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Sokolov Anatoly

*Student of the third level of higher Education
State University of Trade and Economics
ORCID: 0009-0008-5143-7049*

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DEVELOPMENT TRENDS OF TRANSPORT ENTERPRISES IN CONDITIONS OF INSTABILITY

Summary. Introduction. The full-scale invasion has caused unprecedented destruction to Ukraine's transport infrastructure and jeopardized the country's logistical capacity. In these extreme conditions, the ability of enterprises in the sector to rapidly adapt, find unconventional solutions, and implement effective anti-crisis management became a determining factor not only for economic survival but also for national security and resilience.

The purpose of this article is to identify the main trends of the development of enterprises, as well as to identify key strategies of transport operators in Ukraine in response to war instability.

Materials and Methods. The research is based on a synthesis of data from scientific publications, analytical reports from international organizations (OECD, EIB), official government strategies, and case studies of key market players, particularly JSC "Ukrzaliznytsia". The methodological framework employs methods of system analysis, comparison, and generalization to identify key trends and innovations.

Results. This article has identified the main trends in the development of Ukrainian transport enterprises and the key strategies implemented by operators in response to war-induced instability. The findings demonstrate that resilience in the transport sector encompasses operational flexibility, rapid infrastructure restoration, modal diversification, and international cooperation. Ukrainian enterprises have effectively employed route diversification through "Solidarity Lanes", demonstrated exceptional repair capabilities, and leveraged digital tools to maintain logistics continuity under extreme conditions. The analysis confirms that wartime adaptation is inseparable from long-term recovery planning. Even amidst active hostilities, Ukrainian transport enterprises are laying the groundwork for sustainable development through pilot projects in urban electrification, infrastructure harmonization with EU standards, and integration of green principles into reconstruction frameworks. This dual focus represents a distinctive feature of Ukraine's transport sector response.

Further Research in this Area. Prospects for further research lie in the development of scientifically based models of a "green" transition for the transport system of Ukraine, considering its post-war integration into the Trans-European Transport Network (TEN-T) and achieving climate neutrality goals.

Key words: anticrisis management, transport enterprise, post-conflict recovery, resilience, green logistics, infrastructure adaptation, digital transformation, efficiency.

Statement of the problem. The full-scale military invasion of Ukraine has caused unprecedented destruction to the country's transport infrastructure, disrupting supply chains, blocking seaports, damaging railway networks and roads, and isolating entire regions. In these extreme conditions, ensuring the uninterrupted functioning of transport enterprises has become a matter of national security, economic survival, and humanitarian support. The ability of transport operators to



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adapt quickly to rapidly changing circumstances, implement effective anti-crisis management, and maintain logistics connectivity under constant threat has proven critical. However, the theoretical understanding of adaptive development mechanisms for transport enterprises in conditions of war remains insufficiently developed. There is a need to systematize the practical experience gained during the war, identify the key strategies that have ensured operational continuity, and conceptualize the directions for post-war recovery that align with European integration goals and sustainable development principles.

Analysis of recent sources and publications. Contemporary scholarly inquiry into transport enterprise development under crisis conditions increasingly focuses on resilience, digital transformation, and sustainable recovery. Lebedeva and Shkuropadska conceptualize transport resilience through three core attributes: shock absorption, adaptability, and recovery capacity [3]. Kulieshova documents adaptive strategies in Ukraine's grain logistics, emphasizing route diversification through "Solidarity Lanes" [2]. Cherniavskiy et al. argue that wartime destruction creates opportunities for technological leapfrogging in transport management [6]. Jacyna-Golda, Gavkalova, and Salwin provide a comparative analysis of EU and Ukrainian transport systems, finding that while EU carriers excel in environmental performance, Ukrainian firms demonstrate rapid innovation under pressure [4]. European integration aspects are examined through infrastructure studies (Zagreba [9]; Melnyk [12]), while environmental dimensions are addressed by Xu et al. [13] and Kyrychenko and Tanklevska [14]. The Build Ukraine Back Better coalition [1] offers comprehensive policy guidance for sustainable reconstruction. Despite this growing body of literature, systematic analysis of enterprise-level development trends integrating wartime adaptation with long-term recovery planning remains underdeveloped. This article synthesizes these diverse perspectives to identify key strategies of Ukrainian transport operators in response to war instability.

