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BUSINESS MANAGEMENT STRATEGIES IN THE CONTEXT OF ECONOMIC SECURITY: ENSURING ENTERPRISE COMPETITIVENESS

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INTRODUCTION

In the contemporary global economy, businesses operate amidst rapid technological advancements, heightened market competition, and various economic uncertainties. Ensuring economic security has become a fundamental aspect of sustainable business management, directly influencing enterprise competitiveness. Companies must develop and implement effective management strategies to navigate risks, optimize resource allocation, and maintain a competitive edge in both domestic and international markets.

Economic security in business encompasses financial stability, risk management, regulatory compliance, and the ability to adapt to external threats such as market fluctuations, geopolitical instability, and cyber threats. The dynamic nature of the business landscape necessitates a strategic approach to enhance competitiveness while safeguarding the enterprise from potential economic disruptions.

This chapter explores key business management strategies aimed at strengthening economic security and ensuring long-term competitiveness. It examines theoretical and practical aspects of economic security, risk mitigation techniques, and strategic decision-making frameworks that help enterprises thrive in challenging economic conditions. Furthermore, the chapter discusses innovative approaches to maintaining a sustainable competitive advantage by integrating resilience, digital transformation, and adaptive business models.

By analyzing contemporary trends and case studies, this chapter provides valuable insights into the role of strategic management in achieving economic security and fostering enterprise growth. The findings contribute to a broader understanding of how businesses can effectively respond to emerging challenges and leverage opportunities for sustainable development in a competitive market environment.

1. Strategic Management in Business under Economic Security Challenges

In the context of Ukraine's ongoing economic challenges, businesses have been compelled to adopt innovative management strategies to maintain competitiveness and ensure economic security. A significant approach has been the shift from raw material exports to value-added production. This strategic pivot aims to enhance revenue streams, foster economic growth, and achieve greater self-sufficiency. The Ukrainian government has actively supported this transition by implementing programs that offer grants and loans to small and medium-sized enterprises (SMEs) and by establishing industrial parks to stimulate manufacturing activities. Despite the substantial war-related damages estimated at $152 billion and reconstruction costs projected at $486 billion, Ukraine's economy demonstrated resilience with growth observed in 2023 and 2024. However, it remains at 78% of its pre-invasion size, underscoring the need for continued strategic initiatives to bolster economic stability.

Table 1

Economic Indicators of Ukraine (2023-2024)

Indicator	2023	2024
GDP Growth Rate	3.2%	4.0%
Estimated War Damages	$152 billion	-
Reconstruction Costs	$486 billion	-
Economic Size (relative to pre-invasion)	78%	-

Source [1]

The economic indicators of Ukraine for 2023-2024 highlight key trends in the country's GDP growth, war-related damages, reconstruction costs, and overall economic performance compared to pre-war levels. The analysis of these indicators provides a deeper understanding of Ukraine's current economic trajectory, resilience, and challenges in rebuilding its economy amid ongoing geopolitical instability.

Ukraine's GDP grew by 3.2% in 2023 and is projected to grow by 4.0% in 2024, indicating a slow but positive recovery. However, the overall size of the economy remains at only 78% of its pre-war level, which reflects the lasting impact of war-related disruptions on production, exports, and investments. The GDP growth in 2023-2024 is primarily driven by agriculture, IT services, and international financial aid, while industrial output, energy, and logistics remain severely impacted by infrastructure damage and security risks.

For comparison, Ukraine's average annual GDP growth rate before the war (2016-2019) ranged between 3-4%, meaning that despite the positive recovery in 2023-2024, the economy is not yet on a sustainable growth trajectory. Countries recovering from conflict (e.g., post-war Bosnia and Herzegovina or post-2008 financial crisis Greece) typically experience higher growth rates (5-8%) due to post-crisis investments and international financial assistance. While the positive GDP growth suggests economic stabilization,

[1] Ukraine targets value-added production to reshape wartime economy. *Reuters*. November 12, 2024. URL: https://surl.li/ixfbog

Ukraine requires significant foreign investment, reconstruction projects, and policy reforms to accelerate recovery and surpass pre-war economic levels[2].

