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Strategic guidelines for business development in the context of post-war economic reconstruction in Ukraine

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Abstract. Ukraine, in the context of post-war recovery, requires a structural transformation of its national economy, which necessitates a revision of strategic guidelines for business development to ensure its efficiency, resilience, and innovativeness. The purpose of the study was to theoretically substantiate the essence of strategic business development guidelines, analyse the current challenges of the business environment, and develop recommendations for aligning state economic policy with the needs of the entrepreneurial sector during post-war reconstruction. A systemic, comparative, and structural-functional approach was applied, which ensured a comprehensive analysis of the business environment and identification of key directions for enterprise development in the post-war period. The essence of the concept of "strategic business guidelines" was defined and scientific approaches to its interpretation were systematised. It was established that the essence of strategic guidelines lies in determining the key directions of enterprise development that align its internal potential with external challenges. Strategic approaches to enhancing business efficiency, innovativeness, and resilience under post-war conditions were substantiated. Recommendations were formulated for aligning state policy with the needs of the entrepreneurial sector, aimed at stimulating investment, innovation, and structural modernisation of the economy. A model for harmonising state policy with business needs was developed, contributing to increased efficiency, innovation, and resilience of enterprises. The main trends in business environment development were identified, and priority directions for the structural transformation of the national economy were determined. The research results can be applied by public administration bodies in shaping business support policies and by enterprises in developing strategic plans for sustainable economic progress in the post-war period

Keywords: strategic management; focus on innovation; flexibility and social responsibility; structural modernisation of the economy; changes in the external environment

Introduction

In the contemporary context of globalisation and intensified international competition, the strategic directions for business economic development – shaped by the transformative processes in the global economy, digitalisation, sustainable development, and the transition to new management models based on innovation and partnership between the state, business, and society – are acquiring particular importance. Global trends demonstrate that the foundation of business success is not only the efficient use of resources but also the ability to adapt to the dynamic changes in the external environment. For developing countries, including Ukraine, the formation of strategic guidelines that can align national interests with global trends is especially relevant. This requires the development of high-tech businesses, export-oriented industries, modernisation of the production base, digitalisation of entrepreneurial processes, and integration into international business networks. Moreover, in order to mitigate the effects of contemporary global transformations and the large-scale challenges caused by the war in Ukraine, the issue of determining the strategic directions for business economic development has gained particular significance. The full-scale aggression by the Russian Federation has led to the destruction of infrastructure, the loss of production capacities, changes in logistics chains, and a reduction in both markets and labour resources. At the same time, in the post-war period, these processes create new opportunities for the structural modernisation of the economy, increasing the efficiency of entrepreneurship, digitalisation of business, and integration into the European economic space.

An important trend in justifying the strategic directions for business economic development is the rethinking of traditional approaches to its management over the past century. According to C.K. Prahalad & V. Ramaswamy (2004), while in the 20th century strategy predominantly relied on market and competitor analysis, in the 21st century, its focus has shifted towards creating value for consumers, intellectual capital, and the innovation ecosystem. Business is viewed not only as an economic entity but also as a participant in global societal development. As noted by V.M. Heyets (2023), the strategic development of business in post-war conditions must be based on the principles of "adaptive resilience", i.e., the ability of businesses not only to recover but also to create new competitive advantages. The contemporary conditions necessitate a reassessment of the strategic directions for economic activity: from short-term survival to long-term sustainable development.

According to the research by M. Shapovalov (2023), the post-war reconstruction of Ukraine's economy requires an institutional transformation of the entrepreneurial environment, the development of cluster initiatives, the attraction of foreign investment, and the strengthening of partnerships between the public and private sectors. At the enterprise level, this means a shift towards strategic management focused on innovation, flexibility, and social responsibility. The issue lies in the fact that most Ukrainian enterprises are currently operating in a situation of high uncertainty – unstable legislative frameworks, limited access to finance, and a shortage of qualified labour. In such conditions, traditional approaches to strategic planning do not ensure effective economic development for businesses. It is necessary to determine new strategic directions that account for wartime and post-war risks, the change in global supply chains, digital transformation, and the societal needs for reconstruction.