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Materials and methods. The research is based on a synthesis of data from scientific publications, analytical reports from international organizations (OECD, EIB), official government strategies, and case studies of key market players, particularly JSC "Ukrzaliznytsia". The methodological framework employs methods of system analysis, comparison, and generalization to identify key trends and innovations in the development of transport enterprises under wartime conditions. The study also utilizes content analysis of recent academic literature to examine concepts of resilience, digital transformation, green logistics, and infrastructure adaptation. The case study approach allows for in-depth examination of specific adaptive strategies implemented by Ukrainian transport operators, including route diversification, modal flexibility, rapid repair protocols, and international cooperation initiatives. The analysis integrates empirical data from official reports and media sources with theoretical frameworks from transport economics and crisis management literature. This multi-method approach enables a comprehensive understanding of both the immediate adaptive responses and the long-term strategic directions for sustainable recovery and European integration of Ukraine's transport enterprises.

Presentation of the main research material. The 2022 Russian invasion has disrupted every artery of Ukraine's economy, with the transport sector among the hardest hit. Major rail links, roads, ports, and airports have been damaged or blockaded, cutting off supply chains and isolating regions. Yet keeping people and goods moving for evacuations, humanitarian aid, and economic activity has been vital to national survival. In response, Ukrainian transport enterprises have implemented extraordinary crisis measures: rerouting freight via alternative corridors, decentralizing operations, and even improvising new logistical hubs far from danger [2; 3]. At the same time, the government and donors are already planning sustainable reconstruction, guided by EU integration goals and "build back better" principles [1].

This article surveys current scholarship and reports on how Ukrainian carriers and transit agencies have adapted operations during the war and what strategies are emerging for green, resilient recovery afterwards. The main focus is on thematic pillars identified in recent literature: resilience and crisis management (the capacity to withstand, adapt, and recover from shocks) [3], digital transformation (leveraging ICT to maintain continuity and efficiency) [2; 4], green logistics (minimizing carbon impact in rebuilding), and infrastructure adaptation (upgrading networks to EU standards). The case studies are included in the article, for example, the state railway "Ukrzaliznytsia" and urban bus/trolleybus projects, to show practical lessons learned.

Transport resilience generally refers to the ability of systems to withstand shocks, adapt to them, and recover afterward [3]. In Ukrainian transport literature, resilience is viewed as multidimensional: it entails shock absorption (e.g., maintaining uninterrupted operations during attacks), flexibility (finding alternative routes and delivery modes), and rapid recovery (repairing damage quickly) [3]. Lebedeva and Shkuropadska define three attributes of transport-logistics resilience as "the ability to withstand shock impacts, adaptability to shock impacts, and the ability to recover after shock impacts" [3]. They identify factors influencing this resilience, such as infrastructure quality, efficient border procedures, and competent logistics services [3]. In practice, crisis-management tactics in Ukraine have included stockpiling (now often avoided due to security risks), decentralizing storage, and establishing emergency "solidarity lanes" to EU markets [3; 5].

Even before the war, Ukraine had embraced e-government (e.g. the Diia platform) and was among Europe's leaders in IT talent. Scholars argue that war can act as a catalyst: destroyed infrastructure and urgent need for new solutions create a convergence ("leapfrogging") opportunity for rapid digitization [2; 8]. OECD analysts note that "digital technologies not only offer potential to enhance firm productivity, but they can also help enhance resilience and support recovery in times of war" [2]. During the invasion, many logistics companies and transit operators rapidly shifted to online coordination, GPS tracking, and electronic documentation to cope with border closures and fuel shortages [4; 8]. Digital tools also enabled remote work and e-commerce for some transport firms, reducing dependence on fragile physical networks [8]. However, these sources caution that uptake is uneven: Ukrainian small enterprises still lag larger firms in digital adoption [2].

