scale of operations, segments and sources of crises. Thus, the benchmarking method included the following pairs: Nova Poshta, Ukraine – Deutsche Post,

Germany (DHL Group, 2024); Kernel, Ukraine – Cargill (2024), USA; DTEK, Ukraine – Enel, Italy (Enel Group, 2024); and Rozetka, Ukraine – Amazon (2024), USA. These pairs of companies were analysed according to the following key criteria: risk type, operational response, social responsibility and global expansion. Where relevant, the criteria for logistics management and participation in international initiatives were also addressed. The key objective of the benchmarking was to identify universal anti-crisis strategies that can be used to increase the resilience and ensure sustainable development of Ukrainian companies in an uncertain environment. The data obtained using mixed methods of research was used to develop strategies that would help Ukrainian companies prevent crises or minimise their impact. The recommendations were considered in the context of Kurt Lewin's model of change (Ting, 2021), which suggests that each

transformation is the result of “unfreezing”, directly changing, and re-freezing approaches to enterprise management.

RESULTS

Business development in uncertain times

Ukrainian businesses are developing in a highly challenging context driven by a combination of political, economic, social and technological factors. Amidst high risks, instability and limited access to traditional sources of funding, Ukrainian companies are increasingly focused on digital transformation, cost optimisation, and diversification of suppliers and partners. In addition, the role of human capital, sustainable communications, and flexible management models is growing. To make strategic decisions, it is necessary to consider the impact of the external environment, which was analysed using the PEST analysis method presented in Table 1.

Table 1. PEST-analysis of the development of Ukrainian enterprises

Factor	Characteristic
Political	■ Russia's military aggression poses risks to logistics, energy and agriculture; ■ Government support for exporters, logistics companies and the IT sector; ■ Anti-corruption reforms, EU integration.
Economical	■ High inflation and hryvnia devaluation; ■ Refocusing on exports and digital transformation; ■ Government lending programmes (5-7-9) and support for small businesses.
Social	■ High level of labour migration and mobilisation; ■ Increased civic engagement and demand for ethical business; ■ Growth of online consumption, new consumer habits.
Technological	■ Rapid development of digital services (payments, marketplaces, automation); ■ Investments in renewable energy sources and smart energy metering systems; ■ Cybersecurity as a priority.

Source: compiled by the authors based on Y.M.H. Hazaa *et al.* (2021), L.D. Parker (2023), Diia (2023)

Table 1 shows that the key political factor affecting the functioning of Ukrainian enterprises is the Russian military aggression, which creates risks for logistics. Ukrainian companies are forced to adapt to these changed conditions, in particular, by relocating production lines and changing logistics in the frontline and de-occupied regions. An example of rapid adaptation to the changed conditions of business management is Nova Poshta, a delivery company that opened in 2001 as a branch with 7 employees and later transformed into a network of 500 branches and a team of more than 5,000 people. In 2022,

Nova Poshta delivered 315 million parcels and 2.6 million tonnes of cargo, which was only 15% less than in pre-war 2021. Starting in 2022, Nova Poshta tried to minimise the risks of military aggression by relocating some of its branches to safer locations and opening branches abroad. As of 2024, there were 4 Nova Poshta branches in the Czech Republic alone, which helped to establish international logistics. Despite the risks, the company delivers parcels to the de-occupied territories and opens new branches and post offices in the frontline areas, including Izyum, Staryi Saltiv, Kharkiv, Sviatohirsk and Lyman. In

2024, Nova Poshta opened 350 such branches and post offices, which demonstrates the company's potential for sustainable development despite political challenges (Nova Poshta, n.d.b).

The analysis also revealed an unfavourable economic context for the operation of enterprises, which is manifested through high inflation, hryvnia devaluation and a decrease in the solvency of the population. Online retailer Rozetka was one of the companies that suffered significant economic losses after 24 February 2022 and was forced to revise its management strategies to adapt to the changed reality. Starting in February 2022, the company recorded a significant decrease in monthly turnover from 4 billion UAH to 23 million UAH. Due to the decline in turnover, the company could not fully fulfil its obligations to suppliers and was forced to lay off some of its staff. Inflation and the devaluation of the Ukrainian currency also led to higher prices for imported goods, forcing the company to refocus on domestic production. This reorientation resonated with the company's target audience, which saw an intensification of patriotic sentiment, including through increased readiness to support the Ukrainian manufacturer. Rozetka has also tried to adapt to the changed economic environment by adopting the following strategies: creating a Super Price section with constantly updated products with maximum discounts; introducing a cash-back and bonus programme, including Rozetka Premium, to encourage regular purchases; and holding periodic sales. During sales such as Black Friday, the number of shoppers increases by 50% and the demand for domestically produced goods by 70%. Thus, Rozetka is an illustration of the economic challenges faced by Ukrainian businesses and an example of how to adapt to these challenges for sustainable development (Rozetka.UA, 2023).

