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STRATEGIES, PRODUCTS AND COMMUNICATIONS IN WAR CONDITIONS

Abstract. *The article deals with the issue of war as a stress test for all areas in the country, especially for business. This is the time for reviewing strategies, remaking business processes, finding your weaknesses and take advantage of new opportunities. A business that survives these times can survive anything. Now we have moved to the phase when companies started to resume their activities. The authors analyze the managing processes in financial sphere for increasing business profitability.*

Keywords: *business; employees; help; plan; resources; war.*

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СТРАТЕГІЇ, ПРОДУКЦІЯ ТА КОМУНІКАЦІЯ В УМОВАХ ВІЙНИ

Анотація. *Стаття розглядає питання війни як стрес-фактору для всіх сфер в країні, особливо для бізнесу. Це час для перегляду стратегій, переробки бізнес-процесів, пошуку своїх слабких сторін і використання нових можливостей. Бізнес, який вижив в ці часи, може пережити все. Наразі ми вже перейшли до фази, коли компанії почали відновлювати свою діяльність. Автори статті аналізують процеси управління у фінансовій сфері для зростання прибутковості бізнесу.*

Ключові слова: *бізнес; працівники; допомога; ресурси; план; війна.*

Introduction. Business conditions changed dramatically during the war. The economy of the state during the war is one of the issues, ensuring the operation of which contributes to replenishing the budget and maintaining the solvency of the population. Nine months of war hit almost every business in Ukraine and caused the state losses of hundreds of billions of US dollars.

But the economy of our country must work under any conditions. Back in March, the government started to encourage people who are safe to return to work because the country's transition to a wartime economy and the victory depends on it. Business fills the budget by paying taxes, it provides the population with jobs and necessary goods, devices. So, if you start or restore your business you not only help yourself but also the social mission and challenge are being completed [1].

Problem statement. Before you dare to start your own business, you need to understand all the features of such a decision. Even in peacetime, business is accompanied by risks, and even more so in times of war:

- the economic situation is unstable;
- there can be difficulties with logistic;
- you can't make long-term plans because of war;
- the import of products has become more complicated;
- the number of consumers can decrease;
- the fuel prices are rising;
- the loss of customers due to a change in their location.

But it does not mean at all that this idea should be abandoned. Nevertheless, business still has many important advantages:

- it is really easier to start, thanks to the support of the state and other businesses;
- the competition has reduced;
- it is your help and contribution into the country's economy;
- the advertising is cheap;

- your elementary investment is low;
- a great possibility of development;
- an opportunity to create foreign market.

Results and discussion. So, what kind of business you can start during the war? Wartime significantly narrows the possible opportunities for business because of special requests which are imposed on it. However, everyone should do what they know how to do and what they have done before, but even better and more efficiently. Now is the time when new business niches are being created and the demand for different types of goods is changing. For example, with the wave of internal migration, the demand for essential goods, equipment for defenders, thermal clothing, electric blankets and everything that will make it easier to survive the cold has increased [2].

If we remember the time of the pandemic, when businesses lost their usual sales, market converted production to sewing masks, creating shields for doctors, the field of courier delivery and online services developed. So, during any crisis, people don't reduce their spending to zero, instead of it they start buying other goods and using other services. The one who will understand in time what the customers need, the one who will be more flexible – the one who will firmly hold on to the market.

Therefore, now it is impossible to take a guess when there will be better or worse time to start your business. When people start, they don't know it and don't think about it. It is necessary to develop those areas which will rapidly develop in Ukraine.

It is desirable that the business would not be placed in a specific place, because in the conditions of war there is no guarantee that you will not have to move. The best decision for a job would be not as much an office as your home or another separate small placement.

You also have to pay attention to not making large investments at the beginning – you have to invest your money gradually because due to the unstable situation, making serious investments is risky. In addition, there is always a possibility that the business will not be successful or you simply will not like it.

Based on all that has been said, the one of the best options for starting a business during the war could be your online store. You don't need to rent an office and hire staff to create website. As a result, you spend only on site's maintenance, store promotion and purchase of goods.

You should always maintain the site and develop it. Competent internal and external SEO optimization will make you a favourite search engines, and the search leader nowadays actively attracts new customers.

