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CONCEPT, MODELS AND TYPES OF TRANSFORMATION OF THE PUBLISHING INDUSTRY IN CONDITIONS OF FULL-SCALE WAR

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Abstract. The publishing industry is a relevant type of business activity, which is aimed not only at making a profit and supporting the country's economy, but also at forming a high level of culture and respect for national ideas. The development of the Ukrainian book market for a long time was slow due to the influence and popularization of Russian-language publications on the territory of our state. The sale of literature created by the aggressor country continued after the start of the Russian-Ukrainian war in 2014, which negatively affected the state of the industry and the information environment within the country. After the full-scale invasion in 2022 and the adoption of relevant changes to the legislative framework regulating publishing in Ukraine, the Ukrainian book market underwent a transformation of all editorial and publishing processes.

Key words: transformation, entrepreneurship, publishing industry, Ukrainian book, full-scale war, crisis.

Introduction. In the conditions of full-scale invasion and, accordingly, socio-political instability in Ukraine, entrepreneurial activity is an important tool for maintaining the economy and plays a strategic role. Entrepreneurship ensures the availability of jobs (employment of the population), forms the necessary number of products and products for import and export, and also influences a healthy competitive environment that promotes the technological progress of the state. In addition, entrepreneurship forms an active civic position, contributes to the decentralization of economic processes and supports the development of local communities. The publishing industry, as a relevant type of entrepreneurial activity, plays a key role in the creation, promotion and preservation of national and cultural ideas and values. Today, publishing houses have significantly transformed their activities in order to maintain their positions in the market during the crisis, therefore, the study of these transformation processes is relevant in the conditions of long-term martial law.

The purpose of the study. The purpose of our research is to identify the types of transformation of publishing activities during the war.

To achieve the goal of the study, the following methods were used: observation and generalization to develop the theoretical basis for the concept of "transformation", determining the meaning of this concept in business activities, in particular in the publishing industry, which has undergone significant changes after the start of the full-scale invasion of Ukraine; classification and analysis to determine the main stages, varieties and models of transformation in the book business.

Results and discussion. The concept of "transformation" has many definitions, as it characterizes changes in many areas of activity, for example, economics, public administration, linguistics, biology, mathematics, law. In scientific works, transformation processes are identified with such concepts as "change", "reorganization", "reform", "restructuring", "modernization", however, in our opinion, the transformation process is much larger.

Scientist L. Gordienko notes that of all the above concepts that characterize the transformation process, transformation is the most generalized concept and characterizes all possible ways of enterprise transformations (Hordienko, 2011).

P. Matyusha, Head of Financial Solutions and Strategic Projects at Corteva Agriscience, also points out that “transformation and change are not the same thing, and even if organizations can be successful in individual change initiatives, a full-fledged transformation – as a continuous and holistic approach to doing business differently – can suffer strategic failure despite tactical successes” (Corteva Agriscience, 2021).

The concepts of “reorganization” and “restructuring” imply structural changes in business activity, but the first concept is broader and means a complex process during which the structure of the enterprise changes (merger, division, transformation, etc.) (Kundeus, Zarudna, 2017: 123), and the second – the implementation of organizational, economic, financial, legal, etc. measures aimed at increasing production volumes and improving production efficiency (Kundeus, Zarudna, 2017: 125).

The term “reformation” is mostly used to explain the processes of entrepreneurship that are carried out by the state, and is defined as one of the stages of reorganization.

Modernization of business determines the transition to new production technologies or optimization of existing processes and mechanisms for providing services or producing products through the use of innovations.

All of the above definitions interpret changes within the framework of business activity in limited directions – this is either a change in structural elements or the renewal of established processes. In our opinion, the concept of “transformation” itself is the broadest and covers all possible changes caused by internal and external factors.

Scientist G. Pochenchuk gives the following general definition: “Transformation is a change in something, a transformation of a system of various scales, depths, and orientations caused by internal or external factors” (Pochenchuk, 2014: 124). In the context of our study, it is worth considering transformation precisely in the context of entrepreneurship.

