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TRANSFORMATION OF ORGANIZATIONAL CULTURE AND MANAGEMENT MODELS IN INTERNATIONAL BUSINESS UNDER THE INFLUENCE OF INNOVATION AND GEOPOLITICAL CHANGES

Gurina Ganna, Podrieza Serhii, Podrieza Mykhailo. *«Transformation of organizational culture and management models in international business under the influence of innovation and geopolitical changes».* The study focuses on the evolution of corporate governance and the internal organizational environment under the pressure of global turbulence. The article demonstrates that attempts to reshape organizational culture through top-down or directive approaches are ineffective; instead, the key driver of success lies in a shared understanding of change across the entire team and flexible alignment with stakeholder demands.

Special emphasis is placed on the practical experience of Ukrainian businesses operating under martial law. Shelling, destruction of critical logistics, and the loss of production assets force companies to immediately abandon obsolete operational models in favor of searching for non-standard business solutions. It is



substantiated that a culture built on trust and decentralization serves as the primary mechanism for maintaining operations and preserving human capital under extreme force majeure.

The paper concludes that the extraordinary resilience developed by Ukrainian enterprises establishes new benchmarks for international management and opens up avenues for integrating domestic companies into global markets.

Keywords: organizational culture, transformation of management models, anti-crisis management, adaptive management, corporate governance, war risks for business, relocation of enterprises, security factor, organizational viability, sustainability, business adaptability, human capital, stress resistance of organizations, decentralization, international business, geopolitical shocks, innovative business models, cross-cultural management, supply chains, interaction with stakeholders, competitiveness

Ганна Гуріна, Сергій Подреза, Михайло Подреза. «Трансформація організаційної культури та управлінських моделей у міжнародному бізнесі під впливом інновацій та геополітичних змін». Дослідження присвячено проблемам еволюції корпоративного управління та внутрішньоорганізаційного середовища під тиском викликів глобальної турбулентності. У статті доведено, що спроби реформувати організаційну культуру за допомогою силового чи директивного тиску є неефективними; замість цього ключовим чинником успіху є спільне усвідомлення змін усім колективом та гнучке реагування на запити стейкхолдерів.

Особливу увагу приділено практичному досвіду функціонування українського бізнесу в умовах воєнного стану. Обстріли, руйнування критичної логістики та втрата виробничих об'єктів змушують компанії негайно відмовлятися від застарілих управлінських схем на користь пошуку нестандартних бізнес-моделей. Обґрунтовано, що саме культура, заснована на децентралізації та довірі, виступає головним інструментом збереження операційної діяльності та людського ресурсу в умовах форс-мажору.

Зроблено висновок, що набута українськими підприємствами екстремальна життєздатність створює нові орієнтири для міжнародного менеджменту та відкриває шляхи для інтеграції вітчизняних компаній у світові ринки.

Ключові слова: організаційна культура, трансформація управлінських моделей, антикризове управління, адаптивне управління, корпоративне управління, воєнні ризики для бізнесу, релокація підприємств, безпековий чинник, організаційна життєздатність, стійкість, бізнес-адаптивність, людський капітал, стресостійкість організацій, децентралізація, міжнародний бізнес, геополітичні шоки, інноваційні бізнес-моделі, крос-культурний менеджмент, ланцюги постачання, взаємодія зі стейкхолдерами, конкурентоспроможність

Introduction. Modern enterprises are forced to operate under conditions of extreme geopolitical and economic turbulence, requiring high controllability and adaptability of all internal systems under pressure from external stakeholders. Organizational culture is a complex, "living" organism that does not yield to directive, imperative, or authoritarian administration methods. Building an effective mechanism for its transformation is possible only under the condition of a high level of philosophical

maturity and mutual understanding from both leadership and staff. In turn, the process of reforming corporate culture is continuous and serves as a synchronous response of the internal environment to adopted management decisions, where the ultimate goal is achieving a balance between its stability (strength) and flexibility.