The impact of social factors is also significant, as they can act as both obstacles to the functioning of Ukrainian enterprises and drivers for their effective management. According to the results of the PEST analysis, the unfavourable factors include high migration, mobilisation, and a shortage of skilled personnel (Terebukh & Roik, 2024). The category of favourable factors

includes increased civic engagement, conscious consumption, support for Ukrainian producers, and the emergence of new consumer habits such as online shopping. Energy company DTEK is an example of an enterprise that is trying to take advantage of the opportunities associated with social factors while minimising the risks. Despite the challenges of a full-scale military aggression against Ukraine, DTEK continues to invest in the country's renewable energy sector, thus supporting its sustainable development. By October 2025, the company plans to complete the construction of 200 MW of flexible energy storage systems and increase the capacity of the Tiligul wind farm to 500 MW (DTEK, n.d.). To these initiatives, it is worth adding the creation of 5 GW of renewable energy capacity in European countries such as Italy, Romania, Poland and Croatia by 2030. DTEK's management is also aware and attempts to minimise the negative impact of social processes such as migration and the lack of qualified personnel. Since 2019, DTEK has been a member of the Business Without Barriers community and has been actively implementing the dual education model (Diia, 2023). Dual education provides barrier-free access to the energy profession and a guarantee of a job after graduation. This initiative was used by DTEK to popularise the energy profession, attract motivated personnel and lay the groundwork for long-term cooperation.

In addition to the above, the operation of Ukrainian enterprises is influenced by technological factors, such as the development of digital services, investments in smart technologies, and cybersecurity. Most of these factors can be viewed as incentives for adaptation and sustainable development of Ukrainian businesses in the face of uncertainty. Kernel Agricultural Holding is an example of a company that successfully uses the latest technologies to avoid or minimise the negative impact of risks. The company's specialists, in particular, have developed and implemented the DigitalAgriBusiness system, an internal pharmaceutical management system that combines data from laboratory soil analysis, satellite images, meteorological indicators and field surveys (Kernel, 2024). The system provides companies with access to

various types of information, including laboratory soil data, satellite images, meteorological data and field surveys, which can be used to rationally allocate available resources and minimise potential risks. This system provides accurate planning of agricultural technologies and yield forecasting. The company also uses simulation modelling capabilities to optimise transport routes and simultaneously manage hundreds of facilities to effectively manage the supply of products. Kernel Ukraine implemented the DigitalAgriBusiness system back in 2018, and in its first year of operation, it added 25 million USD to the company's overall Earnings before Interest, Taxes, Depreciation and Amortisation (Kernel, 2024). As of 2025, the value of the presented system is the optimisation of logistics and delivery of products even to remote areas, de-occupied territories or frontline zones.

Thus, the contextual analysis revealed that Ukrainian enterprises are developing in a challenging environment of full-scale Russian military aggression, economic downturn, mass migration and rapid technological change. The companies included in the sample have demonstrated the ability to adapt to new realities and maintain sustainable development despite uncertainty. However, the recovery and increase in production volumes require further strategic planning, including risk management.

The response of enterprises

to crises and risks: comparative case analysis

The comparative analysis identified crisis management strategies of enterprises in different segments of the economy. The comparative analysis addressed the fact that the key risk for all Ukrainian companies was the hostilities and related restrictions. In contrast to Ukrainian companies, German, Italian and American companies did not face martial law restrictions in their operations. German, Italian and US companies faced economic crises, population outflows and competition, which made comparisons with Ukrainian companies reasonable.

Founded in 2001 as a small branch, Nova Poshta quickly transformed into Ukraine's largest express delivery network. In 2024, Nova Poshta demonstrated its ability to grow sustainably, increasing the number of shipments by 16% and growing revenue by 22% to 44.77 million UAH (Pikalo, 2025). The company's net profit decreased by 36.9% compared to the previous year, which showed the need to implement anti-crisis management strategies. In the same reporting period, Deutsche Post declared a 3% increase in revenue to 84.186 billion EUR, but net profit decreased by 9.4% compared to 2023 (DHL Group, 2024). The results of the comparison of Nova Poshta and Deutsche Post DHL's crisis management are presented in Table 2.

