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**THE MECHANISM OF MANAGING CHANGES
IN CONSUMER MARKET OF UKRAINE CAUSED BY THE WAR
(ON EXAMPLE ACTIVITIES OF SE "ADIDAS-UKRAINE")**

**МЕХАНІЗМ УПРАВЛІННЯ ЗМІНАМИ
НА СПОЖИВЧОМУ РИНКУ УКРАЇНИ, ВИКЛИКАНИМИ ВІЙНОЮ
(НА ПРИКЛАДІ ДІЯЛЬНОСТІ ДП «АДІДАС-УКРАЇНА»)**

Summary. The war introduced global changes in the functioning of the private sector of the economy, including the primary crisis of the management of private enterprises of Ukraine was the unwillingness to accept global challenges related to the decrease in consumer demand, the need for charitable activities, the destruction of the fixed assets of enterprises and organizations, the fear of losing income, property and own life and health. Businesses faced a choice: continue to work, despite the risks, but wanting to help the state and subordinates by paying wages and tax burden, freeze their own economic activity, close the business. SE "ADIDAS-UKRAINE" chose the second model of behavior, and accordingly, immediately after the start of a full-scale invasion of Ukraine, all wholesale and retail trade establishments were closed, and accordingly, at the end of the year (2022), the company suffered a loss. Therefore, the creation of an effective organizational and economic mechanism for managing the changes caused by the war is very important. Tasks of an organizational and economic nature are social and economic, the first group includes: creation of decent working conditions – will guarantee the involvement of a large number of Ukrainian citizens to work in a company with world recognition; restoration of affected areas of cities and regions – opening of new, reconstruction of old, destroyed shops will contribute to the return of life to previously occupied or mutilated territories; promotion of a healthy lifestyle – thanks to the mass promotion of sports in the war and post-war period, it is possible to avoid depressive states and moods in society; ukrainization – tailoring clothes with national symbols will remind of the identity and uniqueness of the Ukrainian people in Ukraine and abroad; charitable activities – auctions, exhibitions, sales, concern funds, the proceeds of which will be directed to the needs of the army, will contribute to a quick victory over evil. The same economic and economic tasks include: increasing tax revenues – increasing the production and economic capacities of large enterprises directly proportionally affects the amount of revenues to the state treasury; saturation of the consumer market with high-quality goods and services – through the effective functioning of a trading enterprise; increase of jobs and paying citizens – due to the expansion of production to open new points of sale of sports clothes and shoes; increasing demand – by creating loyalty systems, flexible pricing policy.

Keywords: economy, corporate finance, change management, Adidas-Ukraine, development mechanism.

Анотація. Війна внесла глобальні зміни у функціонування приватного сектору економіки, у тому числі, першочерговою кризою менеджменту приватних підприємств України стала неготовність прийняття глобальних викликів, що стосувались зменшенням споживчого попиту, необхідністю благодійної діяльності, руйнуванням основних засобів підприємств та організацій, страхом втратити дохід, майно та власне життя і здоров'я. Підприємства стали перед вибором: продовжувати працювати, незважаючи на ризики, але бажаючи допомагати державі та підлеглим виплатою заробітної плати та податкового навантаження, заморозити власну економіко-господарську діяльність, закрити бізнес. ДП «АДІДАС-УКРАЇНА» вибрало другу модель поведінки, і відповідно одразу після початку повномасштабного вторгнення в Україну було закрито усі заклади оптової та роздрібної торгівлі і відповідно у підсумку року (2022) компанія одержала збиток.