Although the immediate focus is survival, analysts stress the need not to lose sight of long-term sustainability. For example, Ukraine is legally committed to EU climate goals (climate neutrality by 2050) and has pledged to align with the European Green Deal [1]. International initiatives argue that rebuilding efforts should adopt green principles, prioritizing energy efficiency, low-emission vehicles, and climate-smart infrastructure. Jacyna-Golda et al. (2026) compare EU and Ukrainian transport and find that EU carriers excel in environmental performance but note that Ukrainian firms have "potential for technological leapfrogging during reconstruction" toward greener systems [4]. Similarly, wartime "forced experimentation" (e.g., use of electric buses in Lviv, discussed in the media) can seed more systematic green policies later. Researchers also point out unintended emissions effects: for example, Black Sea shipping CO₂ emissions fell by ~18% as Ukrainian ports closed, underscoring how geopolitical shocks can alter carbon footprints and offering data for greener planning [13].

Some sources highlight the need to upgrade Ukraine's aging networks. A Build Ukraine Back Better report stresses that reconstruction should be a "meaningful leap forward" to a more sustainable, resilient system [1]. This includes harmonizing standards with the EU. For example, new EU-funded projects are converting Ukrainian rail to European gauge: a 22-km line at Uzhhorod/Chop with 1435-mm tracks was opened in 2025, reducing the need for transshipment at the border [5]. This and similar initiatives (e.g., planned gauge extensions to Lviv) illustrate "infrastructure adaptation" for interoperability [5]. Vision Zero NGOs report that many of Ukraine's ~28,500 bridges are overdue for renewal (half were built before 1964), so rebuilding offers a chance to adopt modern, green-aware standards [9]. Overall, the literature suggests that post-war transport policy will have to integrate EU climate and connectivity rules early, turning recovery into a green modernization push [1; 5].

Ukraine's transport operators have responded to war disruptions through a range of adaptive measures. The overarching goal has been to maintain basic connectivity for civilians, aid, and industry. Key strategies include route diversification, modal flexibility, rapid repair and redundancy, international support and cooperation, which is shown in the figure 1.

With Black Sea ports blockaded and some borders closed, freight has been rerouted via "Solidarity Lanes" to Poland and other neighbors [2; 5]. For example, grain exporters shifted to a mix of westbound rail, road, and river corridors [2]. The food sector reports using inland river ports and even trucks through Baltic states as stop-gaps. In general, business studies note the importance of having alternative transport corridors to spread risk [3; 5].

Rail, road, river, and air transport have each been adjusted dynamically. Railways took on an expanded role when air routes closed. Road carriers increased night runs to avoid attacks. In some river cities, barges have been repurposed for freight or evacuation. Enterprises have often shifted modal mix on short notice — e.g., moving cargo from damaged railway lines to trucks, or vice versa when roads are targeted. This flexibility exemplifies resilience attributes (above): it is an adaptive response to shocks [3].

Ukrainian rail and road crews have established emergency work routines. For instance, official reports highlight that after missile strikes, the railway resumes service with amazing speed — on average, tracks are repaired in 4 hours and trains resume that same day [10]. Where lines are severed, multimodal combos (e.g. train + bus) bridge the gap [10]. "Never again store all eggs in one basket" has become a rallying cry: rail yards avoid stockpiling goods and may spread warehouses to safer regions [11]. This redundancy and maintenance ethos embodies a "we'll keep moving no matter what" mindset crucial for crisis management.

