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Priority Directions for the Development of Industrial Enterprise Standards in the Context of Ensuring International Competitiveness

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ABSTRACT

The article analyzes the development of industrial enterprise standards in the context of ensuring international competitiveness. Particular attention is paid to the theoretical, methodological, and practical foundations of transforming the management systems of domestic enterprises to ensure their international competitiveness. The need for a radical rethinking of traditional product-oriented approaches under profound structural changes and security challenges is substantiated. It is proven that the modern volatile environment requires industrial enterprises to shift toward the concept of systemic flexibility and resilience, where the continuity of business processes amidst resource deficits, logistical constraints, and human capital crises becomes a key success factor. Based on the analysis of the disruptive innovation concept (BCG) and export barriers (World Bank), it is determined that the new architecture of modern corporate management must be based on the rejection of paper bureaucracy, digitalization of internal audits, synchronization of regulations with stringent international compliance requirements, and integration into global value chains. The paper summarizes the practical experience of Ukrainian market leaders (retail, logistics, and IT sectors) who, through infrastructure automation, transition to cloud task-trackers, and result-based evaluation, formed a unique phenomenon of the "Ukrainian resilience standard". The priority directions for developing enterprise standards as a key tool for rapid managerial decision-making are formulated. It is demonstrated that the modernization of management procedures is capable of transforming Ukrainian enterprises from "vulnerable local players" into hyper-flexible international companies. This ensures the implementation of innovations and the achievement of competitive advantages not through cheap labor, as previously observed, but through managerial speed, digital superiority, and unique crisis resilience. Ultimately, the priority directions for developing enterprise standards are formulated as a strategic survival tool and a pathway for integration into global value chains.

KEYWORDS

international competitiveness, industrial enterprises, systemic flexibility, business resilience, digitalization of management, standards, compliance.

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Пріоритети розвитку стандартів промислових підприємств у контексті забезпечення міжнародної конкурентоспроможності

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СТАТТЯ

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АНОТАЦІЯ

Стаття присвячена аналізу розвитку стандартів промислових підприємств у контексті забезпечення міжнародної конкурентоспроможності. Особлива увага приділяється теоретико-методологічним і практичним засадам трансформації систем управління вітчизняних підприємств з метою забезпечення їхньої міжнародної конкурентоспроможності. Обґрунтовано необхідність радикального переосмислення традиційних продуктоорієнтованих підходів в умовах глибоких структурних змін та безпекових викликів. Доведено, що сучасне мінливе середовище вимагає від промислових підприємств переходу до концепції системної гнучкості та стійкості, де ключовими факторами успіху стають безперебійність бізнес-процесів в умовах ресурсних дефіцитів, логістичних обмежень та кризи людського капіталу. Визначено, що архітектура сучасного корпоративного менеджменту має базуватися на цифровізації внутрішніх процедур, інтеграції в глобальні ланцюжки створення вартості та відповідності жорстким вимогам міжнародного комплаєнсу. На основі аналізу концепції підривних інновацій (BCG) та бар'єрів для експортерів (Світовий банк) визначено, що нова архітектура корпоративного менеджменту має базуватися на відмові від паперової бюрократії, цифровізації внутрішнього аудиту та синхронізації регламентів із вимогами міжнародного комплаєнсу. У роботі узагальнено практичний досвід лідерів українського ринку (ритейлу, логістики та IT-сектору), які завдяки автоматизації інфраструктури, переходу на хмарні таск-трекери та оцінці за результатами сформували унікальний феномен «українського стандарту стійкості». Сформульовано пріоритетні напрями розвитку стандартів підприємств як ключового інструменту швидкого ухвалення управлінських рішень. Визначено, що модернізація процедур управління здатна перетворити українські підприємства з «вразливих локальних гравців» на надгнучкі міжнародні компанії. Це дозволяє забезпечити впровадження інновацій та досягнути конкурентних переваг не за рахунок дешевої робочої сили, як раніше, а за рахунок швидкості ухвалення рішень, цифрової переваги та унікальної антикризової стійкості. Сформульовано пріоритетні напрями розвитку стандартів підприємств як стратегічного інструменту виживання та інтеграції в глобальні ланцюжки створення вартості.