In business activity, transformation means the process of qualitative and quantitative transformation of a business system under the influence of internal and external factors, aimed at changing the goals of the enterprise’s functioning and transition to a new stage of development (Kopishynska, Hrabyna, 2024: 95).

Thus, the transformation of the publishing industry, which according to the Classifier of Economic Activities (National Classifier of Ukraine, 2010) belongs to section 58 of section J (Information and telecommunications), in particular 58.1 “Publishing of books, periodicals and other publishing activities”, 58.11 “Publishing of books”, was significantly affected by the full-scale invasion.

The reason for the transformation in entrepreneurial activity is the crisis or the inconsistency of the existing structure (production, organizational, managerial, resource, etc.) with the qualitatively new needs of consumers and the level of productivity in the sector as a whole. “The changing situation on the market sometimes derails stable business structures that had previously worked flawlessly for months, and maybe even years”.

The role of publishing as a relevant type of entrepreneurial activity is that it combines the creative production of an intellectual product with commercial mechanisms for organizing, promoting and distributing information. The following key aspects of the purpose of the publishing industry can be distinguished:

1. Economic role: shaping the market for information products through the creation and sale by publishing houses of printed, electronic and multimedia publications (periodical and non-periodical); creating jobs in the field of printing, marketing, design, editing and distribution; supporting the country's economy through taxes and the development of related industries, for example, logistics and information technologies.

2. Sociocommunication role: disseminating knowledge and popularizing cultural values; preserving and developing the Ukrainian language and identity – through supporting authors and promoting domestic literature both in Ukraine and abroad; influencing the formation of public opinion through thematic publications and social / cultural projects.

3. Information role: providing society with relevant and high-quality information through printed and other publications, as well as creating interesting content necessary to maintain the level of education, science and culture.

4. Innovative role: introducing digital technologies into publishing activities, developing not only printed and electronic publications, but also online platforms, podcasts, etc.; modernization of production through the introduction of digital printing, automation of editorial processes and interactive formats.

5. Entrepreneurial role: investing in creating a quality product, its development and promotion despite the risks caused by various economic or social factors.

6. Educational and scientific role: maintaining the educational environment in Ukraine through educational and scientific literature, as well as disseminating the results of current scientific research.

Before the full-scale invasion in the Ukrainian publishing industry, crisis phenomena were mostly caused by the dominance of publications from the aggressor country, which significantly limited the capabilities of domestic authors and publishers. Today, the crisis has taken on a new character due to massive shelling, which, in particular, is aimed at the destruction of Ukrainian culture and traditions, the focus of which is the book. State funding under martial law is mainly aimed at supporting enterprises of critical and defense infrastructure, which reduces the level of investment in national book publishing.

The following periods of development of the publishing industry in crisis conditions are distinguished:

- first period (March 2019 – December 2019): development and implementation of the first anti-crisis measures and business models;
- second period (January 2020 – October 2020): development of adaptive business models;
- third period (November 2020 – November 2021): improvement of business models, state initiative to support the sector;
- fourth period (December 2021 – February 23, 2022): implementation of the state program “eSupport”;
- fifth period (February 24, 2022 – until now): full-scale invasion of the Russian Federation into the territory of Ukraine, occupation (Shenderivska, Guk, Mokhonko, 2022:80).

The Russian invasion of Ukraine has led to the closure of some bookstores and publishing houses, especially in temporarily occupied and front-line territories, which indicates the unpreparedness of enterprises for sudden crisis events and unstable working conditions, as well as the insufficient level of support for the industry from the state.

The international corporation “Deloitte”, one of the areas of activity of which is consulting enterprises on the management of strategic, situational and other risks, information security and ensuring the stability and resilience of the business, identifies the following possibilities for enterprise transformation: mission – determining the value of the organization and the strategy for achieving the goal; insights – searching for information and its analytics, which affects the effectiveness of decision-making; integration – the distribution of roles and powers in the organization, as well as the formation of a policy that promotes unification and partnership; processes – updating and optimizing the implementation of processes designed to achieve the goal; technologies – improving software, equipment and digital tools; talents – formation of personnel infrastructure, which allows to create a base of “talents” for realization of the organization’s capabilities (Deloitte, 2023).