Foreign aid has been re-focused on logistics. For example, the EU/EIB financed the standard-gauge Uzhhorod-Chop rail link to facilitate Ukraine-EU trade even during the war [5]. Governments have coordinated with Ukraine (and sometimes with each other) to open transit hubs. Private logistics firms have formed partnerships abroad to guarantee at least partial services. These efforts reflect the literature's emphasis on partnerships and alternative architectures as resilience measures [3].

Despite shelling and attacks, Ukrainian railways, often described as a "symbol of national resilience", continue to operate under peril [10]. These crews work around the clock: in one winter period, officials noted that despite nearly 300 attacks on rail assets, trains still ran daily, with track repairs finished within hours [10]. This corporate culture of continuous operation is itself a case of crisis management: Ukrzaliznytsia combines

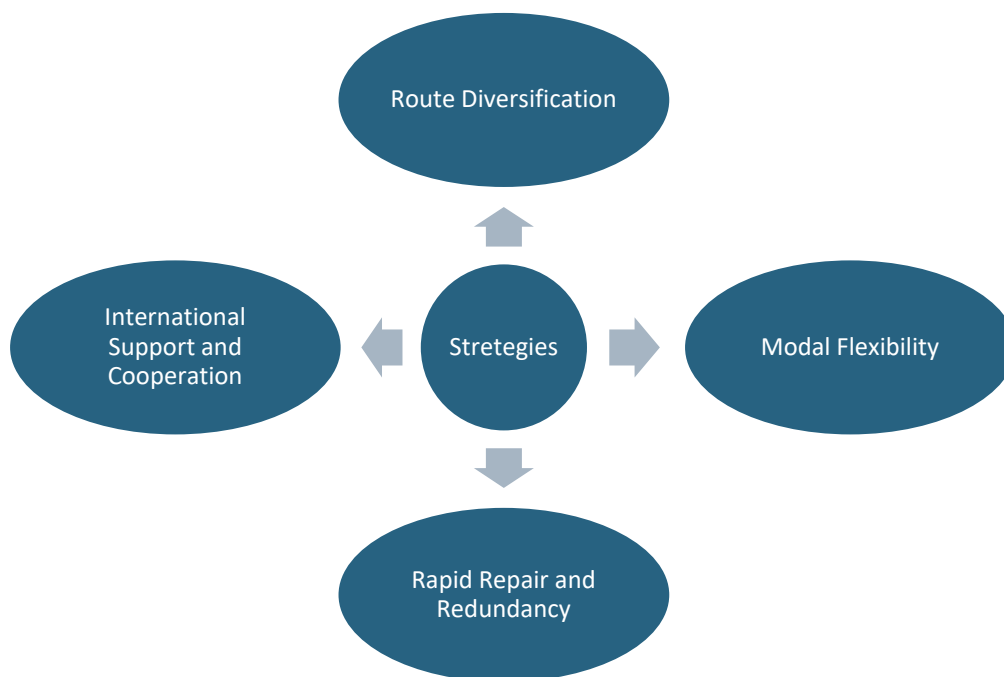


Fig. 1. Adaptive Strategies of Ukraine's Transport Operators in Response to War Disruptions

Source: formed based on [2; 3; 5; 10; 11]

regular route diversions, mobile repair teams, and backup transport (buses where needed) to ensure connectivity [10]. More broadly, such examples demonstrate that organizational resilience — especially in state-owned giants — has been crucial to the war effort [3; 4].

Looking ahead, analysts stress that adaptation during war must evolve into sustainable renewal in peace. While wartime improvisation was necessary, long-term resilience must be built into institutions. As Jacyna-Golda et al. define, institutional resilience is “the capacity of transport organisations and governing institutions to maintain functionality, adapt and recover under crisis or systemic stress,” which is especially pertinent to Ukraine's context [4]. Tanklevska & Posasheva (2025) emphasize that effective anti-crisis management relies not only on rapid reaction but on pre-established theoretical frameworks and preventive strategies that can be activated when needed [7]. This suggests formalizing crisis protocols, investing in workforce training, and maintaining redundancy even in peacetime. Ukraine's recovery plans (e.g. the “Build Back Better” Roadmap) explicitly endorse resilience as a core principle [1]. Planners are urged to enforce transparent logistics systems and monitoring to ensure effectiveness [3]. For example, wartime has taught the value of alternative route planning, and in reconstruction, this may translate to new rail corridors and backup links funded upfront.

