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ANTI-CRISIS STRATEGY FOR THE DEVELOPMENT OF TRANSPORT ENTERPRISES IN THE CONTEXT OF MODERN ECONOMIC THEORIES

Summary. *Introduction. The full-scale invasion caused large-scale destruction of Ukraine's transport infrastructure and seriously disrupted logistics chains. This article explores how transport enterprises in the country adapted to such extreme conditions. Among the key trends identified are route diversification – notably through the EU-backed "Solidarity Lanes" initiative –, rapid restoration of damaged infrastructure accompanied by modernisation (for instance, switching to European track gauge), digitalisation of logistics operations, and international cooperation. These measures helped maintain operational flexibility and continuity of logistics despite active combat. At the same time, the war period has seen the emergence of foundations for sustainable development: companies are launching railway electrification projects, renewing their vehicle fleets, and integrating environmental standards. Several modern economic theories – institutional, evolutionary, resilience, behavioural economics, resource-based view, new institutional, complexity, Keynesian, public choice, and ecological economics – proved useful in explaining the strategies adopted. The results obtained indicate that the combination of immediate anti-crisis actions and long-term strategic planning in Ukraine's transport sector is a unique and decisive factor in adaptability. Future research prospects lie in developing quantitative models for the "green" transition of Ukraine's transport system, taking into account its postwar integration into the TransEuropean Transport Network (TENT) and climate neutrality goals.*

Purpose. The purpose of this work is to provide a theoretical and practical framework linking the wartime adaptation of Ukrainian transport companies to contemporary economic theories, thereby identifying strategic priorities for sustainable recovery and EU integration.

Materials and methods. The research is based on the analysis of scholarly publications, analytical reports from the OECD, the EIB, and the EU, and official strategic documents of Ukraine. Thematic case studies of leading companies (notably JSC "Ukrzaliznytsia") are also considered. The methods of system analysis, comparison, and generalization are employed to identify trends and innovations. Special attention is paid to content analysis of literature on resilience, digitalization, green logistics, and infrastructure adaptation. The methodology has enabled a comprehensive description of both immediate responses and long-term directions for the recovery and modernization of transport enterprises.

Results. The results show that Ukraine's transport sector's resilience is built on several interrelated components. These include operational flexibility through alternative routes: the "Solidarity Lanes" via Poland, Romania, and the Danube have partially compensated for the loss of Black Sea ports. Rapid infrastructure restoration has been accompanied by modernization – express repairs of roads and bridges, and the reconstruction of railway lines to European standards. Digital

tools (mobile applications, online tracking, e-customs) have enabled logistics to be maintained during the crisis. Thanks to international cooperation, over €1 billion in EU grants has been secured for the "Solidarity Lanes", and the vehicle fleet has been renewed. "Green" elements are also evident – railway electrification projects and pilot initiatives to reduce emissions. Thus, adaptation during the war is combined with longterm development plans. Modern economic theories – resilient networks, public funding, regulatory policy, technological innovations, and "green" synergy – explain the chosen strategies.

Prospects. The article demonstrates that Ukraine's transport sector responds to the crisis through simultaneous immediate response measures and strategic renewal. Future research prospects lie in formalising this experience, particularly in developing models for the "green" transition of the transport system after the war. This involves analysing the technical and economic efficiency of route electrification, the use of renewable energy in logistics, and integration into TENT in line with the EU's climate goals. An example is the assessment of railway corridors in terms of emission reduction and load capacity. Overall, such research will help optimize investments in infrastructure restoration and identify priorities in line with the criteria of a sustainable economy.

Key words: *anticrisis strategy, management, transport enterprise, resilience, digital transformation, efficiency, green logistics, infrastructure modernization, European integration, adaptation.*

Statement of the problem. The full-scale Russian invasion has inflicted unprecedented damage on Ukraine's transport infrastructure. Roadways, rail lines, and port facilities were repeatedly targeted, disrupting supply chains and isolating regions. In this extreme environment, the ability of transport enterprises to adapt rapidly and implement effective anti-crisis management became crucial not only for economic survival but also for national resilience. Resilience theory conceptualizes transport system stability as consisting of three attributes: shock absorption, adaptability, and recovery capacity [3]. Ukrainian carriers have had to embody all three simultaneously under fire. For example, coordination among governments and firms to establish alternative corridors is exactly the kind of institutional response that resilience theory predicts is necessary during wartime [3]. This article examines how modern economic frameworks — from institutional economics to ecological economics — shed light on the strategies adopted by Ukrainian transport companies during the crisis. We synthesize contemporary literature (2021–2026) on transport resilience, including OECD and EU reports, and link each theory to concrete strategic actions.

