

to identifying, assessing, and responding to risks. The study results showed that the effective integration of risk management systems allows for a significant reduction of the level of risks and ensures the stable functioning of the organization even in conditions of high uncertainty.

Keywords: integration of risk management systems, security mechanism, risk monitoring, risk management, risk identification, risk minimization, automated systems, organizational security, preventive measures, crisis situations.

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IMPACT OF GLOBAL FACTORS ON ENTREPRENEURIAL STRUCTURES: NAVIGATING STRATEGIC ADAPTATION AND TRANSFORMATION AMIDST UNCERTAINTY

Zaslavska K., Zaslavska Y. Impact of global factors on entrepreneurial structures: navigating strategic adaptation and transformation amidst uncertainty.

The article investigates the impact of global factors on entrepreneurial structures, emphasizing the necessity for strategic adaptation and transformation in response to a rapidly changing environment. Fundamental forces identified include global economic volatility, political instability highlighting crises such as the war in Ukraine, technological advancements, and shifts in consumer behavior. These factors create significant challenges that compel businesses to continuously adapt their strategies and operations to maintain competitiveness in an uncertain global market. The article aims to analyze the impact of global factors on entrepreneurial structures and identify strategies that businesses can use to adapt and transform effectively in response to these challenges, thereby ensuring their competitiveness and resilience in an increasingly uncertain global environment. The study utilizes a comprehensive methodological approach, incorporating a review of relevant literature, statistical data analysis, and case studies from various industries. The analysis examines explicitly how global economic instability, political changes – including the instability triggered by crises like the war in Ukraine – technological advancements, and consumer behavior shifts impact entrepreneurial structures. By presenting practical examples, the study demonstrates the real-world implications of these global factors on business operations and strategies. The findings indicate that global economic instability often results in unpredictable demand fluctuations, disrupting financial stability and necessitating a re-evaluation of business strategies. Political changes, particularly those affecting trade policies, regulatory frameworks, and crises such as the war in Ukraine, introduce additional complexities that make agility and responsiveness crucial for global business operations. Technological advancements drive continuous innovation, requiring businesses to integrate new technologies and rethink traditional models to stay competitive. Additionally, shifts in consumer behavior, influenced by global trends, demand ongoing adjustments in product offerings and marketing strategies to meet evolving market demands. These global factors lead to significant internal changes within businesses, including the restructuring of operations, reallocation of resources, and a shift towards more flexible and resilient practices. Further research could focus on the effects of global factors on different types of entrepreneurial structures, considering variations in size, industry, and regional context. This deeper understanding is essential for anticipating challenges and creating tailored strategies that enhance resilience and sustainability in a dynamic global environment.

Keywords: entrepreneur structure, global factors, adaptation, strategic changes, transformation, resilience, sustainability, uncertainty.

Statement of the problem in general. The 21st century has brought forth significant changes in the global business landscape. The convergence of global markets, technological advances, and political and economic power shifts have created a complex environment for entrepreneurial structures. These external forces create a volatile and uncertain environment, compelling businesses to rethink their strategies, adapt to rapid changes, and transform their operations to ensure sustainability and growth. However, the challenge lies in effectively navigating this complex landscape, where traditional business models may no longer be adequate. Examining these global factors' impact on entrepreneurial structures and the strategic responses necessary to adapt and thrive amidst uncertainty is necessary.

Analysis of the latest research and publications. Several key themes emerge when analyzing recent research and publications on the impact of global factors on entrepreneurial structures, especially in navigating strategic adaptation and transformation amidst uncertainty. These themes are rooted in how

businesses have responded to global challenges such as economic instability, technological advancements, political upheaval, and environmental changes.

Thus, The World Economic Forum (WEF) has extensively explored themes of resilience and adaptability in global business, emphasizing the integration of resilience into business strategies to prepare for ongoing and future disruptions. WEF's reports [7, 24] also cover related topics such as the future of work, digital transformation, and sustainable business practices, which are crucial for navigating global uncertainties. In a comprehensive analysis, McKinsey [10] has provided in-depth research on the geopolitical factors arising from the Ukraine war and their profound impact on global business structures, highlighting critical issues such as energy security, supply chain disruptions, food security, financial market volatility, and corporate strategy shifts.

Recent research on the impact of global factors on businesses primarily focuses on how companies adapt to economic uncertainties through strategic flexibility [1] and implement sustainability initiatives to

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manage environmental challenges. Many scholars have extensively studied the issues related to the development of adaptation strategies for entrepreneurial structures in uncertain conditions. This research [23] emphasizes how entrepreneurs modify their strategies to navigate economic fluctuations, political risks, and technological advancements, ensuring resilience and competitive advantage. Additionally, studies [18] highlight the role of environmental sustainability and responsiveness to social and cultural changes in shaping entrepreneurial adaptation strategies.

Despite the abundance of publications and the diverse angles of research on the strategic adaptation of entrepreneurial structures within uncertainty, there remains a pressing need for further exploration. The actuality of this research lies in understanding how entrepreneurs can better integrate emerging technologies, sustainability practices, and cross-cultural dynamics into their strategies. This comprehensive understanding offers valuable insights for future studies focused on enhancing resilience and innovation in an increasingly complex global environment, making the audience feel informed and knowledgeable.

The purpose of the article is of utmost importance, as it aims to analyze the impact of global factors on entrepreneurial structures and to identify strategies that businesses can use to adapt and transform effectively in response to these challenges. By doing so, the article ensures the competitiveness and resilience of businesses in an increasingly uncertain global environment, making the audience feel the significance of the topic.

Presentation of the main material of the research. The global landscape has been marked by deep uncertainty in recent years, with little indication of a return to stability shortly. Uncertainty refers to a condition characterized by a need for sufficient knowledge, making it challenging to predict future outcomes accurately [3].

