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Resilience and strategic management: ways to ensure economic and social security of Ukrainian enterprises during long-term warfare[1]

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Abstract

The objective of the research is to discuss the strategies that companies in Ukraine can implement to maintain their resilience and simultaneously ensure their sustainability in an environment of protracted war. To achieve this objective, a qualitative methodology is employed that combines the hermeneutics of in-depth interviews with business leaders and case studies of two conflict-affected but truly resilient companies. This methodology allows the identification of best practices in crisis management, as well as the necessary adaptation policies in business models to face the growing economic and social challenges. The documentary sources consulted underline the importance of international cooperation, technological innovation, and the development of a favorable regulatory framework to foster business resilience and ensure operational continuity in a context of uncertainty and risk. It is concluded that resilience and strategic

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management are fundamental to ensure the economic and social security of Ukrainian companies in the context of war, but they are also universal principles that, for what they represent, can be useful to overcome crises of various kinds that threaten the survival of a company located in each time and space.

Keywords: Social security; Strategic business Management; war in Ukraine; economic challenges; War economy.

Resiliencia y gestión estratégica: Formas de garantizar la seguridad económica y social de las empresas ucranianas durante la guerra a largo plazo

Resumen

Se plantea el objetivo de la investigación debatir las estrategias que pueden implementar las empresas en Ucrania para mantener su resiliencia y, simultáneamente, asegurar su sostenibilidad en un entorno de guerra prolongada. Para lograr este objetivo, se emplea una metodología cualitativa que combina la hermenéutica de las entrevistas en profundidad, con líderes empresariales, y estudios de caso de dos empresas afectadas por el conflicto, pero verdaderamente resilientes. Esta metodología permite identificar las mejores prácticas de gestión de crisis, así como las políticas de adaptación necesarias en los modelos de negocio para enfrentar los crecientes desafíos económicos y sociales. Las fuentes documentales consultadas subrayan la importancia de la cooperación internacional, la innovación tecnológica y el desarrollo de un marco regulatorio favorable para fomentar la resiliencia empresarial y asegurar la continuidad operativa, en un contexto de incertidumbre y riesgo. Se concluye que la resiliencia y la gestión estratégica son fundamentales para garantizar la seguridad económica y social de las empresas ucranianas, en el contexto de la guerra, pero, además, son principios universales que por lo que representan pueden ser útiles para superar crisis de diversa índole que atentan con la pervivencia de una empresa ubicada en un tiempo y espacio determinado.

Palabras clave: seguridad social; gestión empresarial estratégica; guerra en Ucrania; desafíos económicos; economía de guerra.

Introduction and presentation of the topic

We agree with Kravchenko, Mysore, Ostafiichuk, and Prihodko (2023) that resilience and strategic management have become key elements in ensuring the economic and social security of Ukrainian companies in the protracted war with Russia. Since the start of the massive invasion in February 2022, Ukrainian companies have had to adapt quickly to an extremely volatile and uncertain environment, characterized by supply chain disruptions, damage to critical infrastructure and displacement of workers (highly trained human resources).

Taking this scenario into account, the resilient capacity of companies to withstand crises and sustain operations is essential, not only for their own survival, but also and this is fundamental, to sustain the economy in the face of the imprint of the invading forces and to guarantee as much as possible the war effort that seeks to maintain Ukraine's sovereignty. as an independent State in the twenty-first century.

Before advancing further in the dissertation, it should be clarified that business resilience is defined as: "The ability of an organization to anticipate, prepare, respond to, and adapt to incremental change and sudden interruptions in order to survive and thrive" (Samán, Mendoza, Miranda, & Esparza, 2022, p. 02). This broad concept encompasses, in heuristic and semantic terms, the ability of companies to resist disruptive events and, at the same time, to evolve and emerge stronger from adversity, trying to take advantage of crises as materially as possible as opportunities for learning and growth. Therefore, business resilience involves a combination of proactive preparedness, operational flexibility, and the ability to innovate, which allows organizations to maintain their essential functions and recover quickly from unforeseen shocks, typical of the context in which they are immersed.