Russia's invasion left Ukraine with tens of thousands of kilometers of damaged roads and hundreds of destroyed bridges. Entire logistic routes (e.g. Black Sea ports) were blocked. The resulting supply crises threatened food and resource flows both for Ukraine and global markets. Maintaining any functional transport network under these conditions became a matter of national security and humanitarian necessity. Transport firms had to adapt on the fly: rerouting grain exports via rail and river, repairing bombed tracks, and establishing new border crossings in partnership with neighboring countries. However, academic understanding of transport enterprise strategies in such a war context remains limited. There is a critical need to systematize wartime experience of transport operators, identify the key adaptive strategies that ensured continuity, and conceptualize how these align with post-war recovery goals (EU integration, sustainability).

Analysis of recent sources and publications. Recent scholarship on transport under crisis conditions emphasizes resilience and digitalization. Lebedeva and Shkuropadska identify the three core resilience attributes mentioned above [3]. Kulieshova's 2025 study of Ukraine's grain logistics details adaptive strategies: it highlights diversification of export routes via rail, road, and Danube ports (Solidarity Lanes) and the creation of temporary storage as crisis responses [6]. A comparative analysis by Jacyna-Gołda *et al.* (2026) shows that EU transport firms generally outperform on environmental metrics, whereas Ukrainian firms demonstrate rapid innovation and crisis-driven adaptation under severe stress [7]. Other research underscores Ukraine's pre-war logistics challenges (LPI ranking, low tech adoption) and the necessity of aligning with EU standards in the recovery phase [8]. EU and World Bank reports on post-crisis reconstruction stress *green recovery* and *digital investments* as cornerstones of resilience. Notably, the EU's 2025 infrastructure plan for Ukraine funded the first 1435 mm rail line (Uzhhorod-Chop), marking a "historic step" in integration [2]. While this body of work covers many aspects of wartime transport, there is still a gap in enterprise-level strategic analysis that explicitly connects wartime adaptation with economic theory. Our article draws together these diverse threads and applies multiple modern theories to explain Ukrainian transport operators' strategies.

Materials and methods. This research synthesizes data from scholarly publications, OECD and EIB analytical reports, EU/Ukrainian government strategy documents, and case studies of key market players (particularly JSC "Ukrzaliznytsia"). We employ system, comparative, and content analysis to identify key trends and innovations. Specifically, we examined literature on resilience theory, digital logistics, green transport, and institutional frameworks. Case studies of logistics centers (Lviv, Odesa) and UZ management practices illustrate specific strategies like route diversification, modal flexibility, rapid repair protocols, and international cooperation initiatives. We integrated official statistics and media accounts with theories from transport economics

and crisis management. This multi-method approach allows a comprehensive understanding of immediate adaptive responses and longer-term strategic directions under war conditions.

The purpose of this article is to provide a theoretical and practical framework linking the wartime adaptation of Ukrainian transport companies to contemporary economic theories, thereby identifying strategic priorities for sustainable recovery and EU integration.

Presentation of the main research material. Ukrainian transport enterprises adopted multiple interconnected strategies to ensure continuity. First, they diversified and rerouted traffic. The EU-Ukraine Solidarity Lanes (initiated in May 2022) provided alternative export routes via Poland, Romania, and the Danube. By July 2023, these lanes had "unblocked about 40 million tonnes" of grain (over 50% of Ukraine's exports). They also carried all critical industrial exports and 100% of Ukraine's imports (as sea routes were closed). The Danube ports (Reni, Izmail) handled approximately 30–40% of grain shipments after Ukraine deepened channels and added storage to expand capacity. Road and rail routes to EU countries carried the rest, though issues like gauge mismatch and limited cross-border infrastructure caused delays and higher costs. In response, EU and Ukrainian authorities funded major projects: the European Commission mobilized €1 billion (2022–23) to build new border crossings, upgrade roads and rail lines, and improve logistics hubs along the routes. These measures reduced dependency on a single route. Long-term, planners consider new corridors via the Baltic and Adriatic ports to further diversify exports, despite higher costs, and continue deepening the Danube canals [1].