КЛЮЧОВІ СЛОВА

міжнародна конкурентоспроможність, промислові підприємства, системна гнучкість, стійкість бізнесу, цифровізація управління, стандарти, комплаєнс.

1. Introduction

In the context of the transformation of economic relations, the globalization of world markets, the instability of the market environment, the integration of Ukraine into the world economic space and the construction of new political and economic systems, there is a need to improve existing ones and find new ways to ensure economic development. In today's conditions of deep structural transformation and security challenges, approaches to assessing and ensuring the international competitiveness of national enterprises require a radical rethinking.

In traditional practice, the formation of standards for industrial enterprises to ensure their international competitiveness was considered mainly from the point of view of improving the characteristics of a product or service, increasing their quality and diversifying sales channels, that is, through the ability of a business entity to passively adapt to the needs of the external environment. However, modern realities require a transition from a product-oriented approach to the concept of systemic flexibility and sustainability. At the same time, product quality or marketing strategy gradually begin to lose their effectiveness if internal management procedures are unable to ensure the continuity of business processes in conditions of energy shortages, logistical blockades and an acute crisis of human capital.

To build an open and competitive economy, Ukrainian business is forced to transform the very architecture of corporate management. This necessitates the transition from rigid paper bureaucracy to digital management standards, as well as the synchronization of internal regulations with strict compliance requirements and technical regulations. Under such conditions, the competitive advantage of industrial enterprises is determined not by the availability of cheap resources, but by the speed of making management decisions and the ability to quickly integrate into global value chains. The above makes it relevant to study the priority areas of development of industrial enterprise standards as a tool for increasing international competitiveness in a changing international environment.

2. Literature Review

The issue of determining the priorities for the development of standards of industrial enterprises in the context of ensuring international competitiveness is sufficiently studied in domestic and foreign literature. The analysis of sources indicates a change in the fundamental paradigm of scientific research, since competitiveness is increasingly interpreted by researchers as a dynamic category. Thus, O. Hrebeshkova et al. [1] empirically proved the effectiveness of the implementation of business continuity procedures. A significant contribution to the study of this topic was made by A. Pont and A. Simon [2], who investigated the mechanisms for building organizational resilience through flexible supply chain management, which directly affects value creation and the need for rapid adaptation to new realities. O. Kundytskyj and O. Senyshyn [3] and D. Senor and S. Singer [4] in their research focused on a comparative analysis of the stimulation of innovation by the experience of Israel and the United States; They also revealed tools for attracting venture capital to unstable ecosystems. Publications in domestic publications are also relevant, where G. Zhaldak and A. Mamadzhanov [5] considered methods for assessing the competitiveness of enterprises in the context of the recovery of the Ukrainian economy. Interesting studies are presented by Marchenko Grabin [6], as well as S. Spivakovsky et al. [7], which relate to digital and green transformation as the basis of the new economic normality in Ukraine. N. Chukhrai [8] and L. Bukan and G. Zhaldak [9] agree that in the context of global and local shocks, competitive advantage has moved to the plane of innovative, managerial and digital architectures.

Despite a significant amount of literature covering the priorities of ensuring international competitiveness, there is a lack of systematic studies that take into account the priorities of managerial development of industrial enterprises, as well as standards and approaches to building business processes that would be aimed at strategic sustainable development and recovery. In this regard, information from various sources has been analyzed, systematized and presented in the light of the specified research topic.

3. Problem Statement

The purpose of this study is to determine the priorities for the development of standards for industrial enterprises in the context of ensuring international competitiveness. To achieve this goal, the following tasks will be performed: the issue of developing standards in the context of forming an open and competitive economy is considered; the features of the single market and the process of providing society with quality goods are determined; recommendations are developed for ensuring socially responsible business and innovative entrepreneurship, which will allow industrial enterprises to effectively adapt to the changed conditions.