Contemporary research on the post-war recovery of Ukraine's economy has unanimously shown that strategic business directions were only shaped once clear future scenarios emerged. A. Cherep & A. Leshchenko (2024) demonstrated that the modernisation of industry, the establishment of an "industrial visa-free regime" with the EU, and the transition to "green" energy could create up to 1.2 million new jobs by 2030, but only if state policy is aligned with the needs of small and medium-sized enterprises (SMEs). V. Prokhorova *et al.* (2025) proposed three recovery scenarios: the optimistic scenario (+4.8% GDP growth annually) would be possible only with massive investments in digital technologies and SMEs, the baseline scenario (+2.1%) reflected an inertial development path, and the pessimistic scenario (-0.7%) predicted new energy shocks. The authors emphasised that without alignment of fiscal policy with entrepreneurs' needs, Ukraine would remain stuck in the "middle" scenario. M.I. Guba *et al.* (2023) expanded the picture by highlighting institutional priorities: anti-corruption reforms, a unified national innovation strategy, and public-private clusters in artificial intelligence and renewable energy raised the share of high-tech exports from 6% to 25% over five years. Thus, the reviewed works provided a coherent logic for the introduction of this paper: scenario forecasting, specific growth drivers, and institutional guarantees of implementation substantiated the main thesis that strategic business orientations have become not a declaration but a scenario-supported roadmap, where the state and enterprises moved in sync.

The aim of this research was to substantiate the theoretical foundations and develop practical recommendations for shaping the strategic directions of business economic development during the post-war reconstruction of Ukraine, aimed at ensuring sustainable economic growth, increasing the competitiveness of national enterprises, and integrating into global economic processes. The implementation of the stated objective involves addressing the following tasks: to define the essence of strategic business orientations and analyse the current trends and challenges of Ukraine's post-war business environment; to identify the priority areas for the structural transformation of the national economy; to develop strategic approaches and recommendations for aligning state policy with the needs of entrepreneurs to ensure the effectiveness, innovativeness, and sustainability of businesses during the reconstruction phase.

The scientific novelty of the obtained results lies in the development of theoretical and methodological approaches to shaping the strategic directions of business economic development in the context of Ukraine's post-war reconstruction, which deepen the current understanding of the processes of transformation of the national economy in the post-crisis period.

Materials and Methods

The informational base of the research consisted of analytical reports from international organisations, specifically the World Bank (World Bank, 2025) and the Organisation for Economic Co-operation and Development (OECD, 2025), as well as scientific works from both foreign and Ukrainian researchers that addressed issues of strategic management, innovation economy, sustainable development, and post-crisis business recovery (Drucker, 2007; Schumpeter, 2017; Shynkaruk, 2022).

In the course of the research, a combination of general scientific and special methods was employed, ensuring a comprehensive study of the strategic orientations of business economic development during Ukraine's post-war reconstruction. The system analysis method was used to identify the interrelationships between internal and external factors influencing the formation of business strategic orientations. The dialectical method allowed for the examination of the evolution of approaches to the strategic development of entrepreneurship in the context of socio-economic transformations. The comparative method was applied to contrast the international experience of strategic management with the practices of Ukrainian enterprises in the post-war period, while the structural-functional method was used to identify the components of the system of strategic orientations and their role in ensuring business competitiveness.

The methodological foundation of the research was based on contemporary concepts of strategic management, innovative development, and sustainable economic growth. The following works were analysed within the scope of the study: M. Porter (1985) – the justification of competitive advantages and strategic positioning of enterprises in a dynamic environment; J. Barney (2014) – the resource-based view, which defines the role of internal resources in forming business competitive advantages; V.M. Heyets (2000) – the concept of the systemic transformation of the economy and aligning state policy with business needs; J.A. Schumpeter (2017) – the theory of creative destruction, which presents innovation as a key driver of structural changes; P. Drucker (2007) – ideas for effectively managing change to ensure business sustainability; and L.V. Shynkaruk (2022) – an analysis of the current trends in the development of the Ukrainian business environment amid transformational processes.

The overall methodological approach was based on the principles of systematics, comprehensiveness, innovation, and sustainability. This allowed for the integration of theoretical foundations of strategic management with practical economic analysis tools and ensured the scientific validity of the conclusions and recommendations aimed at shaping effective strategic directions for business development in the context of Ukraine's post-war reconstruction.