Table 2. Comparative analysis of the crisis management of Nova Poshta and Deutsche Post DHL

Criteria	Nova Poshta (Ukraine)	Deutsche Post DHL (Germany)
Type of risk	Military operations, infrastructure threats	Economic challenges, inflation, and competition
Operational response	Quick resumption of work, mobile offices, mini-bomb shelters	Reduce staff, optimise costs
Social responsibility	Humanitarian aid, business support, and delivery to the de-occupied territories	Global humanitarian missions
Innovations	Use of Starlink, mobile offices, and adapting logistics to war conditions	Investments in digitalisation, optimisation of logistics processes
Global expansion	Opening of branches in Poland, Lithuania, Germany, the Czech Republic, Romania, France, Italy, Spain and the UK	Presence in over 220 countries, focus on international logistics and express delivery

Source: compiled by the authors based on DHL Group (2024), Nova Poshta (n.d.b)

Table 2 shows that Nova Poshta is highly adaptable to unstable conditions, including during war, by implementing innovative solutions, mobile offices and humanitarian support

programmes. Its response to risks is locally focused, aimed to preserve infrastructure and supporting the population. Deutsche Post DHL, on the other hand, focuses on strategic,

long-term global risk management, including through cost reduction, automation and the development of international partnerships. Both companies demonstrate effective, but different approaches to risk management in line with the specifics of their markets and challenges.

The status of Ukraine's largest agricultural producer and exporter does not make Kernel insensitive to the challenges of wartime. In the fourth quarter of 2024, the company declared a 44% drop in net income compared to 2023 (Kernel, 2024). The decrease in net income, which occurred against the background of a 3.7% increase in revenue compared to the previous

reporting period, was due to unfavourable market conditions and force majeure. The American company Cargill also found itself in a similar economic situation, declaring a 10% decrease in net income in 2024 compared to 2023 (Cargill, 2024). Having experienced a decline in revenue to 160 billion USD, the company was forced to cut 5% of its staff, which equated to 8,000 employees. Thus, both companies need to implement anti-crisis strategies to increase their resilience in the face of uncertainty. A comparative benchmarking analysis of Kernel and Cargill was also conducted, the results of which are presented in Table 3.

Table 3. Comparative analysis of the Kernel and Cargill crisis management

Criteria	Kernel (Ukraine)	Cargill (USA)
Type of main risks	Military operations, blockade of ports, disruption of logistics, destruction of infrastructure	Geopolitical tensions, inflation, supply chains, regulatory constraints, and challenges to renewable energy
Operational response	Relocation of assets to the western regions, digitalisation of agricultural production, investments in railway logistics	Portfolio diversification, investments in infrastructure in Latin America and Africa, and localisation of production
Innovations	Kernel Digital, AI/ML for yield forecasting, automated elevators, eTTN	Cargill's innovation hub, Cargill Digital Labs, blockchain in cocoa and grain supply
Social responsibility	Support for farmers in the de-occupied territories, humanitarian initiatives, and transparency of expenditures	Programmes to help farmers in developing countries reduce emissions and respect workers' rights
Logistics management	Creation of alternative routes through the Danube and Romanian ports, development of transit via railways	Internal fleet of barges and vessels, global network of warehouses, agreements with Maersk, investments in agro-logistics in Brazil
Financial sustainability	Temporary decline in revenue in 2022–2023, but productivity gains due to optimisation	Record profit in 2023, strong cash flow and global presence in more than 70 countries
Renewable energy and sustainable development	Priority on transparent reporting, reduction of CO ₂ emissions, and local soil restoration programmes	Aggressive sustainable development strategy: Cargill Climate Goals, decarbonisation of logistics, sustainable supply chain

Source: compiled by the authors based on Kernel (2024), Cargill (2024)

Based on the results of the analysis, it is possible to conclude that Kernel demonstrates resilience in the face of military risk, relying on digital transformation, logistics flexibility and support for agricultural producers. The company is focusing on internal adaptation and maintaining its export potential in the face of limited access to ports. Cargill, as a global agricultural giant, uses broad diversification, digital tools and ESG (Environmental, Social, and Governance) initiatives to mitigate risks in global markets. Their strategies differ in scale and nature, but both companies demonstrate

strategic flexibility and technological innovation in their approaches.