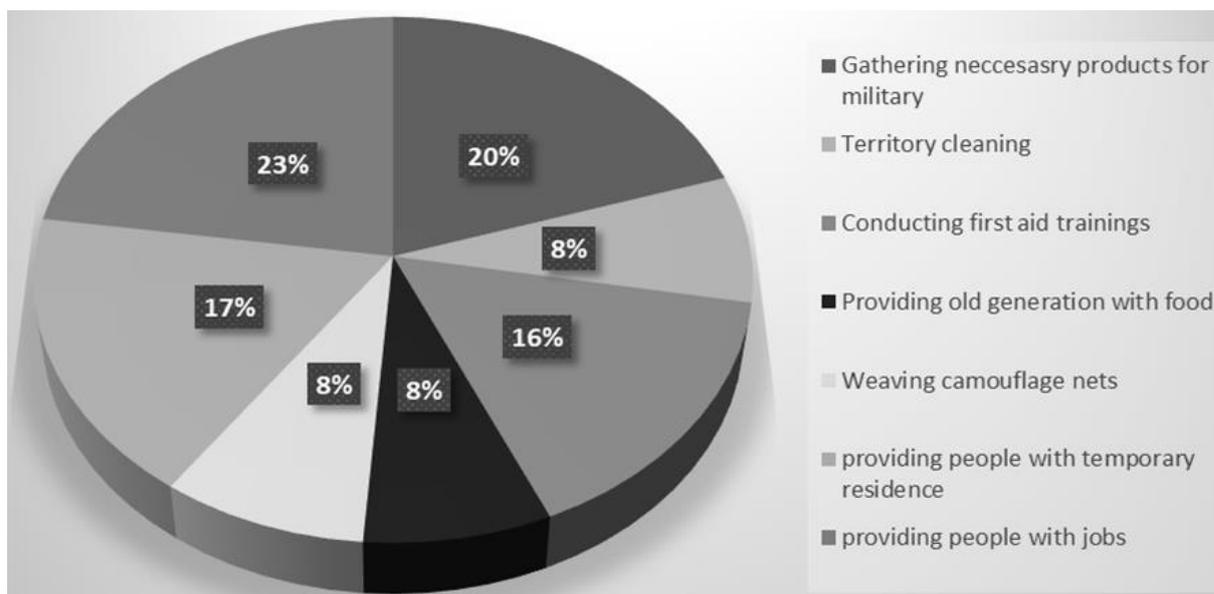
For a faster development, the business uses the hiring of experienced specialists and many expert consultations. The economy changes, so it is difficult for owners to monitor all aspects of the industry and it is good when there is an opportunity to get relevant data from the professional environment: from lawyers, financiers, accountants, fiscals, other businessmen [3].

The really good decision is to use strength of weak ties. There are people, with whom we have met somehow or are keeping in touch with, but don't know each other closely enough. It can be colleagues or neighbours with whom we only greet. Each of us has acquaintances with whom we plan to meet sometime for dinner but we never do it, or old friends with whom we have lost touch for a long time. Weak ties include former employers, teachers, and other people who never became our close friends [4].

During the war, the risk of losing employees increases. On the one hand, everyone needs income but on the other hand, people are looking for security, they move, leave the country, mobilize, resign from work at their own will. Nowadays you have to try to adapt your business to today's realities for supporting a good atmosphere in your team and improving work processes.

To save human resources in a crisis situation you have to allow people working remotely, if it is possible. By revising the work schedule, you can give your workers the opportunity to volunteer because helping the army and civil is necessary and it is an important contribution to victory. To keep the team, you have to be as honest and open as possible. If you are forced to fire an employee, do not feed him with promises. Remember that everyone in your team is an internal customer.

You can also participate in volunteering as well and be an example for your team. The main direction of the activity of volunteers now is helping the Ukrainian army and the wounded, 70% of volunteers are engaged in this. Before the war the most relevant areas of activity were assistance to socially vulnerable population groups and improvement of public space [5].



Source: constructed by the authors based on [5].

Figure 1. Ways people are volunteering nowadays

It is also necessary to take care of your own and your employees' mental health. You might hear the terms "anxiety attack" and "panic attack", used interchangeably. A panic attack is characterized by an abrupt surge of intense fear or discomfort accompanied by other physical and mental symptoms. Panic attacks are episodic and typically peak within minutes or hours. Anxiety, on the other hand, is part of the emotional and protective responses hardwired into the human body. It becomes a problem when it's longstanding, excessive, and disruptive to daily life. In which case, it's termed an anxiety disorder. Although intense anxiety symptoms can be felt like an attack, "anxiety attack" is not a recognized diagnosis.

The differences between panic and anxiety are best described in terms of the intensity of the symptoms and the length of time the main symptoms occur. Panic attacks usually peak at around 10 minutes while anxiety can last for months [6].

Panic attacks usually are:

- sudden;
- they last for some minutes;
- you can feel chest pain, hot splashes;
- the sense of detachment is appeared;
- you can feel shaking or trembling.

Backwards anxiety can be described as:

- irritability;
- muscle tension;

- weariness;
- restlessness;
- it is formed gradually and can last for months.