Results and Discussion

The issue of shaping strategic directions for business economic development is the subject of active scientific debates in both domestic and foreign economic literature. Scholars examine it through the lenses of strategic management, innovation economics, sustainable development, and state policies supporting entrepreneurship. Classical principles for forming competitive business strategies are established in the works of M. Porter (1985), who defined the strategic advantages of enterprises through industry structure and competitive forces analysis. His approach became the foundation for contemporary models of business strategic positioning in a global environment. J. Barney (2014) developed the resource-based strategy concept, arguing that the source of long-term competitive advantages lies in a company's unique internal resources – knowledge, competencies, and technologies. This approach is particularly relevant for Ukrainian companies that aim to build recovery strategies after wartime losses based on their own potential.

The innovative aspect of strategic development was explored by J.A. Schumpeter (2017), who defined entrepreneurship as the driving force of economic dynamics through "creative destruction". This view is also shared by contemporary innovation theorists such as E. Brynjolfsson & A. McAfee (2014), who considered digitalisation as a key direction for business growth strategies in the 21st century.

The concept of value creation in partnership with the consumer was introduced by C.K. Prahalad & V. Ramaswamy (2004). They emphasised that effective modern business strategies are based on co-creation, trust, and innovative interaction with customers. P.F. Drucker (2007) in his works highlighted the importance of entrepreneurial flexibility and innovation management as fundamental elements of strategic thinking. His approach allows businesses to adapt to the changing conditions of the economic environment, which is especially critical for Ukraine during the reconstruction phase. Among contemporary researchers on the international aspects of strategic development, the contributions of the OECD (2025) and the World Bank (2025) stand out, as they reveal trends in post-crisis economic recovery and the role of the private sector in ensuring sustainable growth.

Ukrainian scholars also devote significant attention to the formation of strategic orientations in the context of a transforming economy. V.M. Heyets (2000) emphasised the need to combine state recovery policies with the activation of regional entrepreneurial potential. According to him, business strategic priorities should be formed in line with national goals for innovative development. L.V. Shynkaruk (2022) explored the institutional foundations of an innovative economy and stressed that the strategic orientation of business in Ukraine must consider global trends in digitalisation, integration into the global market, and the development of human capital.

In the context of dynamic changes in the global economic environment, the concept of "strategic directions for business economic development" assumes particular importance, as it determines the directions, priorities, and mechanisms for achieving long-term goals for enterprises. Strategic directions serve as the intellectual foundation for management decisions that ensure the competitiveness and sustainability of businesses in a changing market environment (Porter, 1985; Barney, 2014). The essence of strategic directions lies in identifying the key areas of enterprise development, aligning its internal potential with the challenges of the external environment. They are formed based on a thorough analysis of the market, technological trends, socio-economic changes, and political factors. In this context, strategic directions can be viewed as a strategic management tool that integrates the goals, resources, and opportunities of the enterprise with global economic development trends.

The main definitions regarding the economic content of the concept of "strategic directions for business" are provided in Table 1.

Table 1. Approaches of foreign and ukrainian scholars to the interpretation of the concept "Strategic directions for business"

Source	Content of the approach to defining the concept	Key focus
M. Porter (1985)	Strategic directions are viewed as long-term business development paths aimed at creating competitive advantages through market positioning and increasing value for the consumer.	Competitive strategy, positioning, value creation
H.I. Ansoff (1965)	Business directions are defined as a system of goals and strategic alternatives guiding the enterprise in choosing growth paths (market, product, diversification).	Growth, strategic planning
P.F. Drucker (2007)	Strategic directions are the definition of a business mission, a vision of its future, and directions for resource use to achieve long-term results.	Mission, vision, long-term development
J. Barney (2014)	Strategic directions are understood as the internal competencies and unique resources of the enterprise, which form the foundation of sustainable competitive advantages.	Resource theory, competitiveness
V. Heyets (2000)	Strategic directions for business are a system of priorities aligning the interests of the state, business, and society in the context of post-crisis economic transformation in Ukraine.	Institutional interaction, economic recovery
L.V. Shynkaruk (2022)	Views strategic directions as a mechanism for aligning short-term and long-term goals of the enterprise with national economic development priorities.	Alignment of strategic management levels
T. Hrynko *et al.* (2023)	Strategic directions for business are understood as the guiding foundation for managerial decision-making in the context of a dynamic environment and digital transformation.	Flexibility, adaptability, digitalisation
V. Voronin (2019)	Considers strategic directions to be a set of strategic priorities that ensure effective resource allocation and stability in the enterprise's development.	Efficiency, resource balance