Second, rapid infrastructure repair and modernization have been crucial. Transport companies prioritized emergency restoration of key links, often working under fire. UZ reports that when tracks or bridges were destroyed, repair crews rebuilt single-track lines within days. Crucially, such repairs were coupled with upgrades. For example, in September 2025, Ukraine opened its first railway line built to the European 1435 mm gauge, between Uzhhorod and Chop. This 22 km segment (funded by the EU Connecting Europe Facility/EIB) directly links to Slovakia and Hungary, eliminating the need to change trains at the border. UZ officials note this "historic step towards EU integration" will increase freight volumes and aid reconstruction [2]. Ongoing projects apply similar principles: repairing a line by day and installing modern signaling or electrification by night. Despite wartime conditions, Ukraine has begun aligning key corridors with EU technical norms. Each rebuilt bridge or new cross-section thus improves resilience and standards, illustrating a "repair-and-rebuild-better" strategy [9].

Third, digital transformation and coordination were accelerated. Recognizing the potential of technology to bolster resilience, operators and the state expanded digital platforms. OECD notes digital tools "can help enhance resilience and support economic recovery in times of war" [4]. Ukraine pushed online customs clearance, e-ticketing where feasible, and telematics for fleet tracking. These systems kept vital information flowing when physical systems failed. Yet survey data show adoption is uneven: only approximately 15% of logistics SMEs have advanced management IT, and approximately 3% use blockchain for tracking, far below EU averages. This gap presents an opportunity: expert analyses call for massive investment in logistics IT and AI to improve coordination [8]. Even so, in 2022–24, we observed pragmatic digital solutions: mobile apps for route updates, satellite communications for control centers, and joint online dashboards linking UZ with border agencies. Such digital resilience is seen as a "backbone" of operations, enabling continuity even during power or network outages [9].

Fourth, leveraging resources and international cooperation. Ukrainian enterprises maximize scarce resources through partnerships and innovation. For example, UZ's negotiations with international partners yielded a deal for 55 new French-built locomotives to replace its 46-year-old fleet [10], ensuring future capacity. The company also collaborated with NGOs to convert passenger cars into mobile "invincibility stations" for civilians during blackouts [11]. On the state level, trade liberalization and policy support have been key. The EU waived tariffs and set up Solidarity Lanes, while Ukraine harmonized regulations (e.g., more flexible freight quotas). These institutional measures reflect insights from institutional economics: stable, adaptable rulemaking (treaties, tariffs, subsidies) is crucial in a crisis. EU integration funds (like TEN-T grants) are effectively Keynesian stimulus for transport: they channel public investment into both recovery and future growth [2]. Meanwhile, Ukrainian firms focus on their unique assets (resource-based view): e.g., Ukrzaliznytsia leverages its extensive rail network (85% of the country's freight network) as a strategic resource by shifting routes.

Modern economic theories offer insights into these strategies. Table 1 below summarizes how each theory informs anti-crisis management.

These perspectives complement one another. For example, institutional economics and public choice explain why EU-Ukraine policy coordination was crucial, while resilience theory directly supports the decentralization and redundancy seen in emergency route planning. Evolutionary economics and complexity theory both underpin the iterative innovations (logistic improvisations) that firms developed. The resource-based view and ecological economics emphasize the wise use of existing transport assets while steering towards a low-carbon future.

The priority policy and investment options identified in Ukraine, along with their indicative costs, are summarized in Table 2. The priorities have been assessed based on stakeholder consensus, categorized as High,

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Table 1

Economic theories and transport crisis response strategies

Theory	Strategic Implication in Transport Crisis
Institutional Economics	Stresses the role of rules, norms and governance. Implies that flexible regulation and public-private collaboration (e.g., trade liberalization, joint transport committees with the EU) help stabilize transport networks. Supports policies like temporary tariff waivers and coordinated route planning.
Evolutionary Economics	Focuses on innovation, selection, and adaptation. Suggests that firms evolve new routines under pressure (e.g., innovation of Solidarity Lanes routing). Encourages experimentation with logistics (multimodal combinations, digital platforms) and learning by doing. Companies continuously adapt their business models to war-driven changes.
Resilience Theory	Emphasizes shock absorption and recovery capacity. Implies investments in redundancy (multiple routes), flexibility (multi-modal transport), and rapid recovery processes. Supports strategies like stockpiling repair materials, diversifying suppliers, and continuous monitoring of stress points.
Behavioral Economics	Highlights cognitive biases and decision-making under stress. Suggests that leadership training and transparent communication are vital (to avoid panic or conservatism). Encourages iterative planning and feedback to counteract planning fallacy and loss aversion in crisis decisions.
Resource-Based View	Treats firm assets and capabilities as sources of competitive advantage. Implies leveraging unique assets (e.g., large locomotive fleet, geography of hub terminals). Encourages protecting and optimizing core resources (e.g., specialized rolling stock for repairs) to sustain operations.
New Institutional Economics	Focuses on transaction costs and institutional arrangements. Suggests reducing border/crossing delays and formalizing contracts (like transit agreements) to lower uncertainty. Emphasizes trustworthy enforcement (insurance, guarantees) to attract investment (e.g., for infrastructure).
Complexity Economics	Views the transport system as an adaptive network. Implies using network analysis to identify critical nodes and implementing emergent solutions (e.g., ad hoc logistics hubs). Encourages flexible, decentralized decision-making and the use of digital networks to coordinate across complex systems.
Keynesian / Neo-Keynesian	Justifies state intervention and spending to stabilize demand. Supports using public funds for emergency infrastructure (e.g., fixing bridges) as both relief and multiplier. Suggests that government investment in transport yields broad economic benefits during recovery.
Public Choice Theory	Examines political incentives and interest groups. Warns that policymakers may prioritize certain routes or firms based on political economy. Implies the need for transparency and oversight (e.g., EU oversight) to ensure resources address real transport needs, not just lobby interests.
Ecological Economics	Integrates environmental sustainability. Implies that reconstruction should aim to reduce the carbon footprint (e.g., electrified rail, modal shift to waterways). Encourages long-term planning of green logistics (renewable energy in transport, ecological criteria in infrastructure projects).