In the unique realities of modern Ukraine, this process assumes critical importance. Amid full-scale war, when domestic business suffers direct physical destruction from



enemy shelling, and entire logistics hubs and manufacturing capacities are destroyed in an instant, traditional operating models completely lose their efficacy. Under such conditions, a deep transformation of organizational culture becomes not merely a matter of development, but a strategic imperative for survival. It must foster within the team high stress resistance, decentralization in decision-making, and a readiness for the immediate search for fundamentally new business solutions, alternative routes, and flexible operating models.

Thus, the rapid adaptation of corporate culture enables enterprises not only to promptly restore destroyed supply chains, but also to reconfigure internal communications to preserve human capital under conditions of constant danger. It is precisely a culture built on trust, mutual support, and a high level of employee autonomy that allows Ukrainian companies to maintain operational efficiency even during prolonged blackouts or forced relocation. Furthermore, this wartime experience forms a unique type of organizational viability that becomes an important competitive advantage in the international arena. Global business is increasingly adopting Ukrainian crisis management case studies, where the innovativeness of solutions stems not from planned budgets, but from team agility and cohesion. Ultimately, the capacity of organizational culture for rapid self-organization under the influence of extreme external factors transforms critical risks into new opportunities for scaling and expanding into new markets.

Literature review. Ensuring the adaptability and effectiveness of crisis management under martial law relies on the principles outlined in the works of L. Lihonenko and I. Myahkykh [4], which establish that traditional authoritarian (rigid) management methods lose their efficacy during localized critical shocks, such as shelling and physical infrastructure

destruction. This reality demands the implementation of flexible mechanisms, decision-making decentralization, and the capacity for rapid self-organization. International research on this issue seamlessly complements domestic academic contributions through the lenses of European and American scholarly traditions.

Specifically, the European management vector focuses on a multi-stakeholder approach, cross-cultural environments, and supply chain resilience. The impact of national and corporate cultural dimensions on organizational behavior amid emerging geopolitical threats is analyzed through the frameworks of G. Hofstede [8] and J. Aarestrup [5]. Furthermore, supply chain resilience under external shocks is explored in the works of S. Seuring and M. Christopher [6], who demonstrate that a firm's capability to rapidly reorganize destroyed logistics hubs depends not only on physical resources but also on the agility of its organizational culture and partner relationships—a view that aligns with F. Ducrot's [7] research on the significance of ethical leadership and synchronizing corporate actions with societal demands during crises.

Concurrently, the American school sets methodological benchmarks for analyzing innovative business models, the VUCA/BANI environment, and organizational resilience. E. Schein's [11] foundational model explains the underlying reasons why cultural transformation cannot be achieved through directive top-down methods. G. P. Pisano [9] substantiates the necessity of balancing creative freedom with rigorous execution discipline to foster crisis-driven innovations. Finally, the conceptual foundations of strategic adaptation proposed by M. E. Porter, alongside N. N. Taleb's [13] concept of "antifragility," demonstrate how extreme external shocks and "black swans" can serve as catalysts not merely for survival, but for the qualitative development of business entities through deep internal transformation.



Despite a significant body of scientific work, most foreign studies consider geopolitical risks and changes in organizational culture in relatively stable or moderately crisis conditions (for example, during economic recessions or the COVID-19 pandemic). At the same time, the specifics of corporate culture transformation and the search for non-standard business solutions in conditions of direct military operations, physical destruction of logistics hubs and infrastructure in Ukraine remain insufficiently conceptualized in the context of international business and require further in-depth analysis.

Purpose and objectives. The main purpose of this study is to conceptualize the mechanisms of transforming organizational culture and management models in international business amidst global geopolitical turbulence and the extreme operational conditions of martial law in Ukraine. To achieve this overarching aim, the study addresses several interconnected research objectives. First, it seeks to analyze the theoretical foundations of organizational culture adaptability and evaluate the limitations of directive, top-down management styles under crisis conditions. Second, the paper aims to examine the impact of severe external shocks - specifically military actions, shelling, and the physical destruction of critical logistics hubs - on the continuity of business operations. Third, it investigates the strategic role of organizational resilience in enabling rapid decision-making decentralization and the preservation of human capital. Fourth, the study explores the integration of innovative business models and supply chain reconfiguration strategies as adaptive responses to geopolitical risks. Fifth, it evaluates the alignment of corporate actions with multi-stakeholder interests, ethical leadership, and societal expectations during crisis periods. Sixth, the research assesses cross-cultural management approaches within multinational enterprises adapting to

fragmented global markets. Seventh, it aims to synthesize the unique empirical experience of Ukrainian businesses operating under martial law to formulate best practices for global management. Finally, the study intends to outline actionable recommendations for corporate leaders seeking to transform organizational vulnerability into long-term strategic agility and competitive advantage.