For the Ukrainian energy company DTEK, 2024 was a productive year from a financial point of view, as it recorded an increase in net profit: from 618 million UAH in 2023 to 738 million UAH in 2024 (DTEK, n.d.). Progress was also observed in the renewable energy segment, where net profit in 2024 reached 1.584 billion UAH, while in 2023 the company recorded a loss of 547 million UAH. In contrast to DTEK, Enel recorded a 17.4% decline in consolidated revenue: from 95.656 billion EUR in 2023 to

78.947 billion EUR in 2024 (Enel Group, 2024). This drop could be due to lower energy volumes and prices, as well as the sale of assets in Romania and Peru. Thus, both companies are forced

to develop in an uncertain environment that requires careful crisis management. The results of the DTEK and Enel benchmarking are shown in Table 4.

Table 4. Comparative analysis of DTEK and Enel crisis management

Criteria	DTEK (Ukraine)	Enel (Italy)
The context of the crisis	War, energy instability, infrastructure destruction, and limited access to resources	Energy crisis in Europe, high gas prices, geopolitical risks, transition to renewable energy sources
Operational measures	Backup power supply Evacuation of personnel Fast repair of power grids Centralised management of emergency teams	Backup power supply Evacuation of personnel Fast repair of power grids Centralised management of emergency teams
Financial management	Anti-crisis loans State and international assistance Cost optimisation Raising donor funds	Reorientation of investments to sustainable projects Flexible pricing policy Reducing the debt burden
Personnel management	Protection of employees in combat zones Psychological support Remote work whenever possible	Training programmes on working in times of crisis Upskilling for the transition to green energy
Communication strategy	Transparent reporting to the public Constantly informing the public Cooperation with the state and volunteers	Active communication with consumers Sustainability reporting Interaction with European institutions
Innovative solutions	Pilot projects for autonomous power supply (solar generators, mobile batteries) Smart solutions for rapid response	Large-scale implementation of digital platforms Smart Grid, Predictive Maintenance Development of electric vehicle infrastructure
Participation in international initiatives	Support from the EBRD, USAID, and the EU Cooperation with the UN in the field of energy sustainability	Participation in EU initiatives (REPowerEU, Fit for 55) Global climate partnerships
Resilience to future crises	Emphasis on decentralisation and capacity redundancy	Focus on digitalisation, decarbonisation and energy autonomy

Note: EBRD – European Bank for Reconstruction and Development, EU – European Union, UN – United Nations

Source: compiled by the authors based on I. Gernego *et al.* (2022), Enel Group (2024), DTEK (n.d.)

The analysis (Table 4) concluded that both companies demonstrate a high level of adaptability to crisis conditions, but their strategies reflect different national challenges: DTEK is focused on ensuring an uninterrupted power supply in the face of war and destruction. Starting in February 2022, DTEK shifted its funding from development projects to prioritise the restoration of damaged generation and created a network of crisis management headquarters to coordinate repair teams, including in frontline areas. Enel, in turn, emphasised resource diversification and digital transformation in the context of the European energy crisis. DTEK is actively applying operational solutions to quickly restore infrastructure and attract international

support, while Enel is investing in sustainable development and innovation to ensure long-term sustainability. Both companies prioritise communication and staff support, adapting their management models to the specifics of local crises.

Online retailer Rozetka managed to reverse the financial decline caused by the outbreak of full-scale military aggression in 2022, and in 2024, the company recorded a 48% year-on-year increase in revenue compared to 2023 (Forbes, 2025). To adapt to the generally unfavourable business environment, Rozetka reformed its delivery network, closing its largest store near Pochayna metro station in Kyiv in June 2024 and opening 125 small delivery points

instead. For the US-based Amazon, 2024 was also a successful year from a financial point of view, as total sales grew by 11% and net profit increased by 95%, from 30.4 billion USD in 2023 to 59.2 billion USD in 2024 (Amazon, 2024). The

resilience of selected online retailers in the face of economic uncertainty is attracting interest in their crisis management strategies. The results of the comparative benchmarking of Rozetka and Amazon are documented in Table 5.