The total war-related damages in Ukraine are estimated at $152 billion, covering infrastructure destruction, loss of industrial capacity, agricultural disruptions, and population displacement. The reconstruction cost is projected at $486 billion, which is over three times higher than the recorded damages, reflecting the extensive efforts needed to rebuild industries, energy systems, transportation networks, and housing.

Financing constraints: Ukraine heavily relies on international aid, loans from the EU, World Bank, and IMF, as domestic revenues remain insufficient. Security concerns: Some foreign investors are hesitant to commit capital to long-term projects due to uncertainty over the conflict's duration and potential escalations.

Logistics & infrastructure bottlenecks: Rebuilding transport corridors, power grids, and logistics hubs is crucial for restoring full economic activity, but progress is slower than expected due to funding gaps and security risks.

Comparative Perspective: For comparison, Germany’s post-WWII reconstruction under the Marshall Plan cost approximately $173 billion (inflation-adjusted), significantly lower than Ukraine’s estimated needs.

Post-war Iraq’s reconstruction (2003-2010) cost $120 billion, indicating that Ukraine’s projected costs are exceptionally high due to the scale of destruction and the need for modern infrastructure investments. Ukraine’s economic recovery is highly dependent on external financial support, requiring innovative financing mechanisms, foreign direct investment (FDI) incentives, and international security guarantees to ensure large-scale reconstruction efforts.

The fact that Ukraine’s economy remains at only 78% of its pre-war size underscores the long-term economic damage caused by war. Key sectors such as manufacturing, transportation, and exports have suffered the most, while IT services and agriculture have shown resilience. The decline in economic capacity impacts government revenues, employment levels, and long-term investment strategies, delaying the return to sustainable growth.[3]

Future Outlook & Challenges:

– Restoring production capacity: Revitalizing war-affected industrial hubs will require technological modernization and foreign investment.

– Labor market recovery: The loss of skilled workers due to migration and military mobilization poses long-term challenges to economic growth.

– Geopolitical risks: Economic projections remain uncertain as continued security threats could further delay recovery efforts.

[2] European Commission. Economic Security and Business Competitiveness in EU-Associated States. *Journal of Economic Policy*. 2023. Vol. 45, No. 3. P. 112–130.

[3] International Energy Agency (IEA). Energy Security and Business Adaptation Strategies: European and Ukrainian Perspectives. *Energy Policy Journal*. 2024. Vol. 38, No. 5. P. 201–225.

Without strong institutional reforms, investment policies, and security measures, Ukraine may struggle to fully restore its economic capacity in the short-to-medium term. Ukraine's economy is showing early signs of recovery, with positive GDP growth, but remains significantly smaller than pre-war levels. War-related damages and reconstruction costs present enormous financial and logistical challenges, requiring long-term international support and domestic economic reforms.

Sustaining and accelerating economic recovery will depend on security stabilization, infrastructure restoration, and investment incentives to rebuild key industries. This analysis highlights the urgent need for coordinated efforts between the government, international partners, and the private sector to rebuild a resilient and competitive Ukrainian economy in the post-war period.

One of the key approaches to strengthening economic security and ensuring business competitiveness in Ukraine is the shift from raw material exports to value-added production. This strategy allows enterprises to increase profitability, enhance job creation, and reduce dependency on external markets.

A notable example in Ukraine is the agricultural sector, where enterprises traditionally focused on exporting raw grains. However, companies like MHP (Myronivsky Hliboproduct) have pivoted toward processed food production, significantly increasing the added value of their products. By investing in poultry processing plants and expanding exports of finished food products to the EU, MHP has enhanced its economic security and global market presence.

Another example is NIBULON, a Ukrainian agricultural company that has developed an integrated grain logistics system, including river transport and storage infrastructure. This strategy has helped mitigate risks associated with port closures due to war and improve the efficiency of grain exports.[4]

In contrast, in Germany, businesses have long prioritized value-added production. The automotive industry (e.g., Volkswagen, BMW, Mercedes-Benz) is a prime example of how high-tech manufacturing and R&D investment secure economic stability. German enterprises focus on continuous innovation, automation, and high-quality product differentiation, ensuring long-term competitiveness.

The Ukrainian government has implemented measures to stimulate domestic production, such as providing grants and tax incentives to manufacturers investing in high-value-added products. However, challenges remain, including high energy costs, limited access to credit, and disruptions in logistics.