A highlight of business resilience in Ukraine is, at least from the point of view of the authors of this research, the diversification of markets, suppliers, and locations. As Kurnyshova (2023) argues, after the annexation of Crimea in 2014, many companies began this process of change and adaptation years before the current conflict, which allowed them to react more quickly when a full-scale war broke out in February 2022. In this context, business practices such as managerial decentralization and continuous improvement have proven to be effective strategies to reduce risk and maintain business continuity, even in extreme conditions. Otherwise, to maintain productivity and essential services, it is crucial to accelerate digitalization and adopt remote work models (Román, 2024).

A holistic look at the war and business resilience in Ukraine shows that there is a close relationship between business and geopolitics; In fact, everything indicates that:

> For decades, Ukraine was often perceived in the West as a weak, dependent on Russia, and peripheral country (see, for example, Gil, 2015) that did not put up much resistance to the annexation of Crimea and failed to prevent the occupation of Donbas in 2014. However, following the resumption of the Russian invasion on February 24, 2022, this situation has changed significantly: Ukrainian society has been determined to counterattack the invader with more resources, which boosted Ukraine's positions both on the battlefields and in relations with its international partners. (Kurnyshova, 2023, p. 81)

According to Kudlenko (2023), human capital management has emerged as another key pillar of business resilience in Ukraine. Companies have had to implement innovative measures to ensure the safety of their employees, maintain the cohesion of geographically dispersed work teams, and address psychological challenges arising from the conflict. Support programs, ongoing training, and transparent communication have been important company policies to sustain workforce morale and commitment (Pavel, 2024). Similarly, many companies have taken an active role in protecting and providing social assistance to local communities, thus strengthening their legitimacy and commitment to the communities (Román, 2024).

Resilient thinking is closely associated with factors such as strategic planning, risk management, or business model innovation (Ingram & Vora, 2024). Thus, scenario planning and risk management have become indispensable practices to deal with uncertainty in the long term. In the wake of the war, Ukrainian companies must develop detailed contingency plans for scenarios ranging from blackouts to cyberattacks and constantly update their strategies as the conflict evolves. Thus, flexibility and the ability to pivot quickly are key attributes to exploit new opportunities and mitigate unforeseen threats. Now, cross-sectoral cooperation and public-private partnerships are being strengthened to address common challenges and optimize limited resources.

In theoretical and practical terms, the resilience and strategic management of Ukrainian companies during times of war demand the construction of a multidimensional approach that encompasses operational, financial, human, and social aspects. Indeed, the ability to adapt, innovate, and plan for the long term is essential to ensure business continuity and strengthen the country's economic resilience. As the conflict continues, Ukrainian companies will need to continue to refine their resilience strategies and balance short-term survival with long-term sustainability and growth, in an environment that will likely remain volatile and uncertain for a long time to come (Hoffman, 2009).

The present research is simply an attempt to answer several questions that are ultimately related to the future of Ukraine, as a free and sovereign nation defending itself from post-Soviet Russian imperialism. How to deal with the economic and social security challenges for Ukrainian companies during the war? This is a question that is the aim of this article: to discuss the strategies that companies can implement in Ukraine to maintain their resilience and, at the same time, ensure their sustainability in an environment of prolonged war.

However, in the face of the general question that comes to function as a formulation of the research problem; Other, more specific questions naturally arose, namely: What steps can Ukrainian companies take to diversify their operations and revenue streams, thereby reducing their vulnerability to disruptions caused by the protracted conflict? How can Ukrainian companies leverage technology and digitalization to maintain business continuity and adapt to new market realities in times of war? What human capital management and talent development strategies should Ukrainian companies implement to retain and motivate their workforce in a context of prolonged uncertainty? This research proposes concrete answers to these questions.

The article is divided into 5 sections: in the first, the most outstanding contributions of the reviewed literature on the subject are described; in the second section, the methodological procedures used are indicated; In the third section, which metaphorically means the main course of the research, the results obtained are analyzed and discussed. Finally, the main conclusions and limitations of the research are presented, followed by the index of the references cited and consulted in alphabetical order.

1. State of the art and review of specialized literature on the topic of business resilience

Authors such as (Kravchenko, *et al*., 2023; Clark, 2024; Kurnyshova, 2023), among others, categorically states that innovation and the adaptation of business models have been essential for Ukrainian companies to maintain their economic viability in a context of prolonged war. In this scenario of systemic crisis, many companies have had to reorient their products and services to meet new needs arising from the conflict, from military equipment to emergency energy solutions. However, the accelerated adoption of digital technologies and expansion into international markets have allowed many companies to compensate for the contraction of the domestic market. As it is logical to assume, the search for operational efficiencies and cost optimization have become imperative to preserve profitability in an adverse economic environment.