The destruction offers a chance to rebuild transport infrastructure digitally. As one study notes, war creates a unique convergence: destroyed roads require reconstruction, and at the same time, Ukraine's high digital maturity and IT capacity allow “leapfrogging” implementation of advanced models [6]. In practice, this could mean adopting sophisticated traffic-management systems or blockchain-based supply-chain tracking in new logistics hubs. The OECD and Ukrainian authorities are already promoting SME digitalization as a resilience tool [2; 8]. In the transport context, examples include e-tickets, real-time GPS on freight wagons, and automated cargo clearance systems. Building these into the core of rail and bus networks will make them more robust. The comparative study by Jacyna-Golda et al. found that EU companies excel in digital integration, but Ukrainian firms showed rapid innovation under pressure [4]. Thus, the post-war phase is an opportunity to formalize and expand the wartime digital innovations (e.g. emergency dispatch apps, virtual control centers) so they benefit the peacetime economy as well.

Even amid a crisis, Ukraine has reaffirmed its climate commitments. Recovery frameworks underscore “green reconstruction”: integrating environmental safeguards into rebuilding [1]. For transport enterprises, this means prioritizing low-carbon vehicles and infrastructure from the start. The EIB's urban transport projects (e.g. in Ternopil and Lutsk) aim to shift fleets to electric buses and trolleys, reducing emissions [12]. However, as Kyrychenko & Tanklevska (2025) highlight, the successful adoption of such green technologies in logistics is contingent on robust risk management. Their analysis of the organic food retail sector identifies critical risks, including supply instability, regulatory constraints, and packaging disposal challenges, that are equally pertinent to transport enterprises seeking to integrate sustainable practices during recovery [14].

Despite setbacks, such projects reveal a push for sustainable mobility underpinned by international aid. On a strategic level, authorities plan to align transport infrastructure with EU clean-energy targets: for instance, new highways or bridges will follow "Eco-design" standards, and reconstruction of damaged stations will include solar power or efficient HVAC. The literature notes that war-induced modal shifts can lower emissions (as with reduced shipping in the Black Sea), so planners see a window to further embed energy savings (e.g., optimizing freight routes, supporting rail over truck where feasible). The aim is to turn the destruction into a catalyst for decarbonization, aligning with Ukraine's climate-neutrality law [1].

Transport recovery is inseparable from Ukraine's EU accession road. Both NGOs and research emphasize harmonizing technical norms with Europe [1; 5]. The newly opened European-gauge rail line illustrates this shift: by adopting the 1435 mm standard and modern signalling, Ukraine directly plugged a section of its network into the EU's TEN-T corridor [5]. Similarly, many roads and bridges will be rebuilt to EU design and safety codes. Aligning customs and digital paperwork with EU norms is likewise part of "infrastructure adaptation," facilitating international trade. This integration push ensures that post-war growth is not a return to Soviet-era practices but a transition to open, interoperable transport systems, as envisioned in the national recovery roadmap [1; 5].

To illustrate practical recovery paths, the Build Ukraine Back Better coalition (over 40 NGOs and think tanks) has outlined principles of sustainable rebuilding: "cross-cutting integration of environmental and climate approaches," community-centered planning, green economy development, and transparent use of funds [1]. These guidelines underscore that transport projects (e.g., rebuilding a rail line) should be selected and executed with strict environmental standards and public oversight. The emphasis on a "meaningful leap forward" rather than status quo restoration means that transport enterprises should plan upgrades now (electrification, fuel efficiency) rather than wait until peace [1].