Table 1, Continued

Source	Content of the approach to defining the concept	Key focus
L. Melnyk (2019)	Interprets strategic directions as key areas of innovative business activity that contribute to increased competitiveness and sustainable development.	Innovation, sustainable development
I. Savchuk (2022)	Emphasises that strategic directions for business are formed under the influence of state reconstruction policies, international integration, and military-political challenges.	Post-crisis development, state regulation

Source: summarised by the authors

The analysis of the approaches of both foreign and domestic scholars to the interpretation of the concept of "strategic directions for business" reveals the multidimensional nature of this phenomenon, encompassing economic, managerial, institutional, and social aspects. In classical works (Ansoff, 1965; Porter, 1985; Drucker, 2007), strategic directions are viewed as tools for ensuring competitive advantages and effective market positioning for businesses. Contemporary researchers (Heyets, 2000; Shynkaruk, 2022; Hrynko *et al.*, 2023) emphasise the alignment of business strategic priorities with state goals, digital transformation, and post-crisis development conditions. Therefore, strategic directions for business can be defined as a system of long-term priorities and principles that shape the direction of a company's economic development, taking into account both internal capabilities and external challenges, especially in the context of post-war reconstruction of Ukraine's economy.

The current trends and challenges affecting Ukraine's business environment enable the formulation of the following strategic directions for business economic development in the post-war recovery:

1. Economic recovery and business adaptation. After a significant GDP decline of 28.8% in 2022, Ukraine's economy rebounded by 5.5% in 2023, with growth at 2.9% in 2024. This indicates a gradual recovery of economic activity, though the pace of growth is slowing. Businesses continue to adapt to new conditions, including through the relocation of enterprises to safer regions and the opening of new companies in promising sectors such as information technology, construction, and logistics (Centre for Economic Strategy, 2025).

2. Security risks and infrastructure challenges. Security remains the primary barrier to conducting business. According to a study, 55% of enterprises identified security risks as the main obstacle to operations. Damaged infrastructure, disrupted supply chains, and the outflow of skilled labour are negatively affecting businesses, particularly in frontline regions (Visit Ukraine Today, 2024).

3. Energy and labour shortages. The National Bank of Ukraine has lowered its GDP growth forecast for 2025 to 1.9%, citing energy shortages, a lack of labour, and the consequences of infrastructure destruction. These factors limit the potential for the full recovery of economic activity (Daycom, 2025).

4. Institutional Support and Government Initiatives. The government has introduced tax reforms and entrepreneurship support programmes, but frontline regions remain vulnerable (European Business Association, 2025). A significant portion of entrepreneurs is considering relocating their businesses to safer regions within Ukraine, and a third are contemplating moving abroad.

5. Prospects for recovery and investment opportunities. Ukraine's reconstruction should focus on investing in resilient companies and infrastructure, particularly in agribusiness, eco-friendly steel industries, and IT startups (Deloitte, 2023). This will create opportunities for economic growth and enhance the competitiveness of Ukrainian businesses in the global market.

The identification of priority areas for the structural transformation of Ukraine's national economy during post-war recovery requires not only the restoration of damaged infrastructure but also deep structural economic transformation. This transformation will ensure the economy's resilience, competitiveness, and integration into global economic processes. Table 2 highlights the following priority areas for such transformation.

Table 2. Priority areas for the structural transformation of Ukraine's national economy in post-war reconstruction

№	Priority area	Description
1	Diversification of the production base and industrial modernisation	Transition from an economy dependent on a narrow range of industries to a balanced industrial complex with a high share of innovative and technologically intensive sectors, including the modernisation of metallurgy, machinery, and the chemical industry with the implementation of digital and "green" technologies.
2	Development of an innovative and digital economy	Creating conditions for the development of the IT sector, high-tech startups, platform services, and artificial intelligence, as well as implementing e-government systems and digital financial tools to integrate the Ukrainian economy into global digital chains.
3	Green transformation and energy independence	Development of renewable energy sources, energy-efficient technologies, and infrastructure for the production of green hydrogen and environmentally friendly materials to reduce dependency on energy imports and enhance energy security.
4	Development of SMEs and regional economy	Stimulating the growth of small and medium-sized enterprises through financial support, simplification of regulatory procedures, development of cluster models, and local investment initiatives, particularly in the affected regions.

