

Business Scaling Strategies in the Wartime: Qualitative Research for Ukrainian Corporations*

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* Presented at the 46th IBIMA International Conference, 26-27 November 2025, Ronda, Spain

Abstract

The process of business scaling during wartime is a unique phenomenon that directly relates to the migration and relocation of enterprises, both within the country and abroad. Unlike traditional scaling models, which are typically based on expansion strategies and growth in response to market demands, scaling in wartime occurs as a reaction to urgent consumer needs and is driven by anti-crisis management measures. The study of these processes, particularly in the field of postal services, is essential for understanding the opportunities and risks associated with business operations in extreme conditions. The main objective of this article is to analyze the scaling processes of Ukrainian postal services during the full-scale war, with a focus on the expansion of domestic companies into European markets. The article highlights how Ukrainian corporations, specifically 'Nova Post', adapted their operations to ensure continued service during wartime, using business scaling as a strategic tool. Special attention is given to the impact of the war on both the relocation of enterprises and the entrance into new, foreign markets, emphasizing the challenges faced and strategies employed. The research methodology involves a comprehensive analysis based on primary data collected through interviews with the management of Nova Post branches in Ukraine and Europe. The study is complemented by secondary data, including industry reports and academic literature, to provide a thorough examination of scaling strategies in crisis situations. Qualitative interviews with managers from Nova Post provided valuable insights into the operational challenges and successful strategies used to overcome them during wartime. The findings suggest that business scaling during the war in Ukraine was not only a response to immediate crisis conditions but also a forward-looking strategy for long-term growth and market expansion. Nova Post's entry into European markets, facilitated by the relocation of Ukrainian citizens abroad, played a crucial role in maintaining business continuity and meeting the increased demand for international postal services. The analysis also shows that scaling in wartime serves as both an anti-crisis measure and a tool for stabilizing the economic and social infrastructure.

Keywords: business scaling, scaling strategies, entering foreign markets, anti-crisis management, migration processes.

Introduction

The onset of Russia's aggression has forced Ukrainian businesses to adapt and innovate within a rapidly shifting geopolitical landscape. As the second-largest country in Europe, Ukraine holds a significant position east of the Eurozone, with its territory constituting 5.4 percent of Europe's total area and its population 5.5 percent. The modern Russian-Ukrainian war, which began in April 2014 with the temporary occupation of 7 percent of Ukrainian territory, escalated dramatically with the full-scale invasion in February 2022. As of August 2024, 18.12 percent (109,417 thousand sq km) of Ukraine's territory is under occupation (DeepStateMap, 2024). The realities of today's Ukrainian society are living and working with constant air raids, shelling, and blackouts. This war has profoundly impacted business operations, primarily through restricted access to territories and extensive damage to infrastructure and assets.

The challenges faced by Ukrainian corporations during the full-scale invasion have been a pivotal moment and a key indicator of business resilience. Many enterprises were forced to cease operations due to the destruction of assets and a lack of preparedness for sudden crisis measures. The presence of anti-crisis plans, swift response to changes, and the ability to make flexible and adaptive decisions allowed some domestic companies to maintain a certain level of operational activity during the onset of the full-scale invasion. These companies managed to organize internal and external relocation processes, engage in volunteer activities, and scale their operations.

One of the most significant challenges for Ukrainian enterprises has been maintaining their operations during active combat and substantial infrastructure destruction. In such conditions, companies sought new ways to ensure uninterrupted work. Relocation and business scaling, particularly in the digital and postal services sector, became a key tools. The example of Nova Post is illustrative. Nova Post, a long-standing leader in the Ukrainian postal services market, faced the need for rapid adaptation and expansion beyond the country's borders. Scaling international branches was not only a response to the war's challenges but also a strategy for long-term growth. Since April 2022, the company has actively opened branches in European countries like Poland, Lithuania, Germany, and others.

One of the main reasons for this expansion was the significant migration of Ukrainians to European countries. According to the Centre for Economic Strategy (Centre for Economic Strategy 2024), as of 2024, 4.9 million Ukrainians are living abroad because of the war. The overwhelming majority of refugees are women (the largest share is women aged 35-44 - 13%) and children. "Nova Post" addressed the need for fast and reliable cargo delivery between Ukraine and Europe, thus supporting not only business but also social stability by maintaining communication among citizens separated by the war.