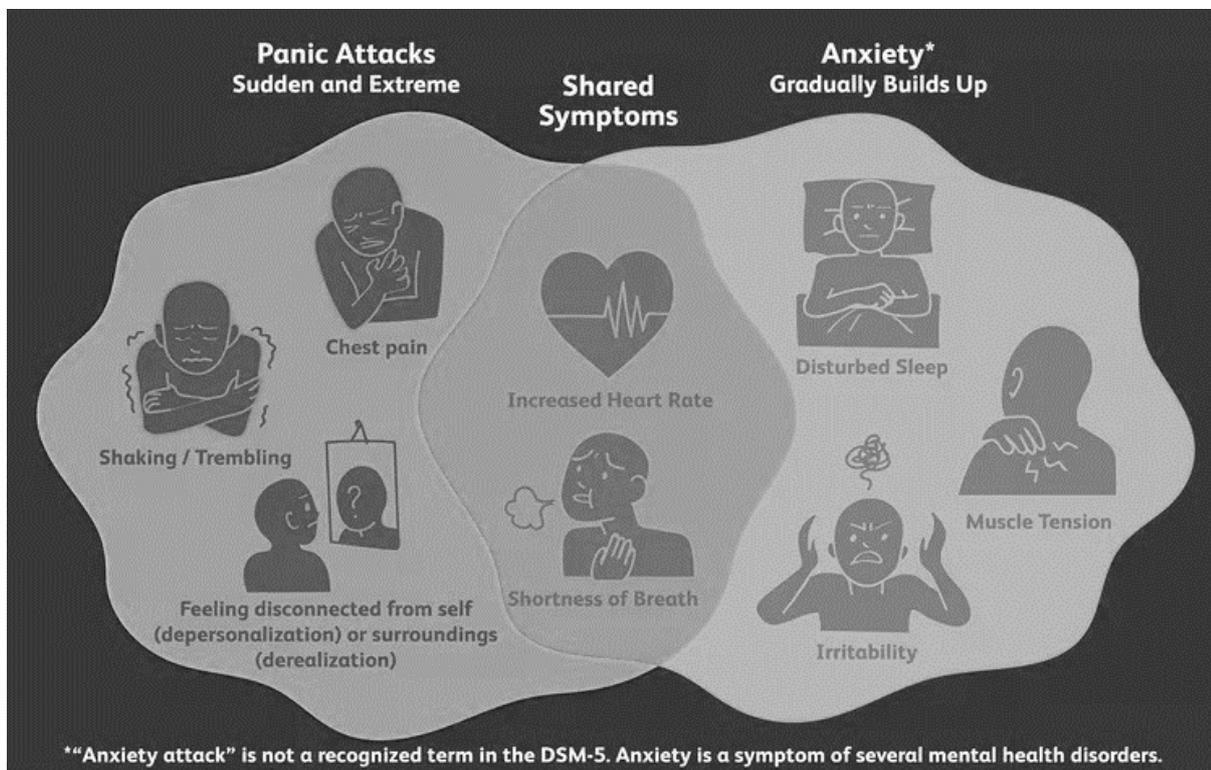


Figure 2. "Verywell" Joshua Seong

Whether you're dealing with panic, persistent anxiety, or both, effective treatments are available. You can help yourself with self-help techniques, such as breathing exercises and progressive muscle relaxation which can be beneficial in allowing you to work through symptom management at your own pace. Psychotherapy can help better understand your symptoms, develop ways to manage them, work through past pain, determine your path for the future, and gain a clearer perspective that will allow for a more hopeful outlook. Medications can assist you in reducing your symptoms. They may only be needed for a short period of time to control symptoms while you work on the other long-term strategies [7].

Communication with people is also important because planning, holding meetings, honest talk help to work and stay afloat in our realities. As a last step it can be reduction and you have to make your employees keep calm and hope for the best because the mental state affects productivity.

In this difficult time, Ukrainian business, like all our people, showed solidarity and rallied to support each other. In turn, you, as entrepreneurs, can support other Ukrainian businesses. To do this, you can make advertisement, donate, volunteer. You can also abandon Russian services and switch to Ukrainian ones. By refusing enemy services, you will stop financing the aggressor country, invest in the development of the Ukrainian product, and protect your personal data.

To help business during the war, the Government has also implemented a number of measures. Basically, these initiatives relate to preferential tax conditions [8]. The Government has also approved the program of enterprises' evacuation from the war zone to other regions of Ukraine. In particular, it is noted that Ukrainian enterprises located in the active war zone can

receive state assistance in moving their facilities to the western regions of Ukraine. The state has identified enterprises and their separate subdivisions whose relocation assistance is in a priority. These are strategically important enterprises and enterprises that produce essential goods (bread and other food, drinking water, clothing, etc.) for needs of the civilian population, the military and territorial defense fighters.

Conclusions. In the conditions of war, everyone must work on their front and make their contribution to ensuring the operation of the country's economy. You must understand that it will not be the same as before and you need to move forward. Unfortunately, part of the business, located in the active hostilities' zones, is forever lost, blocked, stolen. However, the other part can carry out relocation, save (and partially provide) jobs and thus ensure its own solvency, the solvency of the population and ensure income to the state budget. There are certainly risks, but the right strategy will surely lead you to success, and your success to victory.

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