Table 5. Comparative analysis of Rozetka and Amazon crisis management

Criteria	Rozetka (Ukraine)	Amazon (United States)
The context of the crisis	War in Ukraine, logistical disruptions, falling purchasing power	Global supply chains, COVID-19 pandemic, inflation, geopolitical risks
Operational measures	Mobilisation of stocks of goods Redirecting logistics routes Implementation of contactless delivery Local cooperation with suppliers	Supplier diversification Warehouse automation Supply chain optimisation Implementation of artificial intelligence for demand forecasting
Financial management	Revision of the credit policy Optimisation of marketing costs Attracting investments to maintain liquidity	Investing in infrastructure and technology Flexible capital management Reducing the cost of operations
Personnel management	Ensuring the safety of employees in crisis conditions Flexible work schedules Motivation through bonuses	Health and well-being programmes Large-scale training and retraining Support for remote work
Communication strategy	Active informing of customers about changes Support through social media and the call centre Cooperation with government agencies	Transparent information about the availability of goods and delivery Loyalty programmes Active PR campaign to maintain the image
Innovative solutions	Implementation of CRM systems to improve service Online payment and mobile application Warehouse automation	Use of robots and artificial intelligence in warehouses Development of internal logistics technologies (drones, autonomous trucks) Using artificial intelligence to personalise offers
Participation in international initiatives	Limited due to local focus, but cooperation with international payment systems	Active participation in global environmental, social and governance initiatives
Resilience to future crises	Flexibility in logistics, quick response to local changes, and development of e-commerce	Large-scale infrastructure, technological superiority, and diversification of business models

Note: PR – Public relations, CRM – Customer relationship management

Source: compiled by the authors based on Rozetka.UA (2023), F. Aissaoui & M. Elhazzam (2021), Amazon (2024)

Based on the analysis (Table 5), Rozetka and Amazon demonstrate effective anti-crisis strategies adapted to different scales and market conditions: Rozetka prioritises rapid response in the context of war and logistical challenges in Ukraine, ensuring the smooth operation of the platform and support for local partners. Amazon, with its global scale, focuses on innovation, automation and supplier diversification to maintain supply chain stability. Both companies place a strong emphasis on employee safety and customer communication, but Amazon has the greater resources to

invest heavily in technology, responsible management and sustainability initiatives.

Thus, operating in the context of political and economic uncertainty requires companies to conduct crisis planning aimed to prevent certain undesirable events or minimising their negative impact. A comparative analysis of Ukrainian, American, Italian and German companies has shown that effective anti-crisis strategies include mobilising resources, changing logistics, increasing investment in innovative solutions and participating in international initiatives. These anti-crisis strategies

are universal, as they demonstrate their effectiveness regardless of the political, economic or socio-cultural context.

Implementation of crisis management strategies for enterprises under conditions of uncertainty

Based on the analysis, a set of recommendations for effective crisis management of enterprises in the context of uncertainty was developed. Ukrainian enterprises facing new challenges were suggested to increase their operational flexibility and speed of response. Based on the results of the benchmarking analysis, operational flexibility and responsiveness depend on several factors, including the ability to install a backup power supply, implement a mobile office system, and relocate assets in case of danger. The effectiveness of these actions has been confirmed by the practical experience of companies such as DTEK (n.d.), Nova Poshta (n.d.a) and Kernel (2024). The experience of Rozetka UA (2023) also led to the conclusion that operational flexibility and rapid response can be ensured by redirecting logistics and ensuring contactless delivery, especially in conditions where large crowds are a potential source of threat. The opening of 125 new Rozetka delivery points in 2024 alone proves that it is possible to revise the logistics network even in emergency martial law conditions. In turn, the experience of DHL Group (2024) and Cargill (2024) shows that operational flexibility and, consequently, sustainable development of enterprises can be ensured by optimising resources and localising production. The layoff of 8,000 employees provided additional resources for sustainable development in the context of the economic downturn in the agricultural segment.

The effectiveness of crisis management in enterprises can also be significantly improved through innovation and digital transformation. The experience of companies such as Cargill and Enel highlights that the introduction of artificial intelligence, smart grids, etc., is a relevant transformation. Online retailers are implementing the philosophy of digital transformation, including through warehouse automation and the use of mobile applications. The cases of Ukrainian companies Kernel and Nova Poshta also show

that transformation processes can take the form of alternative logistics and digital platforms, which reduce the cost of delivering components or goods and increase their speed. The example of Nova Poshta demonstrates that changes in logistics, including through the creation of mini-hubs and a gradual reduction in the load on the central terminal, can reduce the cost of a parcel by 8-12%, thus increasing the attractiveness of the service for existing and potential customers (Nova Poshta, n.d.b). In some cases, such as the management of enterprises in frontline areas, the development of alternative logistics is a key to resilience and sustainable development. These examples highlight that technology can be used to effectively manage risks, anticipate changes in demand, and maintain competitiveness in the face of uncertainty.