Another recurring aspect in the revised documentation is access to finance and liquidity management as key challenges for the long-term sustainability of Ukrainian companies. According to Opatska, Johansen, and Gordon (2023), companies should diversify their sources of capital and explore opportunities such as microfinance, impact investing, and international support programs. Prudent cash flow management, debt renegotiation, and prioritization of strategic investments are basic practices to maintain solvency. Likewise, financial transparency and the adoption of international corporate governance standards are useful policies when seeking to attract investors in a high-risk environment.

In this vein, recent literature on resilience and strategic management of Ukrainian companies during the war has explored various aspects of this phenomenon. For example, Obłój and Voronovska (2024) analyzed how large companies in Ukraine have responded to the crisis caused by the conflict, finding in the process that the core theories of managerial adaptation are still relevant, but require important adjustments for the context of war. The authors identified that companies have had to make rapid *strategic pivots* to survive, focusing on maintaining basic operations, protecting employees, and at the same time contributing to the national war effort.

Opacka, *et al*., (2023), documented Ukraine's wartime crisis management experience, contributing to the understanding of this little-studied topic in the West. Through in-depth interviews with Ukrainian entrepreneurs and managers from 20 different industries, the authors identify factors that characterize the war as a unique type of crisis, with an unknown end point. This research shows that war situations appear to be "cosmological events" for which no one can adequately prepare, and which require crisis management capabilities, within the framework of strategic and adaptive thinking. The authors conclude that:

> An additional feature of wartime crisis management is the creation of a visible alliance between the company and the national effort, i.e., the management of an expansion of purpose, from the focus of the company to a broader social purpose and the navigation of an intertwining of company and country interests. (Opatska, *et al*., 2023, p. 07)

This quote indicates that, in a hybrid war such as the one in Ukraine, national business economic agents are forced to bow to the national liberation effort on which the survival of the Ukrainian state and its economic system ultimately depends. Hence, the managerial vision of business administration studies may be insufficient when trying to understand the geopolitical phenomenon and the role of private companies in the construction of national economic security, in a scenario of prolonged war.

In 2024, Clark's research examines the challenges Ukrainian companies face in ensuring their economic security during the war. The author proposes a risk management approach based on organizational resilience to mitigate threats to economic security under conditions of war. Otherwise, the study highlights the importance of developing capacities for rapid adaptation, diversification of operations, and maintenance of financial liquidity as key strategies for long-term business survival, in conflict environments that affect the lives of people and economic structures alike (Clark, 2024).

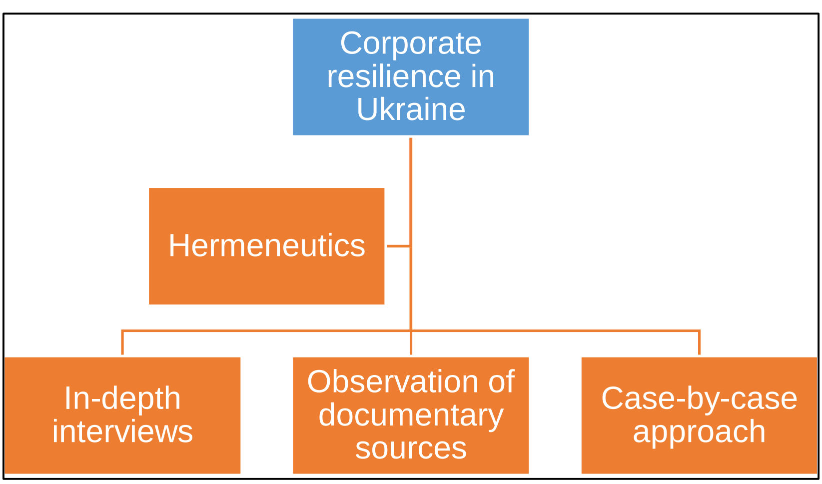
Another interesting article was that of Shevchenko, Saidani, Ranjbari, and Kronenberg (2022), who analyzed the role of digital innovation in the resilience of Ukrainian small and medium-sized enterprises (SMEs) during the war. The authors found that the accelerated adoption of digital technologies has been critical to maintaining business operations, facilitating remote work, and accessing new markets. The study also underlines the importance of digital transformation as a key resilience strategy for SMEs in times of prolonged crisis.