Conclusions and prospects for further research. This article has identified the main trends in the development of Ukrainian transport enterprises and the key strategies implemented by operators in response to war-induced instability. The findings demonstrate that resilience in the transport sector encompasses operational flexibility, rapid infrastructure restoration, modal diversification, and international cooperation. Ukrainian enterprises have effectively employed route diversification through "Solidarity Lanes," demonstrated exceptional repair capabilities, and leveraged digital tools to maintain logistics continuity under extreme conditions.

The analysis confirms that wartime adaptation is inseparable from long-term recovery planning. Even amidst active hostilities, Ukrainian transport enterprises are laying the groundwork for sustainable development through pilot projects in urban electrification, infrastructure harmonization with EU standards, and integration of green principles into reconstruction frameworks. This dual focus represents a distinctive feature of Ukraine's transport sector response.

Prospects for further research include an in-depth study of institutional resilience mechanisms within transport enterprises and the development of scientifically grounded models for the "green transition" of Ukraine's transport system, considering its post-war integration into the Trans-European Transport Network (TEN-T). Future investigations should also explore the long-term impact of wartime digital innovations on sectoral efficiency and analyze recovery trajectories across different transport modes.

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Соколов Анатолій Валерійович
*здобувач третього (освітньо-наукового)
рівня вищої освіти
Державного торговельно-економічного
університету*

ТЕНДЕНЦІЇ РОЗВИТКУ ТРАНСПОРТНИХ ПІДПРИЄМСТВ В УМОВАХ НЕСТАБІЛЬНОСТІ

Анотація. Вступ. Повномасштабне вторгнення спричинило безпрецедентні руйнування транспортної інфраструктури України та поставило під загрозу логістичну спроможність країни. В цих екстремальних умовах здатність підприємств галузі до швидкої адаптації, пошуку нестандартних рішень та ефективного антикризового управління стала визначальним фактором не лише економічного виживання, а й національної безпеки та стійкості.

Мета. Метою статті є визначити основні тенденції розвитку підприємств, а також виявлення ключових стратегій транспортних операторів України у відповідь на воєнну нестабільність.

Матеріали і методи. Дослідження ґрунтується на синтезі даних з наукових публікацій, аналітичних звітів міжнародних організацій (ОЕСР, ЄІБ), офіційних урядових стратегій та тематичних досліджень діяльності ключових гравців ринку, зокрема АТ «Укрзалізниця». Методологічною основою слугували методи системного аналізу, порівняння та узагальнення для виокремлення ключових тенденцій та інновацій.

Результати. У статті визначено основні тенденції розвитку українських транспортних підприємств та ключові стратегії, що впроваджуються операторами у відповідь на нестабільність, спричинену війною. Результати дослідження показують, що стійкість транспортного сектору охоплює операційну гнучкість, швидке відновлення інфраструктури, диверсифікацію видів транспорту та міжнародну співпрацю. Українські підприємства ефективно застосували диверсифікацію маршрутів через «Solidarity Lanes», продемонстрували виняткові ремонтні можливості та використовували цифрові інструменти для підтримки безперервності логістики в екстремальних умовах. Аналіз підтверджує, що адаптація до воєнного часу невіддільна від довгострокового планування відновлення. Навіть посеред активних бойових дій українські транспортні підприємства закладають основу для сталого розвитку через пілотні проекти з електрифікації міст, гармонізації інфраструктури зі стандартами ЄС та інтеграції «зелених» принципів у рамки реконструкції. Цей подвійний фокус є відмінною рисою реагування транспортного сектору України.

Перспективи. Перспективи подальших досліджень полягають у розробці науково обґрунтованих моделей «зеленого» переходу для транспортної системи України з урахуванням її післявоєнної інтеграції до Транс'європейської транспортної мережі (TEN-T) та досягнення цілей кліматичної нейтральності.

Ключові слова: антикризове управління, транспортне підприємство, постконфліктне відновлення, стійкість, зелена логістика, адаптація інфраструктури, цифрова трансформація, ефективність.