Table 2, Continued

№	Priority area	Description
5	Institutional and legal transformation	Strengthening the institutional capacity of the state: improving anti-corruption mechanisms, reforming the tax and judicial systems, enhancing transparency in public procurement, and encouraging partnerships between the state and business.
6	Integration into international economic processes	Active participation of Ukraine in global value chains, attracting foreign investments, adapting production and service standards to EU requirements and global markets, developing transport and logistics infrastructure, and integrating financial markets.

Source: developed by the authors based on V.M. Heyets (2000), L.V. Shynkaruk (2022), I. Savchuk (2022)

Thus, the structural transformation of the national economy during the post-war recovery period must be based on a comprehensive approach that combines industrial modernisation, the development of an innovative and green economy, the stimulation of SMEs, the strengthening of institutions, and integration into the global economy. The implementation of these priorities will enable Ukraine not only to restore economic activity but also to ensure its sustainable and innovative development in the medium- and long-term.

In the current conditions of dynamic changes and post-crisis transformations, the development of strategic approaches to enhance the efficiency, innovativeness, and resilience of businesses is a key factor in ensuring the competitiveness of enterprises. Business efficiency is determined by the ability to optimally use available resources to achieve maximum results and ensure financial stability (Drucker, 2007; Barney, 2014). In this context, strategic planning should involve the integration of financial, production, and marketing processes, the use of control systems and performance evaluation indicators, as well as adaptation to changes in the external environment. The post-war economic recovery of Ukraine was intricately linked to the efficient management of green technologies and the revitalisation of business operations, especially in the context of shifting global and regional economic landscapes. Studies reviewed underscored the strategic importance of aligning economic recovery with low-carbon development and fostering resilient business models that could endure external shocks and volatility.

W. Strielkowski (2025) highlighted the potential of green hydrogen and ammonia economies as critical elements in Ukraine's post-war recovery. The transition to low-carbon technologies not only promised energy independence but also positioned Ukraine to become a leader in sustainable energy production, aligning with global trends towards decarbonisation. This aligned with the necessity of incorporating sustainable practices into business recovery strategies, which was crucial for fostering long-term economic growth in the region. The application of green technologies played a pivotal role in attracting international investments and creating new industries that were both innovative and resilient to global energy price fluctuations. Furthermore, D. Audretsch *et al.* (2023) addressed the broader economic costs of the ongoing conflict, particularly focusing on the loss of entrepreneurial capacity in Ukraine. Their study provided a quantitative analysis of the Russia-Ukraine war's impact on entrepreneurship, noting that the destruction of infrastructure, loss of human capital, and disruption of supply chains had significantly stifled the entrepreneurial environment. However, their findings also emphasised the opportunities that arose from such adversity. For instance, the reconceptualisation of business models and the recovery of small and medium enterprises (SMEs) in more stable regions could have contributed substantially to the recovery process. This reflected a broader theme in the literature: strategic business decisions that focused on rebuilding lost entrepreneurial capacity would have been key to Ukraine's economic regeneration. Both sources contributed to understanding the multidimensional challenges and opportunities for Ukrainian businesses. The push toward greener industries, alongside strategies for rebuilding lost entrepreneurship, was considered as intertwined goals. As Ukraine focused on structural reforms, integrating innovative technologies with a renewed business environment proved to be crucial in ensuring that the recovery not only met immediate needs but also secured a sustainable and competitive position on the global stage. Incorporating findings from W. Strielkowski (2025) and D. Audretsch *et al.* (2023), it became evident that strategic recovery should not have solely concentrated on infrastructural restoration but also on fostering new business ecosystems that were adaptive, sustainable, and innovation-driven. This dual approach was essential for Ukraine to navigate the complexities of post-war reconstruction and emerge with a robust, future-ready economy.