Finally, the article by Kudlenko (2023), entitled: *Roots of Ukrainian resilience and the agency of Ukrainian society before and after Russia's full-scale invasion*, which examines the role of social capital and business networks in the resilience of Ukrainian companies during the war, stands out. The author found that companies with strong local and international connections have been better able to adapt, access critical resources, and maintain their operations. Therefore, the importance of cultivating collaborative relationships and engaging in mutual support initiatives is underlined as key strategies for strengthening business resilience in times of protracted conflict.

2. Methodological aspects

In the specific case of this research, a methodical-ideographic approach was chosen as a condition of possibility to study the resilience of Ukrainian companies during the war. More specifically, we rely on a hermeneutical approach that combines, all things being equal, in-depth interviews with business leaders and documentary observation close to hermeneutical philosophy. In general, this hybrid vision made it possible to explore the lived experiences and narratives of leaders on how their companies have navigated through the crisis that characterizes Ukraine besieged on its territory by Russian imperialism. As Moreno (2008) states, hermeneutics focuses on understanding the meaning behind the narratives of the subjects of study or under study, which is essential to capture the complexity of business resilience in contexts of war in the twenty-first century.

Figure 1. Methodological architecture of the research



Source: Informative table prepared by the authors (2024)

Following the coordinates of Robles (2011), the in-depth interviews were carried out with two leaders, from different companies, who have demonstrated resilience during the conflict. In this framework, the in-depth interview technique allowed obtaining rich and detailed data on the business strategies implemented and the lessons learned. It is worth remembering that business leadership studies highlight that the vision for the future in senior management teams significantly influences organizational resilience, suggesting that understanding the vision of these business leaders can offer valuable insights into how to resiliently deal with prolonged crises, such as a long-running war (Barberan, Bastidas, & Herrera, 2024).

In addition to the above, two case approaches were made in specific companies that have shown adaptability and success despite the adverse environment in which they are immersed. Without wishing to generalize results, these cases allow for a comparison between different sectors and strategic approaches, providing a broader context on resilient practices. As Martínez (2006) points out, a true case study is systematically identified by the articulation of four essential conditions:

- Examines or inquiries about a contemporary phenomenon in its real environment.
- The boundaries between the phenomenon and its context are not clear.
- Multiple data sources are used, and
- Both a single case and multiple cases can be studied. (2006, p. 174)

It is the opinion of the authors of this article that the combination of interviews and case studies facilitates the realization of an in-depth and contextualized analysis, allowing the identification of common patterns and significant differences in business responses to the war. Following Martínez (2009), this renewed methodological look will not only enrich the academic understanding of the subject but will also offer practical recommendations for business leaders in similar situations. Therefore, it is not ruled out that, if necessary, this research will contribute to a growing body of literature on strategic management and resilience in conflict environments, with theoretical and practical utility in different fields of study such as public policies for business development, corporate leadership, and resilience in times of war.

3. By way of analysis and discussion of results

3.1. Overview of the socio-economic situation in Ukraine in the context of the war

The invasion of the army of the Russian Federation into Ukraine in February 2022 has had profound consequences on the economic and social development of this country, which has led business economic actors to devise different ways to guarantee, as far as possible, the safety of people and communities affected by the direct or indirect imprint of the invading force. a situation that imposes a mixture of resilience and strategic management of scarce resources and growing unmet needs, within the global framework of the national security policy of Kiev and its allies in the free and democratic world. In the words of the governor of the central bank of Ukraine, Andriy Pyshnyy:

> In the last 10 months, Ukraine has endured the largest large-scale military aggression in Europe since World War II. Ukrainians have shown amazing resilience. The impact of the war can hardly be understood. According to our estimates, Ukraine will lose at least a third of its GDP in 2022. During the first few weeks, the war was fought

> virtually everywhere, either with active infantry operations or with air strikes. It was a very hard stage. But it didn't take long for the people and businesses of Ukraine to recover from the first shock of the full-scale war. Some of the displaced people returned. The Ukrainian economy adapted to the war. New sectors of the economy emerged that focused on supporting Ukraine's armed forces. (International Monetary Fund, 2023)