4. Methods and Materials

The theoretical and methodological basis of the study is the fundamental provisions of modern economic theory and the concept of international competitiveness. The work uses a complex of general scientific and special research methods. In particular, the method of system-structural and comparative analysis to study the structure of the Global Competitiveness Index and identify the dynamics of changes in Ukraine's positions. The method of deduction, scientific abstraction, and generalization to rethink the classical interpretation of the concept of "enterprise competitiveness". Thanks to this, a transition was made from a passive product-oriented approach to the concept of dynamic organizational stability and managerial flexibility. A cause-and-effect relationship was established between the modernization of internal management procedures and specific sub-indices of competitiveness.

The information and empirical basis for the study was official analytical reports of the World Economic Forum, statistical data from international institutions, legislative and regulatory acts of Ukraine on digitalization and European integration, scientific publications in periodicals indexed in the Scopus scientometric databases, as well as internal management reporting of enterprises.

5. Results and Discussion

The target orientation of the development of standards for industrial enterprises covers three fundamental aspects: stimulating open competition, expanding the single market for quality products; and transitioning to environmentally sustainable, innovative and socially oriented business. Next, we will consider these areas in more detail and determine the extent to which they are implemented in Ukraine.

Open and competitive economy. The European Commission defines competitiveness as "…a sustained increase in the living standards of a nation or region and the lowest possible level of involuntary unemployment" EC, 2007. Since there are several definitions of competitiveness, in general, we note that competitiveness can, at least in the long term, be determined by the level of productivity of an enterprise, nation, region and ensure:

1) "smart" growth, i.e. growth of the economy based on knowledge and innovation;

2) sustainable growth, namely, promoting more efficient use of resources, the development of an environmentally oriented competitive economy;

3) multi-vector growth by stimulating an economy with a high level of employment of the population, which will contribute to social and territorial cohesion.

According to the results of the analysis of global competitiveness factors in 2025–2026, the economic profile of Ukraine demonstrates a deep structural transformation. In the context of long-term security challenges, a number of sub-indices of the country have increased significantly, while other fundamental macro indicators have shown a decline. Let us analyze changes in individual areas (components of WEF sub-indices) compared to previous periods (Table 1) [9; 10; 11].

The main value of the analysis of this index is to find new competitive advantages for Ukraine, identify strengths and weaknesses, in particular, we consider it necessary to pay attention to such areas as: achieving (maintaining) macroeconomic stability (maintaining inflation, ensuring stable GDP growth); continuing to simplify doing business (facilitating voluntary competition; simplifying customs procedures and rules for foreign investments, harmonizing quality standards and standards); promoting the proper functioning of the financial market (by increasing the reliability of banks, harmonizing standards for regulating securities circulation) (Table 2).

Table 1. Dynamics of key components of Ukraine's competitiveness

Direction of analysis	Change (2025/2026)	Main drivers and reasons for change
1.Digital transformation	Growth	Large-scale implementation of AI, automation of public services (up to 99.6%) and adaptation of legislation to European standards.
2.Labor market efficiency	Growth	High flexibility, rapid retraining of personnel and gradual reduction of unemployment rate (from 11.6% to 10.2%).
3.Institutional integration (EU)	Growth	Systematic fulfillment of international obligations and adaptation of the regulatory field to EU standards.
4.Innovation potential	Growth	Powerful development of the Military-tech sector and high positions in the Global Innovation Index (66th place).
5. Financial system and support	Growth	Stable attraction of external grants and loans ($48 billion in 2025, $36 billion in 2026), stability of NBU reserves.
6. Macroeconomic stability	Fall	Slowdown of real GDP growth to 1–2% in 2026 due to the protracted nature of military operations.
7.Infrastructure quality	Fall	Constant destruction of logistics routes and critical shortage of generating capacities in the energy sector.
8.Product market efficiency	Fall	Growing current account deficit (up to 17.9% of GDP in 2026) due to falling agricultural exports and growing defense imports.
9.Public debt level	Fall	Approaching the critical level of the national debt of 100% of the country's annual GDP.

Source: Formed by the authors.