Тому створення ефективного організаційно-економічного механізму управління змінами викликаними війною є дуже важливим. Завданнями організаційно-економічного характеру є соціальні та господарсько-економічні, до першої групи відносяться: створення достойних умов праці – гарантуватиме залучення великої кількості громадян України до праці в компанії із світовим визнанням; відновлення постраждалих районів міст, регіонів – відкриття нових, реконструкція старих, зруйнованих магазинів сприятиме поверненню життя на окуповані чи понівечені раніше території; пропагування здорового способу життя – завдяки масовій пропаганді заняття спортом у воєнний та післявоєнний період можна уникнути депресивних станів та настроїв у суспільстві; українізація – пошиття одягу з національною символікою нагадуватиме про самобутність та унікальність українського народу в Україні та за її межами; благодійна діяльність – аукціони, виставки, розпродажі, фонди концерну, кошти виручені з яких будуть спрямовані на потреби армії сприятимуть швидкій перемозі над злом. До економіко-господарських ж завдань відносимо: збільшення податкових доходів – нарощення виробничо-економічних потужностей великих підприємств прямо пропорційно впливає на обсяг доходів у державну казну; насичення споживчого ринку якісними товарами та послугами – шляхом ефективного функціонування торговельного підприємства; збільшення робочих місць та платоспроможних громадян – через розширення виробництва на відкриття нових точок збуту спортивного одягу та взуття; нарощення попиту – шляхом створення систем лояльності, гнучкої цінової політики.

Ключові слова: економіка, фінанси підприємств, управління змінами, Адідас-Україна, механізм розвитку.

Problem statement. In order to increase the volumes of the Ukrainian national economy and optimize the solvent demand of the population of Ukraine, it is necessary to put into effect the organizational and economic mechanism of managing the changes of ADIDAS-UKRAINE state enterprise caused by the war. This will allow to optimize the income of the enterprise and increase the tax revenues of the state.

Analysis of recent research and publications. Many Ukrainian and foreign theoreticians, among them Shubin O.O. [2], Anisimova L. [3], Voronkov D.K. [4], Gaidei O.O. [1], Guseva O.Yu. [5], Priymak N.S. [6], Silkina Yu.O. [7] and others. It is necessary to single out the statement of L. Belanger, who notes that changes are a transition from the current state to a desired one, when the current state is considered unacceptable, and the desired one is adequate and expected by stakeholders [8].

The purpose of the article. The main goal of the article is to create a modernized management mechanism – to achieve all previously set goals of the company, with obtaining the highest possible level of profit, regardless of the escalation of the military conflict in Ukraine.

Summary of the main research material. As of the beginning of 2022 (before the full-scale Russian invasion), the number of chain stores in Ukraine was 45, and the company's online store was also opened in 2021. The turnover of Adidas Ukraine in 2021 was UAH 1.55 billion, the net profit was UAH 96 million. After the start of the full-scale invasion, the company closed all its stores in Ukraine, and a partial resumption of operations began in the summer (2022). As a result, in 2022 Adidas Ukraine's turnover decreased to UAH 602 million, its net loss was UAH 84 million [9]. Therefore, the management of the enterprise during the military operations became relevant for ADIDAS-UKRAINE SE in 2023, and the results became stunning, as they almost reached pre-war figures. However, we are convinced that there are

a number of problems of the enterprise during the war that cannot be solved today, their list and methods of solution in the table. 1.

Based on all the information described above, we consider it necessary to formulate the problems caused by the war in Ukraine and ways to solve them, by involving the SE "ADIDAS-UKRAINE", listed in the Table 2.

The fact that Adidas is suspending retail and e-commerce in Russia is quite pragmatic. However, we are convinced that the blood trade must stop, and unfortunately simple requests and persuasions do not work. The investigated enterprise is not the only one in Ukraine that continues its closed (shadow) activities on the territory of Russia. And, if their activities continue, society and the authorities of our country will need to: create a precedent of blocking the activity of a well-known brand by Ukraine and its allies; refusal to provide the opportunity to work on the territory of Ukraine; promoting the creation of a negative image of concerns; creation of a domestic analogue of goods and services. A positive moment in the activities of the Adidas concern was that, despite the possibility of receiving global income and marketing gains, the company broke off official relations with Russian football.