[4] USAID Ukraine. Supporting Small and Medium Enterprises Amidst Economic Challenges. *Economic Development Review*. 2023. Vol. 19, No. 1. P. 34–57

Table 2

Key Differences Between Ukrainian and European Strategic Management Approaches

Factor	Ukraine	Germany (EU Example)
Economic Security Focus	Transition from raw materials to value-added production	Advanced manufacturing, R&D-driven growth
Key Sectors	Agriculture, metallurgy, IT services	Automotive, pharmaceuticals, machinery
Government Support	State grants, tax incentives for production	Long-term industrial policy, subsidies for innovation
Challenges	Infrastructure destruction, war-related risks	Energy transition, global supply chain dependence

Source [5]

The comparison of strategic management approaches in Ukraine and European countries (represented by Germany as an example) highlights significant differences in economic security priorities, industrial focus, government support mechanisms, and challenges. These distinctions are largely shaped by the historical development of industries, economic policies, and external geopolitical conditions.

Ukraine and Germany have fundamentally different approaches to economic security in the business sector. Ukraine's strategic focus is transitioning from raw material exports to value-added production, particularly in agriculture and IT sectors. This shift is driven by economic vulnerabilities, such as dependence on global commodity markets, war-related disruptions, and limited investment in high-tech industries. Germany's strategic focus is long-term industrial stability through innovation and advanced manufacturing, emphasizing supply chain resilience, automation, and research & development (R&D) investments.

This distinction highlights the reactive nature of Ukraine's business strategies compared to Germany's proactive and innovation-driven economic policies. While Ukraine aims to reduce economic volatility by moving up the value chain, Germany's enterprises continuously modernize to maintain a global competitive advantage.

Ukraine's economy is heavily reliant on agriculture (contributing over 52% of exports in 2022) and the IT sector, which remains a fast-growing contributor to GDP. However, industrial production remains underdeveloped, limiting Ukraine's ability to compete in high-tech markets. Germany's economy is dominated by advanced manufacturing, pharmaceuticals, and automotive industries, where businesses invest significantly in R&D, automation, and digitalization to sustain their global competitiveness. Ukraine's agricultural sector faces production risks due to geopolitical

[5] Ukraine's Economic Resilience and Strategic Growth Initiatives. *TIME*. 2024. URL: https://surl.li/zyzydv (accessed: February 23, 2025)

instability and climate change, while Germany's industrial focus enables greater resilience through diversified and technology-driven industries.

Government support plays a critical role in business strategy formation in both economies, but the approaches differ. Ukraine's government primarily focuses on short-term solutions, such as emergency financial assistance, tax incentives, and grants for war-affected businesses. Industrial policy is less structured and reactive to economic shocks. Germany benefits from a long-term industrial strategy, where government-backed R&D funding, tax incentives for innovation, and export support programs create a stable business environment. The German government also invests heavily in infrastructure, renewable energy, and workforce development, ensuring a predictable and secure business landscape. For Ukraine to increase business resilience, it must transition from crisis-driven financial aid to structured long-term industrial policies, similar to Germany's approach.[6]

Both countries face unique business challenges. Ukraine's challenges include infrastructure destruction, financial instability, limited credit access, and dependence on commodity exports. These factors make it difficult for businesses to secure investment and scale operations. Germany's main challenge is adapting to new energy policies and global market fluctuations. The shift to renewable energy and reducing reliance on fossil fuel imports requires substantial investments and regulatory adjustments. Germany's business environment is more predictable and structured, while Ukraine's economy remains highly vulnerable to external shocks. Addressing these vulnerabilities requires greater investment in domestic production, industrial diversification, and integration into global value chains.

The comparative analysis of Ukrainian and European strategic management approaches reveals key differences in economic priorities, sectoral focus, and policy structures. Ukraine is in the process of building economic security through diversification and value-added production, while Germany has a well-established system based on technological advancement and industrial strategy.

For Ukraine to enhance economic security and business competitiveness, it must:

– Develop a long-term industrial strategy similar to Germany, focusing on innovation, manufacturing, and technology investments.