Table 2. Strengths and weaknesses of Ukraine in individual areas of competitiveness compared to last year

Strengths	Weaknesses
Innovation and MilTech rating (+4 positions). In the innovation sector, the ratings of synergy between private IT businesses, startups and state defense procurement have significantly improved (+22 positions). Ukraine has scaled up its participation in EU grant programs (in particular, Horizon Europe) and attracted foreign direct investment in joint defense enterprises.	Labor market efficiency score (-15 positions). The country's main competitive advantage is rapidly being lost. The score for the correspondence of wages to real productivity fell by 28 places due to a shortage of qualified personnel. The indicator of the country's ability to retain and return talents fell by another 18 positions due to prolonged migration and security risks.
Rating of state procurement of high-tech products (+19 positions). This was facilitated by the full digitalization of defense and civilian procurement through the ProZorro platform, as well as simplification of conditions for local manufacturers. Ukraine has become a world leader in the pace of innovation implementation in the field of unmanned systems (drones, electronic warfare and marine robots) and AI for data analysis.	Financial market development score (-9 positions). Scores for access to credit fell by 25 positions, and for venture capital by 21 positions. At the same time, the availability of credit increased in absolute terms. This means that in other countries, the availability of credit increased at a faster pace. Ukraine's positions according to these indicators are extremely low: the country is in 112th place for access to credit, and in 123rd place for venture capital.
Rating of macroeconomic environment stability (+6 positions). In terms of the budget deficit indicator, Ukraine has rapidly risen by 79 positions and ranked 25th in the world. By implementing the cooperation program with the IMF, Ukraine significantly reduced the deficit of the general government sector in 2015 to 3.9% of GDP.	Financial market development score (-11 positions). The real business sector's access to long-term credit decreased by 26 positions. The assessment of the availability of venture capital for non-military startups fell by 23 positions. Although state programs (such as "5-7-9%") are working, in other countries of the world business financing instruments are developing much faster.
Assessment of the burden of state regulation (+13 positions). Simplification of cargo clearance rules in ports and customs, cancellation of mandatory certification of more than 90% of goods, introduction of a "single window")	Market size assessment (-2 positions). The total volume of the domestic market continues to shrink due to demographic losses, a decrease in the purchasing power of the population and the temporary occupation of territories. Ukraine is losing positions in the global ranking according to this indicator.

Source: Compiled by the authors.

The results presented above indicate the need to change the priorities of the development of management standards of industrial enterprises in the direction of the development of innovations, which can provide 30–40% of economic growth. Thus, according to N. Chukhrai, the development of the modern economy is increasingly dependent on the effective generation, purchase, distribution and application of innovations. Along with this, there should be an appropriate level of development of people's intellectual abilities and the use of information for the effective creation of innovations, which is an important factor of competitiveness, and thereby – the creation of wealth and an increase in the standard of living [6]. However, it is unfortunate to state the fact that due to the inability to finance their own business, most talented startups have moved to the EU or the USA. In particular, to improve the competitiveness of Ukrainian companies in 2025-2026, as well as to ensure their further development, management procedures (management standards and regulations) must be completely rebuilt for crisis management, European integration and staff shortages. At the same time, it is also worth considering that the main principle should be the rejection of rigid bureaucracy in favor of flexible (Agile) methods and automation. It is knowledge, innovation and control over them – just like once the ownership of land, raw materials, and factories – that are becoming new attributes of wealth [2]. As the American business guru T. Peters notes, "Competition is like a tea bag. The longer you ignore it, the denser the atmosphere becomes." In the modern world, the competitiveness of each individual enterprise is a prerequisite for sustainable growth in the well-being of citizens and the development of the country as a whole [1; 11]. Given the extreme limitation of scientific and technical resources, which are the basis for creating innovations, more and more enterprises are paying attention to the development and periodic introduction of improved products to the market. For example, the founder of refrigeration technology and innovative climate technology, Liebherr, has set itself the goal of permanently improving the production process with the gradual introduction of new technologies since its foundation in 1949. As a result, the company's name has become a world-famous brand, Liebherr, and its activities remain an integral element of modern management.