Source: compiled by the author on the basis of [3; 12; 13]

Table 2

Priority investment and policy measures for transport infrastructure resilience

Policy/Investment	Description	Priority	Cost Estimate
Solidarity Lanes infrastructure	Build new road and rail links to the EU (border crossings, ports)	High	High
Rail fleet modernization	Purchase modern locomotives and cars (e.g., Alstom deal)	High	High
Digital logistics platforms	Deploy tracking, scheduling, and e-Customs systems	High	Medium
Critical repair capacity	Pre-position materials/equipment for quick repair	High	Medium
Gauge standardization projects	Convert key lines to European gauge (e.g., L'viv corridor)	Medium	High
Rail electrification	Extend electric lines on major freight corridors	Medium	High
River and multimodal terminals	Upgrade Danube ports and intermodal hubs	High	Medium
Green energy for transport	Invest in renewables for rail and stations	Medium	Medium
Regulatory reforms	Streamline cross-border procedures, fuel pricing, and tariffs	High	Low
Public-private partnerships (PPP)	Encourage private investment with guarantees (ports, logistics)	Medium	Low/Medium

Source: compiled by the author on the basis of [12; 13]

Medium, or Low. Cost is described qualitatively: High refers to large infrastructure projects, Medium indicates significant investments, and Low applies to policies or software initiatives. These investments collectively align with the observed strategies: the highest-priority, high-cost items are core infrastructure and fleet renewal (reflecting resilience and Keynesian stimulus), while regulatory and digital upgrades are crucial with lower direct costs.

Conclusions and prospects for further research. The analysis shows that resilience in Ukraine's transport sector results from a combination of immediate crisis management and forward-looking modernisation. Enterprises maintained continuity by rerouting supply chains and repairing damaged infrastructure, while simultaneously laying the groundwork for post-war recovery through EU-aligned projects and sustainability measures. Modern economic theories help explain these strategies. For example, the development of alternative routes is consistent with resilience and evolutionary economics; the use of public funds follows Keynesian logic; and the planning of green corridors aligns with ecological economics.

Thus, the sector's response has two dimensions: addressing wartime disruptions and implementing strategic transformations. Even during active hostilities, Ukrainian companies have begun testing green logistics solutions and electrifying rail lines. As a result, essential cargo, such as grain, steel, and medical supplies, continues to move. A key priority for further research is quantitative modelling of Ukraine's green transport transition. Future studies should develop detailed scenarios for integrating the country into the Trans-European Transport Network (TEN-T) in line with climate targets, and assess the cost-benefit of investments such as rail electrification or solar-powered terminals. Policy analysis should also refine recommendations for effective public-private financing mechanisms in this post-conflict context. Overall, Ukrainian transport enterprises are not only overcoming the crisis but also evolving towards a resilient, modern economy.