– Strengthen government support beyond crisis response, ensuring predictable financing, infrastructure investments, and regulatory stability.

– Expand business diversification to reduce dependency on agricultural exports and integrate into high-value industries such as green energy, biotechnology, and engineering.

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[6] European Commission. Economic Security and Business Competitiveness in EU-Associated States. *Journal of Economic Policy*. 2023. Vol. 45, No. 3. P. 112–130.

By implementing structured industrial policies and fostering innovation, Ukraine can transition towards a more stable and competitive business environment in line with European best practices. [7]

2. Competitive Advantage and Business Adaptation Strategies

Another critical strategy has been the enhancement of energy independence to mitigate the risks associated with external energy dependencies. The escalation of Russian attacks on Ukraine's energy infrastructure has led to widespread blackouts, prompting businesses and residential entities to seek alternative energy solutions. For instance, in Kyiv, housing associations have installed solar panels to provide a reliable power supply amidst the energy crisis. The damage to Ukraine's energy sector exceeds $56 billion, highlighting the urgency for sustainable energy initiatives. Efforts to achieve energy independence include importing electricity, utilizing generators, and deploying renewable energy sources such as solar panels. These measures are crucial for maintaining operational continuity and economic security during periods of infrastructural vulnerability.

Table 3

Impact of Energy Infrastructure Damage on Ukrainian Businesses

Impact Factor	Description
Production Costs	Increased due to reliance on alternative energy sources
Operational Disruptions	Frequent power outages leading to halted operations
Investment in Energy Solutions	Rise in expenditures for renewable energy installations
Supply Chain Interruptions	Delays caused by energy shortages affecting logistics

Source [8]

Ensuring competitive advantage in times of crisis requires adaptation strategies that focus on sustainability and flexibility. In Ukraine, one of the most critical adaptation strategies has been energy independence, as businesses face ongoing threats to the electricity grid.

For example, the IT sector has demonstrated exceptional resilience by rapidly shifting to alternative power sources. Companies such as SoftServe and EPAM Ukraine have invested in backup power systems, including solar panels and high-capacity batteries, to maintain operations. Despite widespread

[7] World Bank. Ukraine Economic Update: Impact of War on Business and Investment. *World Bank Reports*. 2023. Vol. 56, No. 4. P. 145–168.

[8] Ukrainians find new energy sources to beat blackouts as winter arrives. *Reuters*. December 3, 2024. URL: https://surl.li/buvmbb (accessed: February 23, 2025)

blackouts, IT exports remained a vital part of the Ukrainian economy, with revenue exceeding $7.1 billion in 2023.

The manufacturing sector, particularly businesses in western Ukraine, has also adapted. Carlsberg Ukraine, a subsidiary of the Danish brewing company, adjusted its supply chain by increasing local sourcing and relocating some production processes away from high-risk zones.

In France, energy independence strategies differ significantly. The French government provides strong subsidies for renewable energy to businesses, reducing reliance on external suppliers. The EDF Group, France's main electricity provider, ensures stable nuclear energy production, offering long-term price stability for industries.

Table 4

Comparison of Energy Adaptation Strategies in Ukraine and France

Factor	Ukraine	France (EU Example)
Energy Security Threats	War-related infrastructure damage	Fluctuating energy prices, decarbonization policies
Business Solutions	Backup generators, solar panels, alternative supply chains	Government-subsidized renewable energy
Sectoral Adaptation	IT, manufacturing relocated to safer areas	Industry-wide shift to sustainable energy
Challenges	High costs of energy alternatives, grid instability	Energy transition costs, nuclear regulation issues

Energy security is a critical component of economic stability and competitiveness, particularly for agricultural enterprises that heavily rely on consistent and affordable energy supply for production, processing, and logistics. The comparison between Ukraine and France in Table 4 highlights key differences in how these two countries approach energy adaptation in response to economic and geopolitical challenges.