Development of a single market and provision of society with quality goods. If we consider the standards of development of industrial enterprises through the prism of European integration, it is worth focusing on the features of the European internal market. The European internal market (EIM) dates back to 1951, the final formation of which took place in 1985, with the adoption of the White Paper "Completing the Formation of the Internal Market", which proposed the elimination of physical, technical and tax borders for the free movement of goods, persons, services and capital between EU member states. This, in turn, led to the creation of new development strategies, the search for new concepts of management actions, sales methods and contacts with the market, the totality of which gradually in EU countries (Germany, France, Spain, Poland, etc.) began to be called Euromarketing.

Despite the high level of regulatory readiness and the adoption of basic European regulations and standards, the implementation of this direction in Ukraine faces infrastructural and financial constraints. Small and medium-sized businesses often lack working capital to fully modernize laboratories and re-equip production lines to strict standards. However, state support through digital services and the involvement of EU grant programs allows Ukrainian enterprises to adapt to the conditions of the common market, transforming internal management standards from regional to global.

Another important marketing priority, along with the development of the EU market, is to fill it with quality goods and, first of all, quality food products. First of all, to ensure competitiveness and successful integration into the EU, Ukrainian enterprises should:

– focus as much as possible on compliance with EU standards and positioning products in terms of "price-quality". Ensuring an appropriate level of product quality, compliance with standards is a prerequisite for the successful development of any enterprise and entering new markets. In this context, it is important to pay attention to the choice of quality suppliers of raw materials, an appropriate level of incoming control, etc. Given that most Ukrainian standards have not been updated for years, an urgent requirement for Ukrainian enterprises is to monitor the updating of EU standards, which directly depend on market requirements, and try to meet them. In conditions of rapidly changing market conditions, the need to update these standards becomes urgent;

– create a system of integrated communications. There should be an appropriate level of information to potential consumers about goods or services. Such conclusions are also confirmed by World Bank research in 2010, according to which about half of exporting enterprises, among the limiting factors of a commercial nature, note the lack of funds for researching export markets and promoting their goods, as well as insufficient promotion of their goods and services [12].

To solve the tasks set, in the context of the development of the enterprise in the EU markets, attention is paid to the tools of integrated communications. Effective integration means that the internal and external vision of the company coincide, starting from the slogan and visual style and ending with product packaging and press releases. The modern concept of integrated communications, which is currently developing in the EU countries, covers all means of the marketing complex as widely as possible and conveys the integration of all communications with the consumer, taking into account social networks, AI technologies, which are designed to present the main goal: the positioning of the enterprise and its product.