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АНТИКРИЗОВА СТРАТЕГІЯ РОЗВИТКУ ТРАНСПОРТНИХ ПІДПРИЄМСТВ У КОНТЕКСТІ СУЧАСНИХ ЕКОНОМІЧНИХ ТЕОРІЙ

Анотація. *Вступ. Повномасштабне вторгнення спричинило масштабні руйнування транспортної інфраструктури України та серйозно порушило логістичні ланцюги. У статті досліджено, як транспортні підприємства країни змогли пристосуватися до таких екстремальних умов. Серед основних виявлених тенденцій – диверсифікація маршрутів (зокрема через підтриману ЄС ініціативу "Шляхів солідарності"), оперативне відновлення пошкодженої інфраструктури із одночасною модернізацією (наприклад, перехід на європейську ширину колії), цифровізація логістичних операцій та міжнародна співпраця. Такі заходи дали змогу зберегти операційну гнучкість і безперебійність логістики, попри воєнні виклики. Водночас у воєнний період вже закладається базис забезпечення сталого розвитку, зокрема, підприємства ініціюють проєкти електрифікації залізниць, оновлюють рухомий склад і впроваджують екологічні стандарти. Обрані стратегії сформовані та реалізуються на основі сучасних економічних теорій, таких як еволюційна, резилієнтності, поведінкової економіки, ресурсного підходу, нова інституціональна, теорія складних систем, теорія суспільного вибору та екологічна економіка та ін. Отримані результати свідчать, що поєднання невідкладних антикризових дій із довгостроковим стратегічним плануванням у транспортному секторі України є унікальним і визначальним чинником адаптивності. Перспективи подальших досліджень вбачаються у розробці кількісних моделей "зеленого" переходу транспортної системи України з урахуванням її післявоєнної інтеграції до Транс'європейської транспортної мережі (TEN-T) та цілей кліматичної нейтральності.*

Мета. Метою є обґрунтування теоретико-прикладної рамки, яка пов'язує воєнну адаптацію українських транспортних компаній із сучасними економічними теоріями і визначає стратегічні пріоритети для сталого відновлення та євроінтеграції сектору.

Матеріали та методи. Дослідження базується на аналізі наукових публікацій, аналітичних звітів ОЕСР, ЄІБ та ЄС, а також офіційних стратегічних документів України. Також враховано тематичні кейс-стаді провідних компаній (зокрема, АТ "Укрзалізниця"). Для визначення впливу економічних теорій на формування антикризових стратегій розвитку підприємства застосовано методи системного аналізу, порівняння й узагальнення, контент-аналізу, синтезу теоретичних підходів і класифікації. Окрему увагу приділено контент-аналізу літератури з питань стійкості, цифровізації, зеленої логістики та адаптації інфраструктури. Використана методологія дозволила досягти поставленої мети.

Результати. Отримані результати показують, що стійкість транспортного сектору України ґрунтується на кількох взаємопов'язаних складниках. Серед них слід відзначити операційну гнучкість завдяки альтернативним маршрутам "Шляхи солідарності" через Польщу, Румунію та Дунай, які частково компенсували втрату чорноморських портів. Швидке відновлення інфраструктури супроводжувалося модернізацією, зокрема експрес-ремонтами доріг і мостів, реконструкцією залізничних колій за європейськими стандартами.

Цифрові інструменти (мобільні застосунки, онлайн-моніторинг, електронна митниця) дали змогу підтримувати логістику в кризовий період. Завдяки міжнародному співробітництву вдалося залучити понад 1 млрд. євро грантів ЄС на "Шляхи солідарності" та оновити рухомий склад. Також простежуються "зелені" елементи, такі як проєкти електрифікації залізниць та пілотні ініціативи зі скорочення викидів. Отже, адаптація під час війни поєднується з довгостроковими планами розвитку. Сучасні економічні теорії, передусім концепція стійких мереж, державне фінансування, регуляторна політика, технологічні інновації та "зелена" синергія, дають змогу обґрунтувати обрані стратегії.

Перспективи. Визначено, що транспортний сектор України реагує на кризу, одночасно вдаючись до негайних заходів реагування та стратегічного оновлення. Подальші дослідження мають бути спрямовані на формалізацію цього досвіду, зокрема на розробку моделей "зеленого" переходу транспортної системи після війни. Це передбачає аналіз техніко-економічної ефективності електрифікації маршрутів, використання відновлюваної енергетики в логістиці, а також інтеграції до TEN-T відповідно до кліматичних цілей ЄС. Доцільно здійснити оцінку залізничних коридорів з позицій зменшення викидів та пропускної спроможності. Загалом такі дослідження допоможуть оптимізувати інвестиції у відновлення інфраструктури та визначити пріоритети відповідно до критеріїв сталої економіки.

Ключові слова: *антикризова стратегія, управління, транспортне підприємство, стійкість, цифрова трансформація, ефективність, зелена логістика, модернізація інфраструктури, євроінтеграція, адаптація.*