Ukraine and France face distinct energy security challenges. Ukraine's primary energy security concern is the destruction of critical infrastructure due to military aggression, which has led to frequent power outages, damaged energy grids, and fuel shortages. In contrast, France's energy challenges are primarily driven by fluctuating energy prices and regulatory policies associated with the EU's decarbonization agenda, which aims to reduce reliance on fossil fuels. [9]

In Ukraine, agricultural enterprises struggle with unpredictable electricity supply, increasing production costs, and the need for emergency power sources (such as diesel generators and renewable installations). In France, the volatility of energy prices affects production planning and cost structures,

[9] Ministry of Economy of Ukraine. Strategic Development Plan for Economic Recovery and Competitiveness. *Ukrainian Economic Review*. 2023. Vol. 21, No. 2. P. 78–94.

requiring long-term investments in green energy solutions and price stabilization mechanisms.

Due to its wartime conditions, Ukraine has focused on short-term energy resilience, including importing electricity, deploying solar panels, and using backup generators. Ukrainian businesses, particularly in the agribusiness and IT sectors, have invested heavily in energy independence solutions, ensuring operational continuity despite grid failures. For example, major agribusiness companies like Nibulon and MHP have started using hybrid energy systems, combining diesel generators with solar panels to maintain production during peak agricultural seasons. In contrast, France's businesses benefit from government-subsidized renewable energy programs, ensuring long-term price stability and reduced dependency on imported fossil fuels. The EDF Group (Électricité de France) plays a central role in France's energy policy by ensuring affordable nuclear and renewable energy for businesses.

Both Ukrainian and French agricultural enterprises are heavily impacted by energy security concerns, but their responses differ. In Ukraine, farms have become more reliant on alternative energy sources such as solar panels and biodiesel to mitigate fuel shortages. However, these solutions are often expensive and difficult to scale for smaller farms. In France, large-scale farms have access to state-funded renewable energy projects, making the transition to wind, solar, and bioenergy more financially viable in the long run.

Moreover, industrial adaptation strategies differ significantly. While French industries invest in automation and smart grid technologies, Ukrainian enterprises primarily focus on ensuring operational continuity through backup power sources rather than adopting long-term sustainable energy solutions.[10]

The comparison of energy adaptation strategies between Ukraine and France reveals a contrast between short-term survival strategies and long-term sustainable planning. While Ukraine prioritizes immediate resilience through imported electricity and alternative energy sources, France benefits from government-supported renewable energy programs that provide price stability and long-term security.

For Ukrainian enterprises, there is an urgent need to secure international financial support to transition from emergency energy solutions to sustainable energy infrastructure. France, on the other hand, must continue balancing market stability and green energy transformation while ensuring that rising costs do not harm its economic competitiveness. This comparative analysis underscores the importance of adaptive energy policies tailored to national challenges, with lessons that Ukraine can learn from France's structured, government-supported approach to energy security.

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[10] Ukraine's Economic Resilience and Strategic Growth Initiatives. *TIME*. 2024. URL: https://surl.li/zyzydv (accessed: February 23, 2025).

3. The Role of Government and Institutional Support in Ensuring Business Competitiveness

Furthermore, the resilience of Ukraine's private sector has been instrumental in supporting national defense and economic stability. Despite the adversities posed by the ongoing conflict, the private sector has demonstrated adaptability by sustaining operations and contributing to the nation's economic resilience. This resilience is evident in the continued functioning of key industries and the implementation of strategic regulatory reforms aimed at attracting foreign investments. Building a robust economy necessitates a comprehensive, long-term economic strategy that includes strategic regulatory reforms, business incentives, and a definitive economic vision. Such efforts are designed to attract foreign investments, improve Ukraine's international reputation, and ensure its sovereignty and stability for future generations.

Table 5

Key Initiatives for Enhancing Economic Security in Ukraine

Initiative	Description
Regulatory Reforms	Simplification of business regulations to attract investors
Business Incentives	Tax breaks and grants to encourage SME growth
Infrastructure Development	Investment in critical infrastructure to support business operations
International Partnerships	Collaboration with foreign entities to bolster economic ties

Source[11]

Government support plays a crucial role in maintaining business competitiveness during economic uncertainty. In Ukraine, various initiatives have been introduced to provide financial and logistical assistance to enterprises. The government has launched «єРобота» (eWork), a grant program for small and medium enterprises (SMEs) to help them recover and expand operations. Over 10,000 businesses have benefited from this initiative, receiving financial aid for equipment purchases and business development.