Companies that are forced to operate in an environment of uncertainty are also encouraged to diversify their risks, including by expanding their geographic presence, localising production and creating alternative routes. The effectiveness of the recommendation to diversify risks has been proven by the experience of companies such as Cargill, Amazon and Nova Poshta. At the same time, the cases of Deutsche Post DHL and Rozetka prove that risk minimisation is possible through diversification of suppliers and transport solutions. The experience of Rozetka and Amazon highlights that diversification of the logistics network can increase the net profit of companies by 48%-95%. In the face of uncertainty, focusing on an internal supplier proved to be an effective solution as a way to reduce the cost of a product or service and meet the target audience's need for a socially oriented business. Based on the above recommendation, it is possible to conclude that the distribution of risks between regions, supply channels and partners is the basis of a company's resilience to global crises.

The results of the benchmarking analysis also led to the conclusion that an effective anti-crisis approach involves human resource management and support for human capital. The cases of DTEK, Amazon and Enel show that effective HR management tools as part of an enterprise's anti-crisis philosophy include the introduction of flexible work schedules, psychological

assistance to employees and investment in staff training and retraining. The experience of Rozetka and Enel underlines the importance of workplace safety and support for various training initiatives in times of crisis. Investing in training and retraining can bring long-term economic benefits, as it reduces the probability of errors, improves the quality of goods or services, and lays the groundwork for long-term cooperation between the company and its employees. The importance of investing in long-term cooperation was demonstrated by DTEK, which lost about 5,000 employees in 2024, mainly due to mobilisation processes (DTEK, n.d.). As of 2025, the Ukrainian energy company faces the task of filling existing vacancies, including by creating favourable working conditions for graduates of secondary and higher education institutions. Thus, this recommendation is based on the idea that investing in staff and caring for their well-being increases employee loyalty and reduces losses in times of crisis.

The benchmarking of enterprises also formed the basis for the recommendation to introduce effective communication and reputational sustainability of enterprises, especially in the face of new challenges. An analysis of DTEK and Nova Poshta's experience shows that effective communication implies transparency of the company to the public, as well as active cooperation with the state and volunteers. Examples of companies such as Amazon and Rozetka prove that effective communication requires companies to be accountable, create loyalty programmes and constantly inform their target audience about the availability of goods. The recommendation to improve communication effectiveness and reputational resilience is based on the notion that open communication builds trust among consumers and partners, which is especially relevant in times of uncertainty and crisis.

In addition to the recommendations already mentioned, it was also proposed to strengthen the crisis management of enterprises by ensuring their sustainability and social responsibility. The experience of Cargill, Enel and Nova Poshta demonstrates that this recommendation can be implemented through the implementation of programmes to support local communities

and adherence to the principles of responsible business. The cases of DTEK and Kernel, in turn, emphasise that companies' readiness for sustainable development and social responsibility is manifested in the form of initiatives to restore infrastructure, reduce emissions and increase cost transparency. This recommendation emphasises that social responsibility and environmental sustainability increase public trust in a company and help build its long-term reputation.

Each of the proposed recommendations can be implemented using Kurt Lewin's model, which includes three phases of the transformation process. At the first stage of transformation, there is a "defrosting", i.e. preparation of the enterprise for the implementation of crisis management. The main task of this stage is to convince the responsible persons of the need for a new approach through a detailed analysis of its short-term and long-term benefits. At the first stage of transition to crisis management, a cost-benefit analysis can be used to show that long-term benefits outweigh short-term costs. The second stage involves the direct transformation of the implementation of new strategies, approaches and tools of crisis management. At this stage, it is appropriate to organise training or retraining of specialists so that they are aware of the nature of the changes and have sufficient skills to implement them. At the "re-freezing" stage, it is necessary to ensure the long-term effect of the transformation by consolidating new strategies and approaches at the level of enterprise management. The company's readiness for crisis management can be declared, for example, in the company's charter or job description.

DISCUSSION

Crisis management is the key to the resilience and sustainable development of enterprises in the context of uncertainty. This idea was considered in the context of Nova Poshta, Kernel, Rozetka and DTEK, which, starting from 24 February 2022, suffered losses and were forced to adapt to the changed realities. The benchmarking analysis demonstrated that the companies were able to successfully adapt to the changes and demonstrate their readiness to return to pre-war capacities. The idea of the link between crisis management and resilience

in times of uncertainty presented in this paper has been confirmed in previous studies, including C.G. Ugwuja (2024). After examining various types of crises, including natural, technological and human-induced crises, Ugwuja concluded that risks and preparedness to respond have a positive impact on key components of organisational resilience such as anticipation, adaptability and renewal. A.S. Alsehbami (2025) analysed statistical data from 301 micro and small enterprises and concluded that crisis preparedness, which involves the use of crisis management strategies, increases the adaptive capacity of the enterprise. Thus, the preliminary studies emphasise the idea presented in this paper that the implementation of anti-crisis management strategies ensures the sustainability of an enterprise in even the most unfavourable situations.