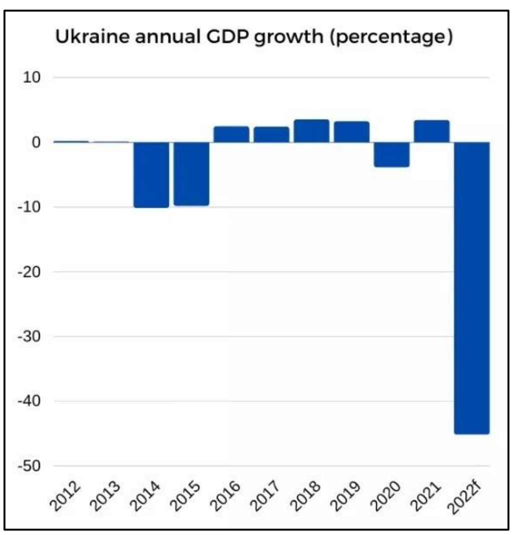
Fifteen months after Andriy Pyshnyy's estimate, the socioeconomic situation has not changed much, only in the fact that business actors, together with the private sector in general, have strengthened their capacities for resilience and continuous adaptation to the national crisis. It is logical to assume that SME or large organizations that have not been able to adapt to the environment have ceased their operations, affecting the economic system. As an empirical basis for the research, some reliable data, and statistical resources on the socio-economic situation in Ukraine, from 2022 to the present, including graphs and tables.

The overall post-war economic outlook has been fluctuating, in terms of GDP falling and recovering. In 2022, Ukraine's GDP contracted by almost 30% due to the war. However, in 2023, the economy showed signs of recovery, with an estimated real GDP growth rate of approximately 5.7%, according to data provided by RAKIC (2024). But, in addition, Ukraine's nominal GDP stood at $159 billion in 2022, with a GDP per capita of $4,005. Meanwhile, average inflation stood at around 12.9% in the decade leading up to 2022, with significant fluctuations during the war years. Finally, the unemployment rate was estimated at 13.9% for August 2024. Undoubtedly, these figures collectively reflect the challenges posed by the ongoing conflict, including labor market disruptions and migration (Focus Economics, 2024).

According to Samoiliuk (2024), the war in Ukraine has shaped a *war economy* with a marked dependence on foreign aid. For example, in August 2024, foreign financial assistance accounted for approximately 78% of the budgetary needs of the State of Ukraine, highlighting the growing need for systematic international support for the country's economic stability. But what would happen if foreign aid in Ukraine's economy is significantly reduced? However, international financial support is not enough to stabilize the economy and, despite posting a current account surplus of $8 billion in 2022 due to international aid, Ukraine is expected to face significant current account deficits in the coming years, driven by trade imbalances (Rakic, 2024).

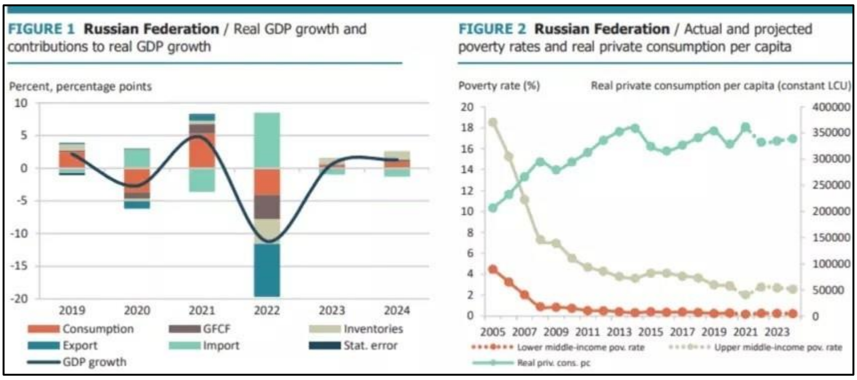
In social terms, if the war does not end in a peremptory period, the poverty rate will increase significantly in the two belligerent countries: Russia and Ukraine for different reasons.