Innovation in business acts simultaneously as both a mechanism for development and a factor of its sustainability. The systematic implementation of technological innovations, digital platforms, and new products allows enterprises not only to enhance their competitiveness but also to adapt more quickly to changes in market conditions and consumer expectations (Melnyk, 2019; Shynkaruk, 2022). Special attention should be given to fostering an internal innovation culture, stimulating creative thinking, and using strategic market trend analysis to generate new ideas. Business resilience, or its ability to maintain functionality and competitive positions in the face of external shocks, crises, and constant environmental changes, requires a strategic approach to risk management, resource diversification, and ensuring flexibility in operational processes (Heyets, 2000; Savchuk, 2022). Adaptive management models, which combine preventive and corrective measures, integrate innovative technologies into business processes, and ensure long-term stability for the enterprise, are essential.

In combination, strategic approaches to enhancing the efficiency, innovativeness, and resilience of businesses should be based on the integration of the following components: systematic strategic planning; an innovation culture and technological modernisation; adaptive risk and resource management; and the integration of sustainable development principles and social responsibility. The implementation of these strategic approaches enables enterprises to create competitive advantages, ensure high productivity levels, and establish conditions for stable development in post-crisis and post-conflict environments. The content of strategic directions encompasses several key components (Prahalad & Ramaswamy, 2004):

- Mission and vision of business development. These shape the strategic identity of the enterprise and define its long-term role in society.
- Value priorities. Based on the principles of innovation, efficiency, responsibility, and sustainable development.
- Strategic growth directions. Innovation activities, digitalisation of business processes, diversification, internationalisation, and the development of partnership networks.
- Strategy implementation mechanisms. Investment policy, organisational changes, human resources strategy, and knowledge management system.
- Monitoring and evaluation system. A system that allows for the control of the effectiveness of strategic decisions and timely adjustments to the development trajectory.

In the context of Ukraine's post-war reconstruction, the strategic directions for business economic development acquire a particular substantive focus. They are aimed at restoring production potential, attracting investments, developing human capital, and forming a new model of sustainable economic growth. The main strategic priorities become innovation-driven modernisation of enterprises, digital transformation, export orientation, and integration into global value chains (Heyets, 2000; Shynkaruk, 2022).

In the context of Ukraine's post-war reconstruction, the strategic directions for business economic development acquire a unique substantive focus. They are aimed at restoring production potential, attracting investments, developing human capital, and forming a new model of sustainable economic growth. The main strategic priorities include the innovation-driven modernisation of enterprises, digital transformation, export orientation, and integration into global value chains (Heyets, 2000; Shynkaruk, 2022).

Therefore, strategic directions for business economic development constitute a comprehensive system of goals, principles, and directions that define the trajectory of the enterprise's development in the long-term, ensure its adaptability to external changes, and contribute to achieving sustainable economic outcomes at both the national and international levels.

Thus, the post-war reconstruction of Ukraine's economy requires a systematic alignment of state policy with the real needs of the entrepreneurial sector, which will ensure sustainable economic recovery and enhance business competitiveness. Based on the analysis of current research (Savchuk, 2022; Shynkaruk, 2022) and international experience, a number of recommendations are proposed:

1. *Stimulating investment activity and access to financing*. The government should provide incentives for investment in priority sectors of the economy, including tax exemptions, state credit guarantees, and grant support for innovative and renewable projects. Expanding access for small and medium-sized businesses to financial instruments and international support programs is especially important.

2. *Support for innovation development and digitalisation of business*. It is necessary to develop state programs aimed at stimulating innovation activities, implementing digital technologies, and fostering platform-based business models. This will allow enterprises to increase productivity, flexibility, and speed in adapting to changes in market conditions.

3. *Development of infrastructure and logistics chains*. The reconstruction of transport, energy, and manufacturing infrastructure should take into account the needs of businesses, which will help reduce costs, improve the efficiency of production processes, and integrate into international supply chains.

4. *Forming a transparent and predictable regulatory environment*. State policy should ensure the simplification of business operations, protection of property rights, and guarantees of non-discriminatory access to markets and state resources. Transparency in regulation and predictability of the legal framework are critical for attracting investment and the stable development of entrepreneurship.