The study also explored the idea that contextual factors influence the choice of anti-crisis management strategies. The PEST analysis demonstrated that Ukrainian enterprises are forced to operate and develop in a predominantly unfavourable political, economic and social environment. A detailed analysis of these conditions, however, is crucial for creating effective strategies to prevent or minimise the negative effects of crises. This idea was confirmed in early studies, for example, by M.F. Harake (2024), analysing how well enterprises are adapted to function in changed circumstances. According to M.F. Harake, the effectiveness of organisational management can be determined, among other things, by the presence or absence of a contingency plan. The presence of such a plan indicates the strategic focus of the enterprise and its readiness for long-term development, despite external circumstances. According to the analysis of Y. Jin *et al.* (2024) on the results of a survey of 30 experts in the field of crisis communication, readiness for challenges has become the philosophy of modern crisis management. Y. Jin *et al.* emphasised that the focus has shifted from reacting to a crisis to preventing it. The importance of the changed focus was proved in the context of the strategies of such Ukrainian companies as DTEK, Kernel, Nova Poshta and Rozetka. The contextual analysis showed that these companies were partly prepared to operate in the context of uncertainty, so they adapted to

the changed realities relatively quickly. Further benchmarking analysis revealed that the experience gained by these companies is unique, as in contrast to their European or American competitors, Ukrainian companies are forced to continue their development in a context characterised by several political, economic, social and technological challenges, most of which are caused by full-scale military operations in the country.

The idea of the study regarding the importance of communication as an anti-crisis strategy is also reflected in previous studies, in particular, by O. Ridheta Citrawijaya *et al.* (2024). After analysing cases from the finance, healthcare and technology sectors, O. Ridheta Citrawijaya *et al.* concluded that timely, transparent and responsive communication is key in managing public perception and minimising damage to the company's reputation. An example of transparent and open communication is the retailer Rozetka, which analysed the patriotic sentiments of its audience and successfully integrated them into a communication campaign that reoriented the company towards domestic production. M. Ivanova *et al.* (2024) highlighted that the development of creative potential helps enterprises to quickly adapt to crisis challenges. The study emphasised that a creative approach to crisis management contributes to finding innovative solutions and increases the company's resilience in the face of change. A. Wajahat (2024) also confirmed the importance of transparent communication as an effective strategy for crisis management. In contrast to the presented work, where productive communication is considered only in terms of timeliness and transparency, A. Wajahat expanded the criteria to include perception management, coordinated interaction, and strong leadership. F.K. Hassooni & S.H.J. Al-Naffakh (2023), in turn, emphasised the role of political communication in managing crisis phenomena in the enterprise.

The study also examined the relationship between the social responsibility of enterprises and their crisis management strategies. The social responsibility strategies considered in this paper include, in particular, the creation of anti-crisis headquarters by DTEK, programmes to support the health and welfare of employees by Amazon and training programmes for the

transition to renewable energy sources by Enel. The importance of social orientation as an anti-crisis management strategy was studied by other experts, in particular, A. Chopra & P. Sharma (2025), in an analysis of data from a survey of 200 business leaders. According to A. Chopra & P. Sharma, the integration of the philosophy of social responsibility into crisis management is manifested through the willingness of enterprises to demonstrate their commitment to moral behaviour, resilience and sustainable development. J. Hwang (2024) emphasised that social orientation as part of the crisis strategy is effective in restoring the company's reputation during the crisis. This opinion can at least partially explain how Rozetka's reorientation helped the company retain customers and compensate for the losses caused by the reduced solvency of its target audience. According to S.D. More & M. Bhople (2024), social orientation implies timely communication and full information about the crisis to maintain stakeholder loyalty. Such a manifestation of social orientation was, in particular, noticed in the strategy of Nova Poshta, which quickly informed its customers about the closure of branches in dangerous areas, their relocation or the emergence of new opportunities for receiving shipments. J. Kota *et al.* (2023) emphasised the moral aspect of social responsibility as a demand of modern consumers and other stakeholders.

Thus, correspondences were found between the conclusions and recommendations of this paper and the results of previous studies. The identified correspondences indicate that the chosen topic is relevant and sufficiently researched to ensure high-quality crisis management under conditions of uncertainty. At the same time, the presented work has made a unique contribution to the existing academic discourse by conducting a comparative analysis of crisis management of Ukrainian and international enterprises.