The phenomenon of scaling Ukrainian businesses to European markets in the new realities of full-scale war deserves detailed study as a striking example of effective crisis management, prevention, and risk minimization during force majeure events. This article aims to investigate the processes of business scaling in the digital and postal services sector of Ukrainian economics, with a particular focus on entering European markets. Based on practical examples, an analysis of the potential of scaling as a strategic management tool in crisis situations and its impact on the functioning of postal companies during the war is conducted.

Literature Review

The literature on business scaling and the application of anti-crisis strategies is extensive, covering both theoretical and practical aspects. Prominent contributions come from researchers, highlighting various methodologies and case studies that offer insights into successful business expansion and crisis management. This review synthesizes the key findings from these sources, categorized by specific themes relevant to business scaling and anti-crisis strategies.

The concept of business scaling has been extensively explored by authors such as R. Saiton, H. Rao, A. Cavallo, F. Kosens, H. Noto, R. Hoffman, D. Cohen, and D. Triff. Their works emphasize the importance of strategic frameworks and entrepreneurial mindsets in achieving scalable growth. "Scaling Up Excellence" by R. Sutton & H. Rao (2014) discusses how organizations can spread excellence and improve efficiency through systematic scaling. They illustrate the importance of having a successful template and adapting it to different contexts without diluting the core principles. "Masters of Scale" by R. Hoffman, et al. (2023) explores counterintuitive principles behind successful scaling, drawing from interviews with leaders of iconic companies. They highlight the role of an entrepreneurial mindset and strategic pivots in navigating growth challenges.

Ukrainian researchers such as R. Lavrov, D. Raiko, O. Lukyanov, N. Solopun, I. Tokmakova, N. Panchenko, and M. Khurguzova have provided valuable insights into the local context of business scaling. O. Lukyanov (2019) discusses the markers indicating the readiness for business expansion and the different methods for scaling, including entering new markets and franchising. N. Solopun (2019) emphasizes the role of marketing components in enhancing entrepreneurial potential and ensuring sustainable competitive positions in the market.

Practical approaches to business scaling consists experiment-based strategies, case studies and applications. A. Cavallo et al. (2023) propose the adoption of dynamic business modelling for business-model scaling, leveraging

growth-hacking strategies to ensure business-model consistency. This approach allows businesses to experiment with scaling strategies in a controlled environment, mitigating risks associated with rapid expansion. Several case studies illustrate practical applications of these theoretical concepts. The “Girl Scouts’ Thrive Program”, as described by R. Sutton & H. Rao (2014), shows how systematic adaptation and iteration of a proven template can lead to successful scaling in different contexts. The “PayPal Growth Hacking Strategy” demonstrates the effectiveness of referral incentives in rapidly expanding the user base, a method validated through dynamic business modelling.

Anti-crisis strategies conclude conceptual frameworks and digital transformation in crisis management. I. Tokmakova et al. (2021) provide a comprehensive overview of anti-crisis strategies, focusing on the integration of digital tools to enhance resilience and sustainability. They argue that digital transformation can act as an accelerator for crisis management, enabling businesses to maintain operations and achieve long-term goals despite adverse conditions. The literature highlights the significant potential of digital tools in crisis management. Digitalization not only reduces costs but also enhances competitiveness by improving efficiency and customer experience. I. Tokmakova et al. emphasize the need for a systemic approach that considers the specific impacts of crises on different subsystems of an enterprise.

The review of literature on business scaling and anti-crisis strategies underscores the importance of strategic planning, adaptation, and the use of digital tools. The contributions from researchers provide a rich framework for understanding the complexities of scaling businesses and managing crises. These insights are crucial for businesses aiming to navigate wartime challenges and maintain stability in crisis and uncertain environments. By synthesizing these diverse perspectives, this review offers a comprehensive understanding of the key factors influencing successful business scaling and effective crisis management.

Research Methods

Assessing the strategies for business scaling during wartime, particularly for Ukrainian corporations, involves navigating a complex and dynamic environment characterized by limited data access and rapid changes. To effectively explore these strategies, this study adopts a multifaceted approach that integrates both qualitative and quantitative research methods. The focus is on understanding the relocation and scaling efforts of Ukrainian businesses, with an emphasis on those expanding into European markets, specifically through the case study of Nova Post. The study spans the period from February 2022 to February 2024, capturing the critical phases of business adaptation following Russia’s full-scale invasion of Ukraine. While the primary temporal scope is concentrated on this period, the study also incorporates more recent data to reflect ongoing developments.