5. *Promoting regional and small business development*. It is important to support local initiatives and cluster models of entrepreneurship development, particularly in affected regions. Government programs should provide financial, consulting, and educational support to entrepreneurs, which will contribute to regional economic stability.

6. *Integration of sustainable development and social responsibility principles*. Government economic policy should encourage businesses to use environmentally safe technologies, responsible resource management, and participation in social programs, which will enhance the resilience of the economy and strengthen public trust.

The implementation of these recommendations will help align the strategic goals of the state with the needs of the entrepreneurial sector, create conditions for the restoration of economic activity, the development of innovative and sustainable business models, and the integration of Ukrainian enterprises into global economic processes.

Conclusions

The conducted research has provided a comprehensive examination of the essence, content, and directions for the implementation of strategic orientations for business economic development in the context of Ukraine's post-war reconstruction. It has been determined that the strategic directions for contemporary Ukrainian business are shaped by both external and internal factors, with the leading ones being global transformations of the economic environment, the need to restore national infrastructure, and the necessity to enhance the competitiveness of enterprises.

It has been proven that the effective development of business in the post-war period is possible through the implementation of an integrated system of strategic priorities aimed at innovation-driven modernisation, improving management efficiency, digitalising processes, and ensuring the financial and organisational resilience of enterprises. It was established that the key role in this process is played by state economic policy, aligned with the needs of the entrepreneurial sector.

Based on the analysis of current trends, the following dominant challenges shaping the context of Ukraine's post-war business environment were identified: the identification of strategic directions for business economic development in post-war reconstruction; assessing the potential of enterprises for adaptation, innovation, and partnership in new economic conditions; and the formation of a strategic management mechanism that ensures synergy between the state's recovery priorities and private business initiatives. Recommendations were formulated regarding the alignment of state policy with business needs, particularly through stimulating investment activity, developing infrastructure, supporting innovative entrepreneurship, ensuring a transparent regulatory environment, and implementing sustainable development principles.

The prospects for future research lie in a deeper analysis of the mechanisms of public-private partnerships in the post-war economy, assessing the effectiveness of state support programs for businesses, and developing models for the sustainable development of enterprises, taking into account integration into the European economic space.

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Стратегічні орієнтири розвитку бізнесу в умовах повоєнної відбудови економіки в Україні

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Анотація. Україна в умовах післявоєнного відновлення потребує структурної трансформації національної економіки, що зумовлює перегляд стратегічних орієнтирів розвитку бізнесу для забезпечення його ефективності, стійкості та інноваційності. Мета дослідження полягала у теоретичному обґрунтуванні сутності стратегічних орієнтирів розвитку бізнесу, аналізі сучасних викликів бізнес-середовища та розробленні рекомендацій щодо узгодження державної економічної політики з потребами підприємницького сектору у післявоєнній відбудові.. Для досягнення мети використано системний, порівняльний і структурно-функціональний підходи, що забезпечило комплексний аналіз бізнес-середовища та визначення ключових напрямів розвитку підприємств у післявоєнний період. Визначено сутність поняття «стратегічні орієнтири бізнесу» та систематизовано наукові підходи до його трактування. Зокрема, встановлено, що сутність стратегічних орієнтирів полягає у визначенні ключових напрямів розвитку підприємства, які узгоджують його внутрішній потенціал із викликами зовнішнього середовища. Обґрунтовано стратегічні підходи до підвищення ефективності, інноваційності та стійкості бізнесу в умовах післявоєнного відновлення. Сформульовано рекомендації щодо узгодження державної політики з потребами підприємницького сектору, спрямовані на стимулювання інвестицій, інновацій і структурну модернізацію економіки. Розроблено модель узгодження державної політики з потребами бізнесу, що сприяє підвищенню ефективності, інноваційності та стійкості підприємств. Виявлено основні тенденції розвитку бізнес-середовища та визначено пріоритетні напрями структурної трансформації національної економіки. Результати дослідження можуть бути використані у діяльності органів державного управління при формуванні політики підтримки бізнесу, а також підприємствами – для розроблення стратегічних планів розвитку, орієнтованих на сталий економічний поступ у повоєнний період

Ключові слова: стратегічне управління; орієнтованість на інноваційність; гнучкість і соціальна відповідальність; структурна модернізація економіки; зміни зовнішнього середовища