Several types of transformation are distinguished, but, in our opinion, they are all elements of organizational and managerial transformation.

In general, organizational transformation of publishing involves changes in the structure, reduction or expansion of the team, updating job responsibilities in order to increase employee productivity, but is not limited to this list, because depending on the development of the competitive environment

or crisis phenomena, other processes of publishing activities may also change. The purpose of these changes may be to search for a new vector of activity, strengthen market positions, achieve economic stability or adapt to new operating conditions.

Today, there are many models that help implement organizational changes in the activities of an enterprise. The most famous is the model developed back in 1947 by the German-American psychologist K. Lewin: unfreeze, move, refreeze (Henriette, 2025). Within the publishing industry, the stages of this concept can be considered as follows:

1. Unfreeze: recognition of the need for partial or radical transformations; identification of the main directions for change; search for relevant methods of functioning (production), etc., which can be implemented; involvement of all parts of the publishing industry in the transformation process; identification of possible risks and ways to overcome them.

2. Move: creation of a plan and its gradual implementation.

3. Refreezing: stabilization of new methods of functioning; formation of a plan for maintaining the implemented changes in the event of new challenges; completion of the transformation.

Another effective model of organizational change management is ADKAR, developed by J. Hyatt, founder of Prosci, which has been conducting research in the field of change management of both organizations and individuals since 1994. Unlike the above model, ADKAR allows you to analyze changes not within the enterprise as a whole, but in relation to an individual.

The transformation of the management system determines the search for new methods of control and motivation of participants in the editorial and publishing process, as well as the establishment of effective communication with both the team and external partners.

The components of publishing house management are: strategic and current management; planning; personnel and production management; marketing, financial and investment management (Shpak, 2022: 51).

The head of a modern publishing house is a participant in all processes and stages of the company's activities, because in conditions of crisis and growing competition, quick and thoughtful decisions of the manager are often key and decisive, especially in conditions of war and constant risks.

The main functions of management are: planning, organization of activities, staff motivation, control (Shpak, 2022:51).

In our opinion, an analysis of the results of activities should be added to this list. The results of the work performed do not always correspond to the defined plans and forecasts, therefore, studying the final results of the work will allow you to identify the strengths and weaknesses of any project, which will subsequently positively affect the quality of the finished product or publishing idea.

Scientist I. Cherniavskaya notes that organizational transformations of an enterprise can be divided into the following groups:

1. Structural transformations:

– improvement of the existing structure through the introduction of new services, departments, groups;

– transformation of the existing type of management structure into another (new) one.

2. Integration transformations (scaling of the enterprise):

– within the industry – acquisition of production facilities that are part of the technological cycle of manufacturing the final finished product;

– outside the industry – expansion of the list of goods and services that are produced or provided.

3. Management transformations:

– search for new management solutions and approaches (Cherniavskaya, 2018: 203).

Within the framework of publishing activities, structural changes may consist in the creation of new departments, for example, marketing. However, in the conditions of martial law, in our opinion, it is precisely the reduction and unification of the functions of departments, in particular proofreading

and editorial, that takes place. Integration transformations occur mainly through the search for new channels for selling book products, as well as the development of new formats, for example, electronic and audio books. Publishing houses also sell souvenir products: shoppers, covers, bookmarks, etc., to expand the existing range. The search for new management solutions depends on the level of communication between members of the editorial and publishing team, as well as the involvement of managers in intermediate work processes. In our opinion, all stages of transformation should begin with an analysis of existing opportunities, in particular human and material resources, as well as with planning and determining expected results, conditions and deadlines for their achievement.

Conclusion. Today, publishing is an important element in the formation of the country's information space, and the process of production, transmission, consumption and storage of information has become decisive for changing all spheres of the state. The publishing industry has undergone significant transformations caused by a full-scale invasion, which affected the efficiency and capabilities of production, logistics, job cuts and the departure of industry specialists abroad. The study of transformation processes in this industry is relevant for the adaptation of publishing houses to new challenges and work in a crisis period.

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