Figure 2. Historical annual growth of gross domestic product in Ukraine (GDP)



Source: taken from (Word Economic Forum, 2022)

Figure 3. Dynamics of Russia's economic output and increased poverty levels



Source: taken from (Word Economic Forum, 2022)

Although the statistics cited are a projection from two years ago, in general terms the economy of both countries has behaved according to the fluctuating trends shown in tables two (02) and three (03). However, the reasons for the economic decline and contraction in both countries are objectively different. The Russian economy is affected by the isolation imposed on it by the sanctions of Western countries, especially in terms of its strength, which is the marketing of energy products in Europe. In the case of Ukraine, the fall is directly determined by the destruction of productive infrastructure by the action of the invading army on its territory. In any case, it is worth remembering that, more than numbers, the true economy here has to do with the multiple life projects that are damaged in the heat of war, always generating poverty, desolation, and an accumulation of unsatisfied material needs.

3.2 Resilience and Strategic Management: Ways to Ensure the Economic and Social Security of Ukrainian Businesses During the Long-Term War

Kind readers of this research should know that the argumentative or empirical results presented in this section are discussed from the dialectical and dialogic articulation of three interpretative perspectives: the first has to do with the documentary information collected in high-impact scientific articles, specialized websites or academic monographs; The second perspective has to do with the information provided by two Ukrainian business leaders who asked to remain anonymous as is normal for people immersed in war contexts, who legitimately fear for their personal safety, always stalked by a ruthless enemy. Finally, the third dimension that aspires to build the epistemic synthesis is the qualified opinion of the authors of this research and reflection article.

As stated in the introduction, the general objective of the research is broken down into five questions, interconnected to the specific purposes of this inquiry.

Table 3. Open-ended question script

General objectives of the article	Formulation of the research problem	Observations and field notes
Discuss strategies that companies can implement in Ukraine to maintain their resilience while ensuring their sustainability in an environment of protracted war.	How to deal with the economic and social security challenges for Ukrainian companies during the war?	This question was mainly intended for the authors of this reflective inquiry themselves.
What steps can Ukrainian companies take to diversify their operations and revenue streams, thereby reducing their vulnerability to disruptions caused by the protracted conflict?		
How can Ukrainian companies leverage technology and digitalization to maintain business continuity and adapt to new		

market realities in times of war? What human capital management and talent development strategies should Ukrainian companies implement to retain and motivate their workforce in a context of prolonged uncertainty?		

Source: Informative table prepared by the authors (2024)

In response to the cross-cutting question of the research, how to deal with the economic and social security challenges for Ukrainian companies during the war? The business leader who asked to be identified simply as Roman (2024), stated that Ukrainian companies can cope with economic and social security challenges by implementing robust risk management strategies that include: financial contingency planning and cost optimization.

In this framework, diversifying supply chains and customer bases reduces dependence on vulnerable markets. So, investing in employee well-being and safety measures ensures a stable workforce, while transparent communication fosters trust between stakeholders. Participating in government initiatives and international aid programs can also provide additional support and resources during the conflict and, in fact, this type of aid has been very important for the survival of this company's operations (Román, 2024).

In response to the second question, the interviewee simply named Pavel (2024), answered that companies can explore new markets nationally and internationally to distribute risk in different regions. Although it is not an easy thing, the development of new products or services that meet emerging needs can open additional revenue streams. The formation of strategic partnerships or joint ventures with foreign entities can, according to this businessman with a recognized national trajectory, provide access to new technologies and customer bases. Investing in sectors less affected by the conflict, such as digital services or renewable energy, can also offer alternative avenues for growth, even in this scenario of prolonged war.

Faced with the third question in the script on how Ukrainian companies can leverage technology and digitalization to maintain business continuity and adapt to new market realities in times of war, both leaders agreed on the essentials on the fact that leveraging technology allows companies to operate remotely and securely. minimizing interruptions due to physical problems. Consequently, the implementation of cloud-based systems, cybersecurity measures, and digital collaboration tools facilitates efficient remote work (Román, 2024; Pavel, 2024).

The interviewees agreed with the authors of this research that it makes things a little easier to adopt e-commerce platforms that can expand the reach of the market and adapt to changes in consumer behavior. The use of data analytics helps make informed decisions and identify new opportunities, while automation can improve operational efficiency and reduce costs.

Finally, when asked about the human capital management and talent development strategies that Ukrainian companies should implement to retain and motivate their workforce in a context of prolonged uncertainty, Pavel (2024) indicated that companies should focus on clear and empathetic communication to keep employees informed and engaged. Offering flexible working arrangements that are tailored to the personal circumstances of people affected by the war is very helpful. For his part, in response to the same question, Román (2024) said that investing in professional development and training programs improves job skills and provides opportunities for professional growth. In addition to the above, the authors of the article understand that providing mental health support and recognizing the contributions of employees can boost worker morale. Thus, establishing a strong organizational culture that prioritizes employee well-being fosters loyalty and resilience in times of crisis.

