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DOI: <https://doi.org/10.30525/978-9934-26-698-0-22>

RESILIENCE-BASED MANAGEMENT: STRATEGIC TRANSFORMATION OF UKRAINIAN BUSINESS AMIDST GLOBAL TURBULENCE

In contemporary scientific and managerial discourse, the concept of “polycrisis” increasingly dominates as a definition of permanent global chaos. However, for the Ukrainian business community, this term has long lost its purely academic tone, transforming into an everyday operational reality. In a new reality where tectonic geopolitical shifts synchronize with radical technological leaps, traditional management models focused on short-term financial optimization prove their ultimate inadequacy. Instead, the philosophy of resilience takes center stage. For Ukrainian enterprises, resilience has become not merely an adaptive strategy but a fundamental condition for maintaining agency.

True resilience in the context of the Ukrainian experience is devoid of statics; it represents a transition from passive strength (robustness) to dynamic resilience (resilience). It emerges not as a conservation of resources for waiting or an attempt to restore the “pre-war” landscape, but as a capacity for evolutionary transformation. Today, turbulence is perceived as a harsh yet unique window of opportunity that allows Ukrainian enterprises, particularly in the agricultural and industrial sectors, to implement Nassim Taleb’s [5] concept of antifragility. In this type of ordeal, business systems do not just survive; they undergo a qualitative rebirth, forging their potential by overcoming critical barriers.

The primary tool for such viability is the function of strategic response, which extends far beyond the internal perimeter of the enterprise. Today's top management realizes that effective adaptation is impossible without synergy with external actors: state institutions, industry associations, and regional communities. The quality of these interactions determines the strength of the organizational-economic mechanism, where business security becomes a product of aligning the interests of all stakeholders.

Following leading European practices in corporate security, Ukrainian companies are reshaping their structures, directing investments not only into innovation but also into creating a stable institutional network.

The foundation of this new management architecture is resource autonomy and the transition to circular economy principles [2]. In a world of disrupted logistics and highly volatile energy costs, the ability to close internal loops becomes a strategic shield. Regenerative management models allow waste to be viewed as valuable assets, which not only minimizes costs but also integrates Ukrainian enterprises into the global European ESG course. Ethical management and environmental responsibility act as an intellectual bridge, opening access to international capital and building long-term trust with partners.

In this process, digital transformation plays the role of a catalyst for preventive management [3]. Using Artificial Intelligence tools for big data analysis and implementing digital twins allows for the modeling of crisis scenarios before they actually occur. However, digitalization remains only a technical framework, while the true energy of change is the transition from rigid vertical hierarchies to flexible horizontal networks. Today, an enterprise's capability is determined not so much by the scale of its assets as by the depth and quality of its connections within the global economic ecosystem [4].

Ultimately, behind every technological or logistical decision stands a person who is the true core of resilience. Today's extreme conditions have crystallized a new type of leadership – empathetic yet decisive. The focus is on a specialist endowed not only with professional competencies but also with psychological resistance and cognitive flexibility. A corporate culture that encourages the concept of lifelong learning transforms the workforce into an intellectual anti-crisis headquarters capable of creative problem-solving.

Modern Ukrainian business strategy is a unique convergence of innovation, social responsibility, and an indomitable will for development. By abandoning speculative models in favor of building viable systems, companies are beginning to measure success not only through financial indicators but also by their contribution to community well-being and global security. This is a complex path of transformation amidst a storm, which ultimately allows businesses not only to withstand but to use the energy of change for a breakthrough, proving that the future is being built right now, at the very epicenter of global challenges.

The largest barriers for business remain security risks (58% of respondents cited geographical restrictions), labor shortages, and energy

supply disruptions. However, these challenges are precisely what stimulate the development of MilTech, energy, and logistics sectors, which will become the drivers of recovery in 2026 [1].

Thus, the current stage of domestic entrepreneurship development marks the birth of a fundamentally new managerial paradigm, in which resilience is finally transformed from a mechanism of passive defense into an active engine of strategic evolution. In conditions of global polycrisis, traditional orientation toward immediate financial gain gives way to the construction of viable systems capable of not only withstanding external shocks but also qualitatively improving because of them. This approach is based on the synergy of preventive digital modeling and the implementation of regenerative models, allowing business to form an autonomous resource contour while simultaneously meeting the high requirements of the European Green Deal. Ultimately, the ability to turn critical challenges into tools for growth becomes the main sign of the maturity of Ukrainian business, turning its experience into a universal benchmark for management in an era of global turbulence.

Perspectives for further research in this area lie in a detailed analysis of “antifragility” mechanisms at the level of specific industrial clusters, particularly in the agro-industrial sector. An important vector of scientific inquiry should be the development of a methodology for assessing social and intellectual capital as key security factors, as well as the study of new leadership models based on cognitive flexibility. Further scientific attention to the integration of Ukrainian business into the global ecosystem through institutional networks and digital twins will allow not only for a theoretical justification of the phenomenon of domestic resilience but also for the formulation of applied recommendations for post-war recovery, transforming the Ukrainian experience into a universal management standard for the era of turbulence.

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