To analyse the characteristics of business scaling, the study leverages quantitative data from key sources. These include internal data on the number and efficiency of new offices in Europe, selected Nova’s scaling strategies provided by various departments of the company. In addition, data from open sources that track the development of Ukrainian business in the crisis were used to understand the impact on the technology sector. These datasets are crucial for analysing the economic activities and migration patterns of Ukrainian entrepreneurs in wartime.

In addition to quantitative analysis, the study incorporates qualitative data gathered through in-depth interviews. Interviews were conducted with managers of Nova Post from Ukraine. These interviews aimed to capture the experiences and strategies of scaling businesses. Furthermore, interviews were held with managers of Nova Post from EU. These interviews provided insights into the challenges and opportunities faced by Ukrainian businesses expanding into EU. These interviews were conducted through a combination of face-to-face meetings, online sessions, and written correspondence, depending on the availability and location of the participants. The qualitative data collected offer valuable perspectives on the practical aspects of business scaling and the specific challenges encountered during the relocation process.

The data collected through both quantitative and qualitative methods were analyzed using a combination of statistical and thematic analysis techniques. Quantitative data were processed to identify trends and correlations, particularly in the context of business migration and scaling success. The qualitative data were coded and thematically analysed to extract key insights into the strategies employed by businesses during wartime.

Results

The article focuses on researching business scaling processes in the field of postal services during the full-scale war in Ukraine. War, regardless of its form and character, imposes serious challenges on business and economic structures. The phenomenon of business scaling during the war is directly related to migration processes and relocation of business entities both within the country and abroad. The defining characteristic of such scaling, in contrast to classic examples and good practices, is that it occurs as a response to critical consumer needs within the framework of anti-crisis measures. Business scaling, in particular in the postal sector, is of critical importance and ensures not only the efficient functioning of services but also the fulfilment of an important social and economic role in the wartime conditions. From the perspective of the anti-crisis management, scaling can serve as an effective tool for overcoming difficulties and ensuring the stability of the company during crisis situations. The study is focused the processes of business scaling in the field of postal services in the conditions of the war in Ukraine, with a special emphasis on the entrance of Ukrainian business entities to European markets.

Common ways of business scaling

Some scholars, such as R. Hoffman, J. Cohen & D. Triff (2023), studied how do you find a winning idea and turned it into a scalable venture. The key to scaling a successful business isn't talent network or strategy. It's an entrepreneurial mindset, a set of counterintuitive principles.

Scaling involves growing revenue, growing the customer base, and adapting the firm to serve a large and usually global market. Business-model scaling should focus on an experiment-based approach to test growth-hacking strategies and foster business-model consistency, thus supporting a viable growth pattern over time (Cavallo, et al., 2023).

This process is characterized by the following features that determine its importance and impact on business: increase in the production and customer services; optimization of operations and costs; increased profitability due to the market advantages.

The classic approach to scaling requires a clear business model and well-established internal corporate processes. The following conditions for success are considered favourable:

- a prepared and dynamically active ecosystem that is in constant development;
- a thorough study of the local market;
- demand for certain groups of goods and services that significantly exceeds the supply;
- high level of optimization of business processes.

The main focus in the process of scaling can be directed to the existing assortment of products/services, entering the market with new offers of products/services for consumers, new geographical localization of activity or sales, implementation of various partnerships.

Summarizing the literature of a practical direction (Lukyanov, 2020), business scaling can take place in two ways. The first is through the development of new niches and markets by the company itself (assortment expansion; coverage of new neighboring niches; formation of a new demand among customers; development of new trade, warehouse and production areas; marketing and sales outsourcing). The second is in the form of business replication, which is cloning in essence – the creation of a business identical to the existing one, but in a different territory (opening of branches, opening of branches by partners; engagement of dealers; license sale; franchising).

Finding the right blend of 'standard' and 'custom' when you are scaling up an organization often requires a messy time-consuming and costly process of trial and error. But some strategies speed such learning. Not recommended resisting the temptation to roll out an unproven mishmash of best practices if you can avoid it (Sutton & Rao, 2014).