3.3 Two concrete cases of resilience and strategic management in Ukrainian companies that are worth discussing

At this point in the research, resilience and strategic management are vital for the survival of Ukrainian companies in the context of the war. A notable case is that of Mironov Group, a company that produces canned food. In the words of Pavel (2024), during the conflict, Mironov Group adapted its business model to meet the changing needs of the market, diversifying its production towards long-lasting products and essential foods. This strategy allowed the operation to be maintained during the crisis and, simultaneously, helped strengthen its position in the Ukrainian market by responding quickly to the demand for basic food products, amid shortages in some regions of the country because of the war economy.

Another significant example is SoftServe (SoftServe, 2024), a technology company that has shown a remarkable ability to adapt during the war. To summarize the story, SoftServe implemented a proactive approach to human talent management and innovation, allowing its employees to work remotely and flexibly. This strategy not only ensured business continuity, but also fostered a positive work environment, where employees felt supported and valued by the company. SoftServe's ability to quickly transition to digital solutions has been crucial to maintaining its competitiveness in the technology sector, as business leader Román (2024) argues.

Beyond their particularities, both cases illustrate how business resilience is not just about surviving a crisis, but rather about taking advantage of opportunities that arise in adverse situations. Therefore, Mironov Group and SoftServe have demonstrated in their own way that effective strategic management can transform challenges into competitive advantages. In this context, the ability to innovate and adapt quickly has been key to its continued success, which highlights the importance of an organizational culture that is flexible and responsive to the "*dramatic changes"* imposed by the environment.

In more reflective terms, in consensus, the authors of this research, who are also Ukrainian, think that these examples underscore the need for a collaborative approach in times of crisis. Mironov Group has worked closely with local suppliers to secure the supply of raw materials, while SoftServe has collaborated with other technology companies to develop innovative solutions that address specific problems caused by the conflict (Pavel, 2024; Román, 2024). These strategic alliances strengthen its operations and contribute to the overall economic development of the country, which is struggling to shore up its political and economic sovereignty.

Moreover, it cannot be omitted that resilience also implies a commitment to social responsibility. For these reasons and others, we share the ideas of Piñeiro and Romero (2011) that:

> …The current economic and financial crisis – of global scope and consequences that have not yet unfolded in their full dimensions – is forcing a process of natural selection among companies around the

> world in which not necessarily the strongest or the most intelligent will survive, but those best prepared to face the fundamental changes that are transforming not only the foundations of business competitiveness, but also the most important ones. but also, the way of understanding business and interpreting its function in the economic system as a whole and its relationship with society. (2011, p. 01).

According to the interviewees Pavel (2024) and Román (2024), both companies have taken measures to support their communities during the war, either through donations or social intervention program initiatives to help employees affected by the conflict, which shows the social pivot of their resilient approach. This approach that combines corporate social responsibility and resilience not only improves its corporate image, but also creates, and this is what is worth highlighting, a sense of loyalty among employees, customers and communities affected by the war, which can be critical for Ukraine's comprehensive recovery in the long term.

The cases of Mironov Group and SoftServe highlight how Ukrainian companies can ensure their economic and social security through effective resilience and strategic management practices. When companies manage to structure the ability to dialectically adapt to the changing objective and subjective conditions of the environment, and effectively collaborate with other socio-economic and political actors in Ukraine, these companies not only survive the current crisis, but also manage to position themselves in the collective construction of a stronger and more sustainable future for Ukraine. Thus, the experience accumulated during this difficult period of prolonged war can serve as a paradigm of resilience for other organizations in the world that have to face similar challenges in conflict contexts (Kravchenko, *et al*., 2023).

Conclusions and possible limitations of the research

Resilience and strategic management are essential to guarantee the economic and social security of Ukrainian companies, in the context of the war, but they are also universal principles that, because of what they represent, can be useful to overcome crises of various kinds that threaten the survival of a company located in each time and space. As businesses face unprecedented challenges, their ability to adapt and reinvent themselves becomes a critical factor for their survival.

