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FEATURES OF STRATEGIC MANAGEMENT IN UKRAINIAN IT COMPANIES

The IT industry of Ukraine, as one of the leading sectors of the national economy, demonstrates sustainable growth and positions the country as a key player in the global information technology market. The theoretical basis for the analysis of its development is the concept of strategic management, developed in the works of I. Ansoff and M. Porter, which considers strategy as an integral process of forming competitive advantages through adaptation to the external environment and the internal resource base. In the context of Ukraine, strategic management acquires a specific character through the combination of high technological competence, export orientation and external shocks such as war and macroeconomic instability [2].

The theoretical model of strategic management in the IT sector is based on D. Tice's dynamic capabilities, which allow organizations not only to adapt to changes, but also to shape the market environment actively. In conditions of uncertainty, Ukrainian IT companies face a set of challenges such as currency fluctuations, regulatory changes, personnel relocation and reduction of investments after the start of a full-scale invasion. According to the resource dependence theory, companies are forced to reconsider resource attraction strategies, moving from reactive adaptation to proactive ecosystem formation.

Empirical data show that about 85% of IT industry revenues are generated through exports, mainly to the USA, Great Britain, Canada and EU countries, which emphasizes the critical dependence on external demand and at the same time creates opportunities for scaling through global partnerships [4].

A key trend is the transformation of business models from outsourcing to product development, which corresponds to J. Schumpeter's theory of innovative growth. Companies such as Grammarly, MacPaw and Ajax Systems demonstrate a successful transition to creating their own technological products, which ensures financial stability and independence from the order situation. This process is accompanied by the expansion of the ecosystem through the attraction of venture capital as 500 Startups, Y Combinator, Horizon Europe, the opening of offices abroad and the formation of strategic alliances with Western corporations.

The theory of open innovation explains the effectiveness of flexible management models based on remote work, decentralized teams and the integration of global talents. Ukraine retains competitive advantages in artificial intelligence, cybersecurity and blockchain technologies, which are used in financial, logistics and government digital systems [1].

Management success factors include a personnel policy focused on retaining talent in the face of competition with international corporations. It is estimated that about 57% of Ukrainian developers work directly with foreign clients, which makes pressure on local companies regarding wages and working conditions. The theory of agency relations explains the need for transparent incentives, flexible contracts, and a corporate culture focused on innovation. State initiatives, in particular the special legal and tax regime “Diya.City”, are aimed at shaping the domestic market and attracting investment, but their impact remains limited due to the insufficient depth of institutional reforms.

Digital transformation of internal processes is becoming a strategic priority, which corresponds to the concept of smart governance in the management of IT organizations. The implementation of platforms such as Jira, Confluence, GitLab and proprietary ERP systems allows you to optimize project management, reduce time-to-market and increase operational efficiency. The theory of lean management combined with Agile methodologies provides flexibility in response to changing customer requirements, which is especially critical in wartime conditions. An additional tool is data-driven decision making, where Big Data analytics and artificial intelligence are used to predict market trends, assess risks and personalize offers [3].

Risk management in strategic planning becomes particularly important in times of war and geopolitical instability. The theory of resilient organization explains the need to build anti-fragile systems that are able not only to survive in a crisis, but also to transform under its influence. Ukrainian IT companies are implementing business continuity planning, backup data centers in Europe, distributed teams, and war risk insurance. Strategic scenarios include so called black swan modeling, where war, cyberattacks, or global recession are considered as probable shocks. This requires the integration of risk management into corporate strategy at the board level [4].

Proposals for improving strategic management are based on an integrative model that combines economic, organizational, and institutional dimensions. It is recommended to expand the product portfolio through public-private partnerships and grant programs; to strengthen institutionally "Diya.City" by simplifying access to financing and protecting intellectual property; to develop a system of continuous training for management and specialists; to implement digital platforms for project management [1].

Thus, strategic management in Ukrainian IT companies is transformed from an operational function to a strategic imperative for sustainability and growth. The integration of the theory of dynamic capabilities, open innovation, and institutional approach allows not only to adapt to crisis conditions, but also to form new competitive advantages at the global level, ensuring the transition from an outsourcing model to an ecosystem of product innovations.

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