War, regardless of its form and nature, imposes serious challenges on business and economic structures. The phenomenon of business scaling during the war is directly related to migration processes and relocation of business entities both within the country and abroad. The defining characteristic of such scaling, in contrast to classic examples and good practices, is that it occurs as a response to critical consumer needs within the framework

of anti-crisis measures. In the postal sector in particular, business scaling is of critical importance and ensures not only the efficient functioning of services but also the fulfilment of an important social and economic role in the wartime conditions. From the perspective of the anti-crisis management, scaling can serve as an effective tool for overcoming difficulties and ensuring the stability of the company during crisis situations.

Dynamics and structure of business scaling

Based on surveys, interviews, and case studies, conducted a comprehensive analysis of the potential of scaling as a strategic management tool in crisis situations and its impact on business operation during the war. The Nova group of companies, which is the Ukrainian corporation and leader in the field of modern postal and related services, was selected as the project research object. Special attention was paid to the impact of the full-scale war on the expansion of postal services to European markets. Analysed the structure and dynamics of opening foreign branches of Nova Post and identified the possible advantages and risks of such a strategy.

The Ukrainian practices of implementing anti-crisis strategies during the full-scale invasion showed rather impressive results of consolidation and mutual support. One of such examples is the experience of maintaining, restoring and expanding the activities of the Nova group of companies. This Ukrainian corporation is the leader in the field of modern postal and related services. It is a group of companies in the field of logistics and postal communication, which provides private customers and businesses with a full range of logistics, financial, and related services. The company has been operating on the Ukrainian market since 2001. According to statistics (Nova News, 2024a), the company's branches are represented in 13 European countries, on average, 1040 parcels are delivered around the world every minute.

The Nova group of companies includes Ukrainian and foreign companies, including Nova Poshta, Nova Post, NovaPay, Nova Global, SuperNova Airlines, and Nova Digital.

According to the position of the top management of the company (Khutorna, 2022), Nova Poshta is the leader of the delivery market in Ukraine. Like most of Ukrainian enterprises, it started to resume operations after the consequences of the coronavirus pandemic and even increased the number of shipments by 14% and revenue by more than 20% in 2021 compared to the 2020 (the company's revenue was UAH 16.9 billion). As of 2022, Nova Poshta was building large-scale plans with a development budget of UAH 5 billion, but on February 24, the course of history changed and with it the format of work of all Ukrainian businesses.

As of the end of 2022 (Nova Poshta Sustainability report, 2022), the Nova Poshta company had 23.3 thousand service points, including 9.3 thousand branches and 14 thousand parcel lockers. Logistic connections were provided by the work of 41 terminals, 91 depots and almost 6,000 automobile companies and partners. The company customers were served by almost 34,000 employees (33,795 employees). In 2022, 315 million parcels were processed and sent, more than 22 tons of humanitarian aid was delivered at the expense of Nova Poshta, more than 420 parcels were delivered to the liberated territories.

In 2023, Nova Poshta increased its network to 27,050 service points, the network of Nova Poshta branches and parcel lockers in Ukraine increased by almost 5,000 units (2,242 new branches and 1,853 new parcel lockers). Special emphasis was placed on the opening of PUDO – service points in the territory of the active business of partners, where one can send or receive already paid parcels weighing up to 10 kg. Such points can be located in pharmacies, shops, gas stations. Thus, as of the beginning of 2024, the company's network consisted of 11,460 branches and 15,590 parcel lockers. 60% of all Nova Poshta parcel lockers work indoors and in residential complexes and 40% are street parcel lockers. Currently, Nova Poshta branches and parcel lockers operate in more than 10,000 settlements throughout Ukraine. In 2023, the network coverage increased by 20%. The most active growth of the network took place in Chernivtsi, Ternopil, Vinnytsia, Volyn, Rivne, Kirovohrad, and Cherkasy regions. In 2023, the development of the network of branches and parcel lockers became one of the priority directions for investments. UAH 1.1 billion was spent on it. The plans for 2024 include an increase in the amount of investments to UAH 1.9 billion. It is planned to open 9,000 new service points by the end of the year (Nova News, 2024c).

Before 2022, the Nova group of companies had long-term strategic plans for scaling up operations and entering European markets. Acceleration of the decision to open European branches was made in April 2022, after the beginning of the full-scale war.

According to the surveys, and interviews with managers of key directions of Nova group conducted in the study, the reasons for such a decision included:

- 1) significant migration processes of a large number of Ukrainians to European countries;
- 2) the need for fast and high-quality delivery of goods of various dimensions and orientation between Ukraine and European countries;
- 3) a widely developed logistics network of the company;
- 4) adaptability and development of the company's business processes, which made it possible to establish the work of foreign branches in a short period of time;
- 5) the rapidly growing process of the relocation of Ukrainian businesses abroad;
- 6) the need to support the delivery of volunteer aid to the most remote and dangerous places of Ukraine.