Results, analysis, and discussion.

Organizational culture at the current stage of functioning of modern organizations is subject to significant influences and transformations. This is due to the adaptive response of its elements to changes in the external and internal environment. New social, economic trends and complications of the social paradigm of interaction between various institutions require further scientific research in the direction of monitoring exogenous influences and modeling appropriate management steps and processes of organizational culture changes.

Currently, the leaders of most companies understand the importance of developing organizational culture, but many of them cannot build an effective model for its formation. This is due, first of all, to the lack of understanding by management of the need for further development of organizational culture; the lack of personnel with digital skills and knowledge; the lack of customer orientation among managers; insufficient cohesion of the team to achieve the strategic goals of the company. Therefore, in modern business conditions, the problems of developing organizational culture of enterprises, taking into account their industry specifics, are becoming increasingly relevant. Successful transformation of Ukrainian business in the context of global challenges requires a systemic approach to the selection and implementation of management tools, a balance between innovation and stability, the development of competence and organizational culture, flexibility and adaptability to change, as well as a focus on



creating long-term value for all stakeholders. Such transformation will allow Ukrainian business not only to survive in difficult conditions, but also to create a reliable foundation for future sustainable development and increased competitiveness in the world market. At the same time, a critical factor in success is the organization's ability to learn and adapt faster than changes in the external environment.

It should be noted that the external environment, represented by macroeconomic trends, legislative norms, technological innovations and changing consumer preferences, creates the context in which an organization operates. Adaptation to these changes is a key factor in survival and development. Internal factors, such as: quality of management, corporate culture, innovation potential and efficiency of business processes, determine the internal stability of the organization and its ability to respond to external challenges. The combination of these factors forms the profile of the organization and affects its development trajectory. Analysis of internal and external factors allows you to identify potential risks and opportunities that arise at different stages of development. Thanks to this, management can take proactive measures in a timely manner aimed at optimizing business processes, increasing competitiveness and ensuring the long-term success of the enterprise.

Analysis of practical experience of enterprises functioning in conditions of extreme turbulence shows that the preservation of operational activity directly depends on the speed of transformation of intra-organizational processes. The study revealed that the physical destruction of

production facilities and the interruption of logistics chains force businesses to switch from long-term planning to a system of operational anti-crisis response. The key factor of stability is the decentralization of management functions, which provides autonomy to regional divisions and line teams to make instant decisions on the spot. The results of the analysis show that the implementation of flexible schedules, digital platforms for coordination and cross-functional interaction allows maintaining high productivity even in the event of power outages or personnel relocation. A special role is played by the reformatting of corporate values towards horizontal trust, mutual assistance and employee safety, which is the main factor in retaining human capital. Discussion of the obtained results confirms that attempts to apply directive pressure in conditions of crises only deepen disorganization and reduce the motivation of the team. Instead, stakeholder focus and ethical leadership create a solid foundation for rapid restructuring of logistics hubs and the search for new market niches. The experience acquired by domestic companies in adapting to extreme security risks forms a new model of anti-crisis management, which turns forced flexibility into a long-term competitive advantage in international business [3]. The process flow illustrates the step-by-step evolution (fig.1) from an initial external shock (extreme security risks) to the establishment of an advanced management system. Forced agility (organizational resilience) serves as the core transformational bridge, leveraging decentralization and corporate culture shifts to turn martial law challenges into strategic assets for international market expansion.



Figure 1 – Conceptual model of transforming security risks into competitive advantage

Source: compiled by the authors.

Further recovery and development of the industry require continued stimulation of development and production in the Defense Tech sector, support for industrial processing, modernization of capacities, and promotion of exports, primarily in non-raw material activities. In addition, during the implementation of these and other important initiatives, it is necessary to review and update the principles of the organizational culture of industrial policy, which should create an institutional basis for industrial development based on the introduction of mechanisms and tools for both adapting the manufacturing sector to changes and needs of wartime and accelerating structural shifts in the conditions of war and post-war recovery.