An important aspect of the development of the consumer market of Ukraine, thanks to the effective actions of SE "ADIDAS-UKRAINE", could be charity auctions, the purpose of which would be to collect funds for weapons, ammunition or the rehabilitation of the Ukrainian military, and the advantages for the company's management would be the following privileges:

- Publicity in mass media;
- Promotion of the brand among Ukrainians in Ukraine and the world;
- Ability to find new sales markets for finished products;
- Increasing the loyalty of customers and employees of the corporation;

Table 1 – The list of problems of the functioning of SE "ADIDAS-UKRAINE" during the active stage of the war

The problem	The method of its solution
Decrease in solvent demand	The solution to this problem is to increase the loyalty of the management to the citizens of Ukraine, namely the development of special offers with a reduced cost, but without losing quality characteristics.
An increase in the number of fakes	Producing higher quality products at affordable prices with distinctive, changeable logos.
Infrequent update of the assortment	Creation of a new collection of clothes and shoes dedicated to the struggle of Ukrainians for independence, using military chevrons and the names of hero cities of Ukraine.
Closure of establishments in the occupied and front-line territories	The solution to this problem lies in the opening of new stores and today safer territories, because as a result of military migration, the population and solvent demand in the western and central regions of Ukraine have changed significantly.
No global sales	Frequent sales will increase the number of regular customers and increase the assortment
Personnel saturation	Opening new vacancies, the possibility of studying abroad, providing scholarships for successful studies and internships
Stagnation of management of the organization	Opening of a vacancy for an anti-crisis manager.

Source: compiled by the authors

Table 2 – A list of problems caused by the war and ways to solve them, by involving ADIDAS-UKRAINE

Problem	The method of its solution
Decrease in the volume of production of goods and services on the consumer market of Ukraine	The creation of new collections and the realization of previous ones will guarantee the filling of the domestic consumer market of the state.
Decrease in solvent demand	Optimization of the pricing policy, with the aim of creating a flexible pricing policy for the concern's goods and services.
Migration, outflow of the working population	The opening of new stores and the reconstruction of destroyed ones will attract more employees, thereby guaranteeing a stable income and a secure future.
Reduction of tax revenues	The concern works transparently, and pays tax payments in full, so the increase in production will lead to an increase in tax revenues.
Development of the "Ukraine" brand	Creation of collections in the colors of the Ukrainian flag, using national symbols.
Rehabilitation of military personnel	Tailoring comfortable clothing for wounded soldiers will facilitate faster rehabilitation and adaptation.
Aid to war victims	Creation of a charitable fund to help displaced persons and families of military personnel.

Source: compiled by the authors

- Acquisition of new experience for human resource workers;
- Introducing new products, collections to the market;
- Testing conflicting ideas on real customers;
- The prospect of obtaining new customers;
- A big marketing hit.

In order to increase the volumes of the Ukrainian national economy and optimize the solvent demand of the population of Ukraine, it is necessary to put into effect the organizational and economic mechanism of managing the changes of ADIDAS-UKRAINE state enterprise caused by the war.

The list of functions of the organizational and economic mechanism for managing the changes of SE "ADIDAS-UKRAINE" caused by the war includes:

economic, fiscal, informative, organizational, human rights, ethical and cultural and stimulating (Figure 1).

Conclusions. The list of levers of the organizational and economic mechanism for managing changes at the investigated enterprise caused by the war includes: pricing, because the price is the main indicator of the availability of a product or service and its value should correspond to the specified quality and the purchasing power of the population. Also, sanctions and subsidies are important levers, the first lever is used in the case of the enterprise's cooperation with the Russian consumer market of goods and services, and the second in the case of cooperation with the defense industry. The list of levers of influence also includes moral conviction, since it is this factor that convinces international concerns to stop cooperating