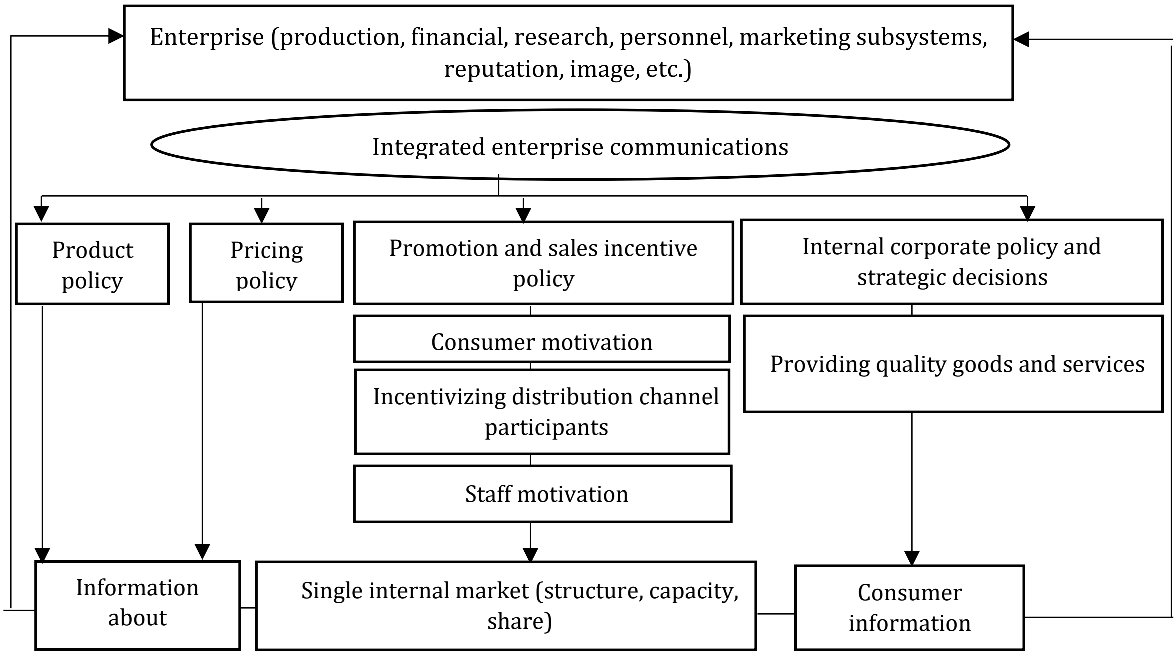

Figure 1. Scheme of interaction between the enterprise and the market using integrated communications

Source: Built by the author.

Formation of an environmentally sustainable, innovative and socially oriented business. It is worth paying attention to achieving energy sustainability and environmental compliance. Taking into account possible shutdowns of enterprises during blackouts, energy management according to ISO 50001: Standardization of procedures for the use of autonomous and renewable energy sources (solar power plants, biomass, ESS systems) becomes relevant. In addition, carbon footprint monitoring (ISO 14064), in particular, the implementation of standards for accounting and verification of greenhouse gas emissions. This is critical, since from 2026 the EU will fully implement carbon import adjustment, without which Ukrainian exports of metallurgy, cement and chemicals will become unprofitable.

The development of a circular economy (ISO 14001) is also important, while it is important to pay attention to the standardization of processes related to the minimization and recycling of industrial waste within the concept of zero-waste production.

In the context of innovative development, an important element is the digital transformation of processes (Industry 4.0 / 5.0); end-to-end digitalization standards; integration of AI and Internet of Things (IoT) technologies; introduction of standards for predictive maintenance of industrial equipment to reduce the accident rate.

Along with environmental friendliness and innovation, the social aspect of business is no less important. First of all, this concerns the implementation of standards for anti-crisis HRM management and human capital retention. This can be implemented through the development of special procedures for rapid retraining, the implementation of express training and dual education standards, and the use of flexible employment models. Also, taking into account the fact that people with disabilities can be involved in enterprises, in the context of the strategic development of industrial enterprises, it is important to ensure the inclusiveness of workplaces (ISO 30415).

For example, Ukrainian retailers ("Silpo", "ATB") and logistics giants ("Nova Poshta") have changed the procedures for managing critical infrastructure. The automatic transition of warehouses and branches to generators and satellite communication (Starlink) allowed them to maintain 99% of operational efficiency. In the global market, this formed a unique phenomenon of the "Ukrainian standard of resilience". Large IT companies (SoftServe, EPAM Ukraine) completely rewrote HRM procedures during the pandemic, and later during security challenges. The transition to cloud task trackers (Jira, Asana) and evaluation solely by results (and not by time in the office) allowed them to retain more than 90% of the staff of specialists who ended up in different countries and time zones. And food and light industry companies that switched to digital internal audit procedures were able to quickly pass certification in the EU. This allowed them to compensate for the loss of the domestic market by exporting to Poland, Germany, and Romania [13; 14].

Instead, to further ensure the appropriate level of innovation and competitiveness, the European Commission has created a unified strategy for scientific, technical and innovative development, which combines regional technological plans and regional innovation strategies of more developed and less developed countries, which are primarily aimed at:

– harmonizing innovation policies of EU member states and coordinating investment processes in research and development. The main task is to conduct a constant analysis of innovation policy at all levels, coordinate innovation programs, etc.;

– improving the regulatory framework to activate innovation activity and promote the processes of creating and developing innovative enterprises;

– ensuring proper information support for the innovation and investment system. For example, the electronic "Network of Innovating Regions in Europe" (The Network of Innovating Regions in Europe – IRE) operates, which creates the basis for the development of the system of "Regional Innovation Strategies", promotes the exchange of experience in regional support for innovation and the development of regional innovation programs;

– formation of a knowledge economy. For this purpose, the "Programme for New Skills and Jobs" is operating, which is aimed at modernizing labor markets and expanding people's opportunities through the development of their skills throughout life.