A successful example of institutional support is Rozetka, Ukraine's largest e-commerce platform, which received logistical support from the government and international donors to maintain supply chains despite disruptions. This assistance allowed the company to continue delivering goods even in regions affected by conflict.

Comparing this with Poland, Ukrainian businesses can learn valuable lessons from Polish government policies that helped enterprises integrate into

[11] National Bank of Ukraine. Economic Outlook Report. *Financial Stability Bulletin*. 2024. No. 7. P. 50–65.

the EU market. The Polish Investment and Trade Agency (PAIH) has provided export support programs, helping Polish SMEs access funding and expand internationally. Additionally, Poland has developed special economic zones (SEZs) that offer tax relief for companies investing in key industries.[12]

Ukraine has started adopting similar measures, such as the creation of industrial parks, but challenges remain, particularly in attracting foreign direct investment.

Table 6

Comparison of Government Support for Businesses in Ukraine and Poland

Factor	Ukraine	Poland (EU Example)
Government Assistance	«єРобота» grants, industrial parks support	Special economic zones, EU market integration programs
Target Sectors	SMEs, e-commerce, agriculture	Manufacturing, IT, logistics
International Support	USAID, EU financial aid programs	EU funding, structural investments
Challenges	War risks, slow bureaucratic processes	Dependency on EU regulatory framework

CONCLUSIONS

These management strategies underscore the critical importance of adaptability, innovation, and strategic planning in enhancing economic security and competitiveness within Ukraine's challenging economic landscape. The shift towards value-added production, investment in energy independence, and the implementation of supportive government policies are pivotal in fostering a resilient and competitive business environment. Continued focus on these areas will be essential for Ukraine to navigate ongoing challenges and achieve sustainable economic growth.

The Ukrainian business landscape is undergoing a transformation, with enterprises adopting strategic management techniques, energy independence solutions, and leveraging institutional support to ensure economic security and competitiveness.

A comparative analysis with European businesses highlights that while Ukraine faces unique challenges due to the ongoing war, there are valuable lessons to learn from EU strategies, particularly in fostering energy independence, increasing value-added production, and government-led economic stimulation.

For sustainable economic growth, Ukraine must continue developing long-term business strategies, enhance cooperation with international partners, and foster investment-friendly policies to attract foreign capital. The ability to

[12] Polish Investment and Trade Agency (PAIH). Economic Growth and Business Support Programs in Poland. *Central European Economic Studies*. 2023. Vol. 12, No. 2. P. 89–103.

adapt and innovate will remain key to ensuring business resilience and competitiveness in both domestic and global markets.

SUMMARY

In summary, Ukrainian enterprises are actively employing strategic management approaches to bolster economic security and maintain competitiveness amid prevailing challenges. Key strategies include transitioning to value-added production, enhancing energy independence, and leveraging government support through regulatory reforms and business incentives. These initiatives are designed to strengthen the resilience of the national economy and enable businesses to sustain operations despite external pressures.

The findings suggest that businesses that integrate innovative management strategies, such as diversification of revenue streams, investment in sustainable energy solutions, and leveraging institutional support, are more likely to maintain a competitive edge. The Ukrainian government's role in fostering economic stability through policy measures, infrastructure investment, and incentives for enterprises is pivotal in shaping the long-term economic landscape.

Looking ahead, the ability of businesses to adapt to evolving economic conditions, mitigate risks, and engage in proactive strategic planning will be crucial in ensuring continued growth and sustainability. The study highlights the necessity for ongoing research into economic security mechanisms, particularly in conflict-affected economies, to provide evidence-based solutions for enhancing business competitiveness and economic resilience.

This chapter analyzed key business management strategies used in Ukraine to maintain economic security and competitiveness. The research highlighted three primary approaches:

1. Strategic management in business under economic security challenges, focusing on the shift to value-added production.
2. Competitive advantage and business adaptation strategies, emphasizing energy independence solutions and resilience.
3. The role of government and institutional support, showcasing the importance of grants, tax incentives, and economic development programs.

A comparative analysis with Germany, France, and Poland provided insights into best practices that Ukraine can adopt to enhance business stability. The findings suggest that innovation, governmental backing, and long-term economic policies are crucial for ensuring enterprise competitiveness in challenging environments.

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