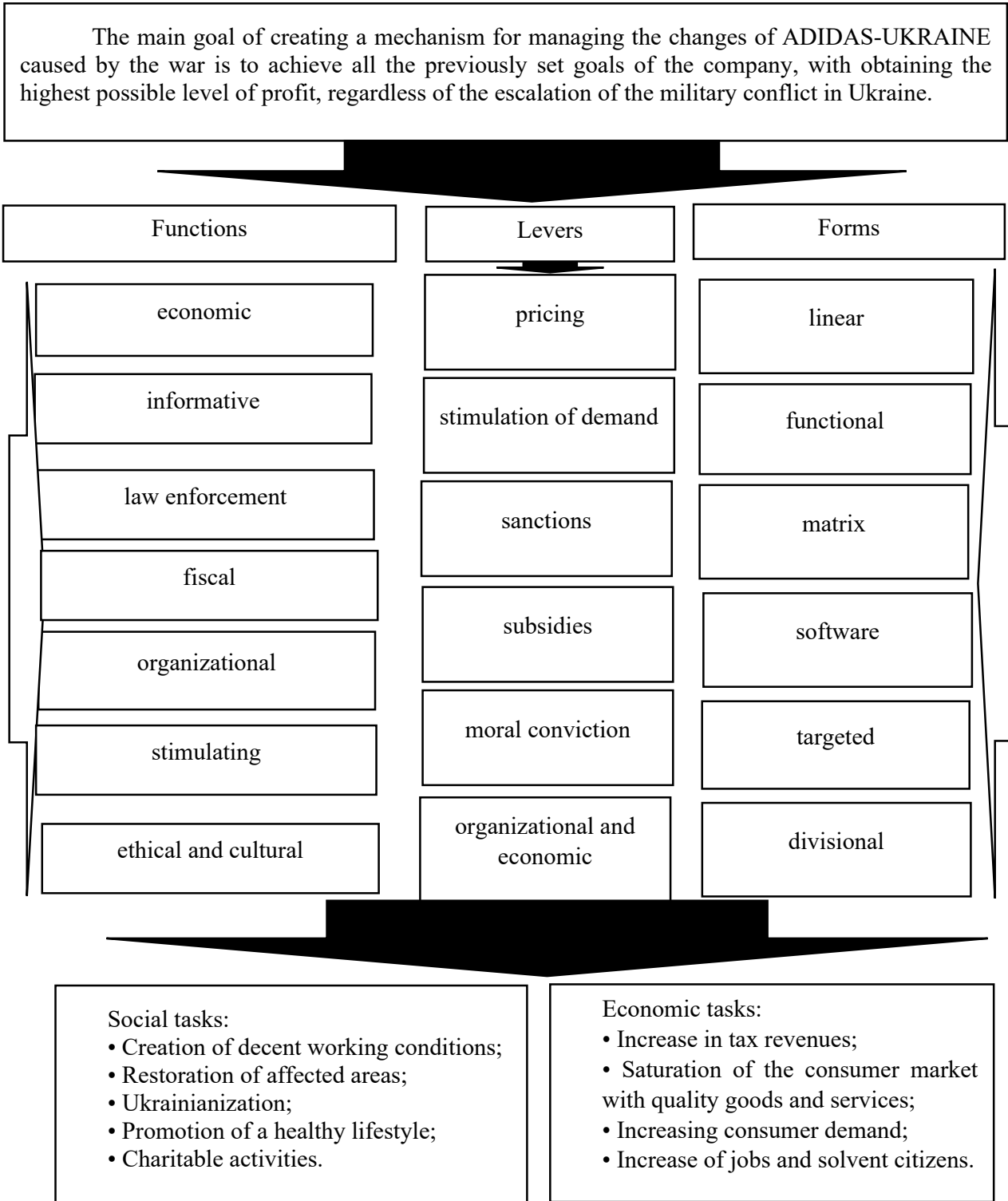


Figure 1 – Organizational and economic mechanism of management of changes at SE "ADIDAS-UKRAINE" caused by the war

Source: compiled by the authors

with Russia, and instead to help the Ukrainian people in various ways. The form of formation of an organizational and economic mechanism - stimulation of demand includes the provision of discounts and promotional offers of SE "ADIDAS-UKRAINE".

The forms of the change management mechanism at the investigated enterprise, caused by the war, are divided depending on the need and level of application into linear, functional, target, program, matrix and divisional.

So, when an enterprise is faced with a global external force majeure, it has a choice to work and bring income to the state, providing the population with jobs and products and services, or to retreat and pause production activities in a specific country. SE "ADIDAS-UKRAINE" ceased to function at the beginning of the full-scale invasion of Ukraine and, as a result, at the end of 2022, the concern suffered a loss.

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