Therefore, implementing flexible strategies that allow organizations to respond quickly to changing environmental conditions is essential when it comes to overcoming critical situations, such as the multidimensional effects of a hybrid war. This includes the diversification of products and services, as well as the optimization of logistics processes to ensure operational continuity (Clark, 2024).

Most likely, a central aspect of business resilience is knowledge management, which allows organizations to learn from past experiences and apply that knowledge in future situations in a dynamic that contains, all things being equal, continuous improvements in the organization and the ability to adapt to the rigors of the environment, much more so when resilience is, Originally, a metallurgical concept that connotes the ability of certain metals to resist the impact of high temperatures, without breaking.

The interviewees show that, at least in Ukraine, companies that have integrated effective knowledge management practices have proven to be more capable of innovating and adapting to change. In this context, collaboration between work teams and the exchange of strategic information become vital to face the challenges presented by a war environment. This not only improves operational efficiency, but also, under certain objective and subjective conditions, fosters a sense of community and support among employees and underpins corporate social responsibility, designed within the framework of the economic sovereignty and national defense policy of the sovereign state of Ukraine, in the face of the Russian invasion.

In this vein, government support for business and international cooperation plays a really important role in Ukraine's economic resilience. So, development policies that facilitate access to finance, training, and resources are essential to help businesses recover and even thrive in challenging times. In the scenario of a hybrid war, creating business-friendly environments can boost investment and foster innovation, which in turn contributes to sustainable economic growth. Strategic alliances with other business, public or private organizations can also provide valuable resources and shared knowledge (Kravchenko, *et al*., 2023).

Undoubtedly, organizational culture also influences a company's ability to be resilient. Consequently, fostering a mindset open to change and promoting continuous learning within organizations can help employees better adapt to adverse circumstances. The authors of this article are convinced of the fact that companies that prioritize the well-being of their workers and create an inclusive environment tend to perform better during prolonged crises such as war. Investing in personal and professional development translates into a more engaged and capable workforce to drive sustainable development.

In the long term, business resilience is expressed at every moment, on the one hand, in the intersubjective force that tries to survive the current crisis and on the other, the initiative to prepare for future challenges such as the national reconstruction of Ukraine. Therefore, in their forward-looking view of social reality, companies must develop strategic plans that include risk analysis and potential scenarios to anticipate potential material and symbolic crises. This means not only focusing on immediate recovery, but also on building capacities that allow them to thrive in a post-conflict world, which sooner or later will arrive with unusual force. For these reasons, strategic planning must be an ongoing process that evolves with the changing environment under the impetus of business-type economic leadership.

To put things simply, ensuring the economic and social security of Ukrainian companies during the war requires a multifaceted and interdisciplinary approach that combines organizational resilience, knowledge management, institutional support, and a strong national business culture that goes beyond traditional managerial knowledge. In any case, if companies manage to promote these strategies in their own reality, they can face the current challenges and, more importantly, position themselves favorably for the future. The ability to adapt and innovate is crucial to rebuilding and revitalizing the Ukrainian economy in the post-war period.

However, it is worth acknowledging the objective limitations of this research. In principle, business resilience is not just a general concept built by academics and specialists, it is fundamentally an experience of struggles and sacrifices through which managers and workers strive daily to keep their company afloat, during multiple internal and external problems to the organization. Because of this reality, more phenomenological and hermeneutical research must be carried out in different contexts to reveal these resilient experiences and, consequently, to build a flexible concept from the realities that identify the protagonists of business action in times of war.

Other possible limitations of the research have to do with methodological factors, such as: access to reliable sources; data variability and bias in information. Regarding access to viable sources, there is every indication that the availability and reliability of documentary sources are limited due to the protracted war situation. As in any war, the destruction of infrastructure, the displacement of people and the political censorship of information can make it difficult to obtain accurate and up-to-date data on the economic and social situation in Ukraine.

On the other hand, data variability in changing conflict conditions can lead to data collected in this inquiry quickly becoming anachronistic. This can affect the validity of the conclusions obtained, since what is true at a given moment in the business reality; it may not be in another. In addition to the above, bias in information cannot be ignored. The testimonies collected through in-depth interviews of two resilient business leaders may be influenced by political or economic interests, which could introduce bias into the data collected. For example, much of the narrative collected in this research may present an optimistic view that does not reflect the entire reality about the situation of companies.

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