

## **WORK ORGANIZATION OF IT COMPANIES OF UKRAINE IN THE CONDITIONS OF WAR IN 2022**

Starting from February 24, 2022, IT companies of Ukraine faced many challenges due to the attack of the Russian Federation on Ukraine. Conventionally, the companies were divided into two types: those that receive profits from Ukrainian customers and those that sell services abroad, most often to the countries of the European Union. The first category was the least fortunate, as the country's economy suffered greatly from the first days of the war. Estimates of GDP losses from the war in 2022 alone range from 35% to 50% of GDP. According to optimistic forecasts, Ukraine will be able to reach the pre-war level of GDP no earlier than in 2032 [1]. Nevertheless, most IT companies continued their operation; some even improved the results of their work. Despite this, it is necessary to be careful with the forecasts of further active growth due to the economic problems of the countries of the European Union and the world. GDP in Europe is expected to contract by more than 1 percent in 2022 compared to the forecast at the beginning of 2022. The war will also add about 2% to global inflation in 2022 and 1% in 2023 compared to the NIESR inflation forecast at the start of 2022 [2]. Growth in world economies and real gross domestic product is expected to decline.

In order for IT companies to continue to be able to maintain their vital activities, it is necessary to follow the recommendations. They include the updating of key points in the company's activities (clients, products, goals, suppliers, etc); review of business processes requirements for output and input data; development or change of business processes descriptions, which should be more or less detailed depending on the level of the process, its technological variability and the level of uncertainty of the environment; identification of the most problematic business processes affected by the war; revision of business rules related to changes in business processes; a more meticulous selection of target countries for the supply of their products [3].

The current situation in Ukraine has fundamentally changed the priorities of market participants: IT companies, company employees and customers. All of them will have to find compromises in their relationships. However, the key need is to ensure the working conditions of employees. Namely, provision of the most necessary: electricity and a stable Internet connection. The modern level of technology offers many solutions: energy storage, charging stations, generators, mobile Internet, satellite communication systems, etc. Another no less important point is the care of mental health, access to social services. And, therefore, the need for the work of psychologists and personal coaches is growing sharply.

For IT companies, the main priorities have become retention of customers and employees, implementation of projects on time. Therefore, they will have to make concessions to clients, argue for the possibility of doing the work, consider risks in more detail, and support employees in every possible way. For customers, the risks of receiving their orders late or not receiving them at all are increasing. In the worst situation, clients from Ukraine - their financial capabilities in most cases have sharply decreased, and prices for services have probably increased. It will be important for them to negotiate with contractors, make concessions regarding the terms of work, minimize costs, and therefore reduce the volume of the order. Foreign customers are in better conditions, but can also depend on performers. They need to take into account the increased risks, understand the inconvenience caused by the situation.

Another characteristic feature of the IT field is the possibility to work remotely. It became especially popular after the start of the COVID-19 pandemic [4]. This made it possible to disperse the company's resources geographically, and therefore to reduce the risks of the influence of negative factors - some part of employees migrated outside the country or to safe regions.

In summary, despite the difficult conditions for IT companies in the wartime of 2022, there are many tools and opportunities to minimize risks and organize work processes. In addition, the right choice of key sales markets for digital products will ensure stable, although not rapid, growth. Nevertheless, the picture of relations between market participants, namely IT companies, company clients and employees, will definitely not be the same as before. All of them should accept this as a given and learn to live in new conditions.

### **References**

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