

USE OF CONSULTING BY UKRAINIAN ENTERPRISES IN WARTIME CONDITIONS

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Abstract. In today's environment of globalization, digital transformation, and growing competition, enterprises constantly face new challenges that require rapid and effective managerial decisions. Limited resources, a high level of uncertainty, the demand for innovation, and the necessity to respond to dynamic market changes highlight the relevance of consulting as an instrument of business development.

Modern organizational management is a complex and continuously evolving process in which special emphasis is placed on innovation and development, as they form the foundation of competitiveness in a dynamic environment. Innovation and development serve as criteria for evaluating organizational effectiveness at several levels, including internal operations, implemented processes, produced goods and services, as well as the overall level of competence and learning capacity. The ability to quickly detect new conditions and respond adaptively determines development opportunities, which requires a reassessment of existing strategies, decisions, methods, and management techniques. Business consulting plays a decisive role in this process; when applied effectively, it enables organizations to design solutions that foster growth on multiple levels.

Consulting is a critical factor in enhancing the competitiveness of enterprises, as it provides professional support, expert knowledge, and well-grounded recommendations for making both strategic and tactical decisions.

Firstly, consulting allows businesses to gain access to specialized knowledge and expertise that may be absent within the

organization. Engaging external consultants helps avoid internal bias, provides an outside perspective, and ensures a more objective understanding of problems. This is especially important when developing growth strategies, optimizing business processes, implementing new technologies, or entering international markets.

Secondly, consulting helps reduce risks in the decision-making process. Consultants apply modern methods of market analysis, trend forecasting, and risk management, allowing businesses to act more rationally and minimize potential losses. In times of crisis, professional consultants help companies identify ways out of problematic situations, restructure operations, or redesign business models.

Thirdly, consulting acts as a catalyst for change and innovation. By engaging external experts, companies gain access to the best global practices, advanced management concepts, and cutting-edge technological tools. This accelerates digitalization, automation, and the introduction of innovative products and services. Moreover, consultants contribute to building a corporate culture that fosters innovative thinking among employees.

Fourthly, an important aspect of consulting is improving resource efficiency. Consultants help optimize business processes, reduce costs, improve HR systems, and streamline logistics. As a result, companies can focus on their core activities while organizing support processes more effectively.

Business management consulting is an expert service designed to help companies solve problems, optimize processes, and achieve their business

objectives. These services are relevant for companies at all stages of development, from small enterprises to large corporations, helping them adapt to a changing market environment and improve their financial performance.

Key areas of business consulting include:

- Business strategy – developing growth strategies, identifying expansion directions, and analyzing new market opportunities. Consulting services enable companies to respond promptly to external changes, design long-term growth and resilience strategies, and create crisis-management approaches as well as risk-management systems, which are particularly vital during economic and political turbulence.
- Process optimization – analyzing and improving operational processes, eliminating inefficiencies, and implementing operational enhancements.
- Financial consulting – supporting budgeting, profitability analysis, financial forecasting, and improving financial performance.
- Human resource management (HR) – assisting in building organizational structures, managing teams, implementing motivation systems, and improving the quality of the work environment.
- Market analysis – studying competition, market trends, opportunities, and threats in the business environment.
- Legal and compliance consulting – ensuring company compliance with legal regulations (e.g., GDPR, labor legislation).
- Data management – assisting in the effective use of data, integration of fragmented information, and implementation of modern analytical tools.

Thus, consulting is an indispensable tool for modern business. It provides enterprises with access to expert

knowledge, supports sound decision-making, fosters innovation, and enhances overall performance. On a global scale, consulting is an important factor in integrating national economies into the international arena, as it allows businesses to adopt best practices and adapt to the requirements of global markets.

Therefore, the role of consulting in business is not limited to solving current problems but also lies in shaping the prerequisites for sustainable development, long-term competitiveness, and innovative growth of enterprises.

The war in Ukraine has become a major challenge for domestic businesses, which are forced to operate under conditions of uncertainty, market loss, infrastructure destruction, labor shortages, and high risks. At the same time, these circumstances are creating new opportunities for the development of consulting services, since they can provide enterprises with the necessary tools for adaptation, recovery, and strengthening competitiveness.

Firstly, consulting becomes a key instrument of crisis management. In wartime, enterprises must make rapid decisions on restructuring operations, optimizing costs, and revising business models. Engaging consultants allows companies to gain an objective view, assess risks, and develop survival strategies that account for market specifics, new logistics conditions, and shifts in consumer demand.

Secondly, consulting in finance and investment has promising potential. Ukrainian enterprises need professional support in attracting international grants, investment resources, and credit programs. Consultants assist in developing business plans, adapting financial reporting to international standards, and negotiating with potential investors. In the future, this function of consulting will be crucial for rebuilding Ukraine's economy.

Thirdly, given the rapid digitalization, demand for IT consulting is

growing significantly. Businesses are forced to transition to remote work models, use digital platforms for communication and sales, and protect their data from cyber threats. IT consultants help implement modern information systems, automate processes, and strengthen cybersecurity. This is especially vital in the context of hybrid warfare, where information security is a critical factor.

Fourthly, consulting in human resource management is gaining strategic importance. Mass migration, mobilization, and the psychological consequences of war create serious challenges for staffing. Consultants assist enterprises in adapting HR strategies, implementing employee support programs, creating flexible employment models, and designing new motivation systems.

Fifthly, consulting in corporate social responsibility (CSR) and sustainable development is becoming increasingly relevant. Enterprises must respond to social challenges, support local communities, and participate in rebuilding destroyed territories. Consultants can guide businesses in developing CSR programs that enhance corporate reputation and build

trust among the population and partners.

In the long term, consulting in Ukraine will evolve along several key directions:

- integration of international management and investment practices;
- growing demand for sector-specific consulting (agriculture, energy, logistics);
- development of the domestic consulting market with the involvement of local experts;
- intensification of cooperation with international consulting firms for experience and technology transfer.

Thus, despite its destructive nature, the war opens new prospects for the development of consulting services in Ukraine. Domestic enterprises that leverage the potential of consulting will gain competitive advantages in recovery, attract resources for growth, and ensure resilience in extremely challenging conditions. Consulting, in both wartime and the postwar period, becomes not only an adaptation tool but also a strategic driver of Ukraine's economic revival and modernization.

Keywords: business management; consulting; competitiveness; managerial decisions.

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