Since the beginning of the full-scale Russian invasion of Ukraine, the industry has suffered significant losses and destruction of assets, production, distribution, and logistics chains. According to the Rapid Assessment of Losses and Needs of Ukraine (RDNA4), total losses in the industry as of the end of 2025

amount to 18.7 billion USD. In total, since the beginning of the war, the assets of more than half a thousand large, medium-sized private and state-owned enterprises, as well as tens of thousands of small private enterprises, have been damaged or destroyed. [9]

Modernizing the organizational culture of industrial policy necessitates a fundamental shift from reactive crisis management toward proactive institutional stewardship. This transformation requires creating transparent, low-friction regulatory frameworks that dramatically accelerate the commercialization of dual-use technologies and Defense Tech innovations. By embedding agile governance principles into state institutions, decision-makers can shorten the feedback loop between battlefield feedback and military-industrial manufacturing. Furthermore, fostering public-private partnerships will prove crucial for attracting venture capital into advanced processing sectors, thereby moving the national economy away from raw-material

dependency. To support structural modernization, the updated organizational culture must prioritize the integration of digital tools and automated workflows across traditional manufacturing supply chains. Institutional support should also extend to international technology transfers, enabling domestic industrial enterprises to seamlessly align with NATO and European Union standards. Simultaneously, establishing specialized industrial parks with tax incentives will facilitate the relocation, consolidation, and scaling of high-tech production capacities. Human capital development must sit at the core of this policy shift, driving comprehensive reskilling programs that equip the workforce with advanced engineering and robotics competencies. Ultimately, aligning organizational principles with long-term export promotion strategies will allow domestic manufacturers to secure competitive positions in global value chains. This holistic institutional foundation will not only sustain the manufacturing sector through wartime pressures but also serve as the primary engine for resilient post-war economic reconstruction.

Conclusions. The conducted study demonstrates that the operation of enterprises amidst extreme geopolitical turbulence and martial law requires a fundamental restructuring of traditional crisis management concepts. A comparison of empirical data proves that traditional, rigid, and centralized management models are entirely incapable of responding to sudden external shocks of such magnitude. The research confirms that the key factor in ensuring business process continuity is the transformation of organizational culture toward the decentralization of authority and the enhancement of front-line team autonomy. Fostering a high level of horizontal trust and prioritizing human capital retention serve as a foundational institutional buffer that allows businesses to maintain operational capacity despite the physical

destruction of infrastructure and supply chain disruptions.

An analysis of the scale of domestic business destruction highlights the necessity of shifting from reactive adaptation to the strategic reform of industrial policy. Full-scale security risks, energy deficits, and forced facility relocation compel companies to seek new sources of resilience through the implementation of agile digital platforms and operational supply chain reconfiguration. A key finding of the study is that forced agility in times of crisis transforms from a temporary survival measure into a long-term strategic asset. Particular significance is attached to the development of the Defense Tech sector and high-tech manufacturing, which are becoming the locomotive not only of wartime adaptation but also of post-war economic recovery. Integrating ethical leadership principles and aligning with broader stakeholder demands enable enterprises to pivot manufacturing models toward high-value-added production.

Modernizing the institutional foundations of industrial policy must be grounded in stimulating innovation, streamlining regulatory procedures, and actively attracting investment into dual-use technologies. The capacity of domestic enterprises to rapidly reshape internal values and operational structures forms a unique model of organizational viability that expands contemporary international management theory. The practical experience of Ukrainian business proves that even under conditions of total uncertainty, organizational culture can serve as the primary driver for maintaining competitiveness. The acquired practical adaptation mechanisms create a solid foundation for integrating national manufacturers into global value chains as well as EU and NATO markets. Ultimately, the crisis management model developed under wartime conditions makes it possible to transform forced agility into a long-term competitive advantage in international business. The recommendations synthesized



in this study provide a strategic roadmap for corporate leaders seeking to ensure high antifragility in their organizations amid growing global risks.

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