Significant evidence of the growth of the number of innovations in Europe is the 2-fold increase in the number of people working in the innovation sector over the past 15 years. But the development and commercialization of new products is a very difficult and risky business. About 55 thousand new products appear on the European market annually, but about 20–25% achieve commercial success, and only 2–3% are real innovations. Along with this, R. G. Cooper studied that about 75% of ideas for new products are generated on the basis of an analysis of market needs, while 75% of market failures are caused by the action of market factors [15].

In this regard, an important tool for ensuring the proper level of competitiveness is the use of certain standards for the development of enterprises, which should primarily contribute to the orientation of production and sales to a more complete than competitors, satisfaction of existing consumer needs through innovation, the formation of demand and stimulation of sales for fundamentally new innovative products.

The success of the ranking leaders, as BCG notes, is based on scientific research and technologies, which are becoming increasingly important as factors for the development of innovations, as they contribute to the development of new product offerings, use innovative approaches to the implementation of the marketing mix and provide an opportunity to destabilize the existing market [15; 16].

Taking into account the above, it is precisely the change in approaches to enterprise management that can become a transitional concept that will make it possible to achieve an important result: to ensure adaptability and development of the enterprise; to unite the interests of producers, consumers and society as a whole. An important tool for achieving this is the harmonization of domestic management standards and business behavior in general with international standards. Third, the production and dissemination of innovations provide the opportunity to make profits, which is an important need for producers.

6. Conclusions

Therefore, taking into account the rapid change and high level of uncertainty of the external environment, domestic enterprises need to provide a high level of flexibility and adaptability for development. To do this, in the context of industrial enterprise management standards, it is worth paying attention to:

1. Decision-making procedures, in particular, ensuring decentralization of authority. This will make it possible to eliminate delays when, due to force majeure (for example, turning off the light or

communication), senior management is unavailable. Enterprises should also consider using a Data-driven approach.

2. Financial management and budgeting procedures. It is worth considering changing the classic (annual) budgeting to quarterly or monthly replanning with a horizon of 12 months. In conditions of high uncertainty, a static budget for the year is ineffective, so an important alternative may be the development of three budget scenarios: optimistic, basic and pessimistic (crisis), with clear transition triggers between them.

3. HRM and knowledge management procedures. It is important to use management by objectives (OKR / KPI), as well as evaluate employees by results (tasks completed in trackers such as Jira/Asana), and not by time spent in the office. This is critical for remote work. It is also worth paying attention to the institutionalization of knowledge (Knowledge Management); creating a "knowledge base" (for example, in Notion or Confluence). If a key employee is mobilized or fired, his successor should be up to speed in 2-3 days thanks to ready-made process maps.

4. Risk Management procedures. They must contain step-by-step instructions (plans "B") for each unit in case of the loss of a key supplier, blackout, cyberattack, or relocation. At the same time, it is also important to ensure automatic compliance control: Introduce procedures for constant verification of counterparties (through YouControl, OpenDataBot services) to avoid sanctions risks or cooperation with toxic partners.

5. Procedures for development and management of innovations. The introduction of flexible and digitalized management procedures directly affects the position of the company (and the country as a whole) in the ratings of global competitiveness and innovation. As experience shows, most enterprises that successfully develop in the market owe their success precisely to innovations. Regular introduction into production and promotion on the market of new products that provide a high level of consumer satisfaction can guarantee and maintain constant interest in innovative producers.

In our opinion, modernization of management procedures can transform Ukrainian enterprises from "vulnerable local players" into ultra-flexible international companies. This allows for the implementation of innovations and achieving competitive advantages not at the expense of cheap labor (as before), but at the expense of speed, digital advantage and unique anti-crisis resilience. Transformation of management procedures is one of the areas of survival that leading Ukrainian companies have already tested.

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