As a start-up, Nova Post Europe sets ambitious plans and goals. In addition to focusing on the client segment of Ukrainians in Europe, who know Nova Poshta as a leader in Ukraine, the company is also considering local residents of Eurozone countries to be customers in the future. When scaling, a startup approach is used, the main advantages of which are flexibility and project work, adaptability, experimentation and testing of new algorithms and processes.

Before 2022, the Nova Poshta company had worked only in Moldova, after the beginning of the full-scale war on February 24, 2022, the company continued the development of its foreign branches in this country (19 branches, 214 parcel lockers). The first Nova Post branch in Warsaw was opened in October 2022. By the end of 2022, 17 branches were opened in Poland. The indicators for 2023 included 9 new countries (Lithuania, Latvia, Estonia, Hungary, Slovakia, Italy, Germany, Czech Republic, and Romania) with 82 branches and 35 thousand contact points. In the spring of 2024, the branches of the network were opened in Great Britain and Spain.

In 2024, the network of Nova Post foreign branches was concentrated mainly in Poland — 40 branches (43.0%), Moldova — 21 branches (22.3%), and Germany — 16 branches (17.2%). The Czech Republic hosted 4 branches (4.3%), while Romania, Lithuania, and Great Britain each had 2 branches (2.2%). The smallest representation was found in Latvia, Estonia, Hungary, Slovakia, Italy, and Spain, with only 1 branch (1.1%) in each country. This structure highlights the company's focus on neighboring countries of Ukraine and major EU economies.

An important stage of scaling was that two sorting terminals started operating in Poland – in Warsaw and near Rzeszów. They process shipments for the whole of Poland and are a logistics hub where parcels are sorted for other European countries where Nova Post branches are present. Considering the specifics of the activities of Nova Post's Polish foreign branches, it is worth noting the wide range of services that can be used by clients from abroad. At the beginning of the creation and opening of foreign branches, orientation was made to a group of clients from among Ukrainian migrants and refugees.

Business scaling strategies

Scaling a business involves expanding its operations, customer base, and revenue in a sustainable and profitable manner. The key strategies for effective scaling are optimize the business model, leverage technology, digital transformation, focus on the customer experience, strengthen the entrepreneurial mindset. These strategies, when executed effectively, can help businesses scale sustainably, ensuring they grow in both size and strength.

As part of the research into business scaling strategies during the wartime, a comprehensive survey was conducted among the key management personnel of "Nova Post," including those operating in both Ukraine and newly established branches across Europe. The survey aimed to gather insights on the challenges, strategies, and outcomes associated with scaling the company's operations during the ongoing conflict.

The survey utilized a mixed-methods approach, combining quantitative and qualitative elements to capture a broad range of data. A structured questionnaire was developed, featuring both closed and open-ended questions. These

questions were designed to elicit detailed responses about the decision-making processes, the effectiveness of various scaling strategies, and the operational challenges encountered during the expansion into European markets.

The survey was distributed to a significant number of senior managers and directors across different branches, with a focus on those involved in strategic planning and implementation of the company's scaling efforts. The responses were collected over a three-month period, allowing for comprehensive data analysis. The results of the survey revealed several critical insights into the scaling process of "Nova Post" during the wartime:

1. **Adaptation to Market Conditions:** A majority of respondents highlighted the importance of quickly adapting to the unique market conditions in each European country. Managers noted that understanding local consumer behaviour and regulatory environments was essential for the successful establishment of new branches.

2. **Challenges in Logistics and Operations:** The survey identified logistics as a significant challenge, especially in terms of cross-border coordination and ensuring timely delivery of services. Many respondents cited the need for advanced logistical frameworks and partnerships with local firms to navigate these complexities effectively.

3. **Impact of Migration:** The survey results underscored the critical role of the Ukrainian diaspora in driving demand for Nova Post's services in Europe. Managers reported that branches in countries with large Ukrainian populations, such as Poland and Germany, saw higher-than-expected levels of activity, which necessitated rapid scaling of operations.

4. **Innovation and Technology:** A significant portion of respondents emphasized the role of technology in facilitating the scaling process. The implementation of digital tools, such as the Nova Post mobile application, was seen as a key enabler of efficient operations and customer engagement in new markets.