CONCLUSIONS

The study found that crisis management is central to ensuring the resilience and sustainable development of enterprises in the face of uncertainty, in particular in the context of a full-scale invasion of 24 February 2022. The comparative analysis revealed that an example of effective

crisis management that leads to increased resilience is Rozetka, which, despite a decrease in monthly turnover from 4 billion UAH to 23 million UAH in the first months of 2022, retained its customers and achieved a 48% increase in profits in 2024 compared to the previous reporting period. Another example of resilience and sustainability was Nova Poshta, which has opened 4 new branches in the Czech Republic and 350 branches and post offices in frontline areas since February 2022. The agricultural company Kernel was able to adapt to the changes by relocating its facilities to the western part of the country and providing assistance to specialists in the occupied and de-occupied territories. As of the end of 2024, the company's turnover grew by 3.7%, which, however, did not make it immune to a 44% drop in net profit compared to 2023. The effectiveness of DTEK's crisis management is based on investing in the development of Ukraine's energy grid, active use of alternative energy sources, and training and retraining of specialists. In 2024, the energy company declared a 10% increase in profits, despite a 5,000-employee reduction in staff due to mobilisation and related processes.

The study showed that effective crisis management includes prompt response to risks, including military, economic and logistical; introduction of innovative technologies from systems focused on socially responsible business to the creation of "smart networks" for the production and sale of goods or services; and strategic communication with internal and external stakeholders. A comparative analysis with European and American companies has shown that the main anti-crisis strategies are staff reductions and cost optimisation (Deutsche Post DHL), risk diversification (Cargill), changing or creating a backup logistics network (Enel Group), and investing in innovative technological solutions (Amazon). The above crisis management strategies are universal and can be adapted by Ukrainian companies that have to operate in an uncertain environment.

A substantial component of the successful overcoming of the crises was the implementation of the principles of social responsibility and sustainable development, which was manifested in support of communities, educational initiatives,

reorientation to domestic producers, opening of branches in the de-occupied territories, and participation in international environmental and social programmes. In addition, risk distribution through supplier diversification, localisation of production, and international expansion are substantial factors for long-term sustainability. The limitation of the study is the focus exclusively on open sources and cases of large enterprises, which does not fully address the specifics of small and medium-sized businesses. Prospects for further research include expansion of the

empirical base by conducting in-depth interviews and analysing crisis management strategies by sector and region in Ukraine.

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CONFLICT OF INTEREST

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Антикризове управління підприємством в умовах сучасних викликів

Анотація. Метою дослідження було виявити особливості реагування підприємств на кризові виклики та проаналізувати практики адаптації на прикладі українських і міжнародних компаній. У дослідженні акцент був зроблений на українських підприємствах – «Nova Poshta», «Kernel», «Rozetka» та «DTEK». В роботі був використаний метод контекстуального аналізу, спрямованого на дослідження політичних, економічних, соціальних та технологічних факторів розвитку підприємств, а також бенчмаркінг, який полягав у порівнянні українських компаній із європейськими або американськими компаніями подібного профілю. У ході аналізу було встановлено, що компанія «Nova Poshta» ефективно адаптувалася до нових умов завдяки розширенню операційної мережі та оперативному відновленню діяльності на деокупованих територіях. Компанія «Kernel» здійснила релокацію активів у західні регіони України, поєднавши цей процес із підтримкою фахівців, які працюють на окупованих і деокупованих територіях. «Rozetka» стабілізувала економічні показники через переорієнтацію на українського виробника та впровадження акційних програм для збереження клієнтської бази й залучення нових покупців. «DTEK», у свою чергу, долає кризові виклики через інвестиції у сталий розвиток, а також у підготовку та перепідготовку персоналу. Ефективність окремих стратегій – таких як трансформація логістики, впровадження цифрових інновацій, розвиток людського капіталу та підзвітність – знайшла підтвердження в діяльності провідних іноземних компаній: «Deutsche Post DHL» (Німеччина), «Cargill» (США), «Enel Group» (Італія) та «Amazon» (США). На підставі проведеного порівняльного аналізу українським підприємствам запропоновано впроваджувати принципи соціальної відповідальності, нарощувати інвестиції в інфраструктуру та людський капітал, а також здійснювати диверсифікацію виробництва та управління ризиками. Практичне значення дослідження полягає у можливості використання запропонованих стратегій для підвищення конкурентоспроможності та забезпечення сталого розвитку підприємств в умовах невизначеності

Ключові слова: стійкість; сталий розвиток; бенчмаркінг; соціальна відповідальність; стратегічне планування