5. **Financial Considerations:** The survey also revealed concerns related to financial sustainability during rapid scaling. Managers expressed the need for careful financial planning and resource allocation to ensure that the expansion efforts remained profitable and did not overextend the company's financial capabilities.

Overall, the survey provided valuable insights that contributed to a deeper understanding of the dynamics involved in scaling a business during times of crisis. The findings highlighted the importance of adaptability, technological innovation, and strategic partnerships in overcoming the challenges associated with expanding into new markets under unprecedented conditions. These insights are crucial for guiding future efforts in scaling and for informing best practices in crisis management for businesses facing similar challenges.

In interview (Nova News, 2024d), Nova Post Europe CEO Oleksandr Lysovets gives examples of adaptation and testing of new approaches to the work of branches abroad, focuses on directions for further development and scaling:

“At first, in a new country, we launched branch-to-branch international delivery, and we engaged partners for address collection. Then we realized that we were ready to open countries right away with our own couriers. We adjusted the launch processes and everything worked for us.”

“Nova Post Europe introduced domestic services. Now every client can send parcels not only to Ukraine, but also within the country in which he/she lives. For example, earlier, we served each country with our own vehicles. However, those were neighbouring countries of Ukraine, not so far away. Now we are moving further west and we see that the old model does not suit us. It is not profitable for us to drive our vehicles to Paris or Madrid. In this situation, it is better to find a reliable partner.”

“Earlier, we opened a flagship office for each country and hired a minimum support office, a separate CEO. We are now moving away from the “1 country = 1 CEO” model. If we have a country with one or two branches or one partner, there is no need to hire a separate manager and administrative staff for it. We have the example of the Baltic countries, where one director manages three teams: from Lithuania, Estonia, and Latvia. Likewise, the Nova Post team in Spain will be headed by the CEO for Slovakia and Hungary.”

“We will continue to open countries, but according to a different model, with lower costs. Great Britain, Spain, France are planned for 2024. We will consider business partnerships more often.”

The important step of scaling already in the digital sphere was the development and launch of the Nova Post mobile application by the Nova Digital team (Nova News, 2024b):

- by analogy with the corresponding application in Ukraine, it has a similar interface and functions,
- it works in 13 languages and with the currencies of the countries where the company is present;
- it includes many added options for interaction with address delivery couriers, managing forwarding settings and changing the recipient.
- there is an opportunity to find stores around the world, order and pay for goods, buy on credit and return in one click.

Discussion and Conclusions

A study of the Ukrainian corporation and companies during the war reveals the multifaceted nature of the phenomenon. One notable finding is the skilling of companies, a trend that began proactively before the outbreak of full-scale war in the face of growing threats to the functioning of the Ukrainian economy. This underscores the seriousness of the security challenges these companies face and the precautions they have taken to ensure the safety of their operations.

Thus, business scaling acts as a strategic tool to achieve sustainability, growth, and competitiveness of the company. In the modern business environment, it acts as an element of anti-crisis management and performs the following functions:

- ensuring logistical stability: the scaling of postal services allows for the creation of backup and adaptive delivery mechanisms in the conditions of war, ensuring logistical stability and reliability of the service.
- facilitation of economic recovery: if properly scaled, the postal business can play a key role in the economic recovery by enabling the exchange of goods and services both within the country and internationally.
- preservation of the communication infrastructure: scaling contributes to the preservation and development of communication infrastructure, which is an important condition for maintaining relations between the population in the conditions of hostilities.
- strengthening of social stability: postal services scaled up in the wartime conditions contribute to strengthening social stability by supporting communication between different social groups and distant geographical locations.

In general, the anti-crisis development strategy of the Nova group of companies is ambitious and advanced, takes into account internal and external factors in the conditions of the full-scale war and positions it as a key player in the delivery market both in Ukraine and abroad. Scaling the activities of the Nova group of companies outside Ukraine, including the opening of branches in various European countries, is a strategic decision based on the need for fast and high-quality international delivery for the client group of Ukrainian migrants abroad. Using practical examples of successful scaling, such as Nova's experience, provides valuable context for understanding the real-world challenges and opportunities that arise during the war. Based on the obtained results, the perspective of the project implementation is the development of the recommendations for the practical application of scaling strategies of Ukrainian businesses in the conditions of war, taking into account changes in the economic and political environment.

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