A complex interplay of various global factors influences entrepreneurial structures. These factors can be broadly categorized into economic, political, technological, environmental, and social dimensions (Table 1). Each category represents a set of forces that shape business environments, requiring entrepreneurs to adapt strategically and transform their operations in response to global uncertainties.

Economic factors, while influential, also serve as a testament to the resilience of businesses. Global economic crises, changes in international trade, and currency fluctuations, though challenging, have been met with swift strategic adjustments by businesses, showcasing their ability to adapt and survive in the entrepreneurial landscape. The COVID-19 pandemic has underscored the importance of digitalization and risk reduction strategies in ensuring business sustainability. Despite the unpredictable negative events such as wars, pandemics, and political shifts that create uncertainty and expose vulnerabilities within the business environment, the adoption of these strategies has provided a sense of reassurance and confidence in the resilience of businesses.

Table 1

Overview of the global factors and the impacts they have on entrepreneurial structures

Factors	Subcategory	Impact on entrepreneur structures
Economic	Global economic crises	Causes financial instability, reduces consumer spending, challenges access to capital, necessitates rapid strategic adjustments.
	Changes in international trade	Alters supply chains, affects market strategies, impacts pricing models, and requires re-assessment of global operations.
	Currency fluctuations	Affects pricing, profitability, financial stability, and necessitates strategies to hedge against currency risks.
Political	Geopolitical changes	Influences market access, regulatory environments, and regional stability; requires strategic adjustments to navigate complex geopolitical landscapes.
	Political instability	Disrupts business operations, particularly in politically unstable regions; necessitates contingency plans and risk mitigation strategies
	International agreements and sanctions	Opens new markets or imposes additional regulations; sanctions restrict market access and create operational challenges.
Technological	Implementation of new technologies	Transforms business models, automates processes, creates opportunities for efficiency and growth, requires adoption and anticipation of technological developments.
	Digital transformation	Reshapes industries, requires investment in digital infrastructure, data analytics, and cybersecurity.
Environmental	Climate change	Presents risks such as supply chain disruptions from extreme weather; creates opportunities in sustainable markets.
	Sustainability requirements	Requires adoption of sustainable practices, redesign of products, responsible sourcing, and reduction of carbon footprints.
Social	New environmental standards	Necessitates compliance with emerging regulations to maintain market access and avoid penalties; drives integration of sustainability into core strategies.
	Demographic changes	Alters market demand and labor availability; requires adaptation of products, services, and workforce strategies to demographic trends.
	Changes in consumer preferences	Demands agility in responding to evolving consumer behavior, such as increased awareness of health, sustainability, and ethical consumption.
	Globalization of culture	Creates more homogeneous consumer preferences across regions; requires balance between global trends and local cultural nuances.

Source: compiled by the authors based on [1, 7, 11, 17, 24]

The pandemic also caused significant disruptions in global governance structures and impacted businesses across all sectors, irrespective of size or

location [15]. However, the effects varied by industry and company characteristics. For example, the manufacturing sector experienced the most severe negative

impacts, whereas construction, information technology, healthcare, and social work saw positive outcomes [9].

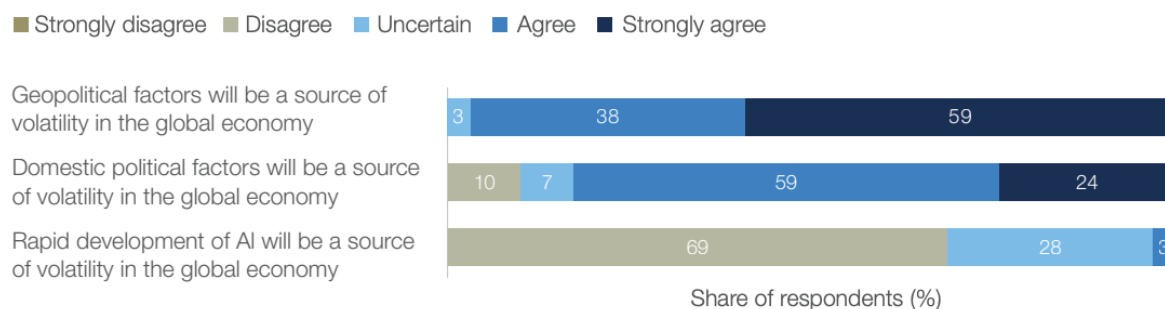
In response to the crisis, resilient companies have not only survived but thrived by implementing key strategies and innovating their marketing approaches. They have prioritized customer values, ensured employee well-being, quickly adapted to external changes, maintained a strong balance sheet, and focused on sustainability. These evolving strategies underscore the adaptability and resilience of businesses in sustaining operations during global crises, inspiring confidence in their ability to weather future storms.

Changes in international trade, including shifts in trade policies and the introduction of tariffs, impact businesses and force companies to reevaluate their supply chains and market strategies to maintain competitiveness. Additionally, currency fluctuations can affect international pricing and profitability, necessitating strategies to manage currency risks and ensure financial stability.

Political factors, including changes in the geopolitical environment, political instability, and the introduction of new international agreements and sanctions, significantly impact global businesses. These factors can both create opportunities and pose risks.

Shifts in geopolitical power dynamics and political instability can influence market access, regulatory environments, and overall stability, requiring businesses to adapt their strategies accordingly. Additionally, new international agreements can open markets or impose regulatory challenges, while sanctions may restrict access and complicate operations in affected regions.

According to Chief Economist's Outlook [24], international conflicts, increasing social tensions, rapid technological advancements, and restrictive financial conditions have all contributed to heightened volatility, fundamentally altering economic activity patterns. Up to the Chief Economists Survey (Figure 1), it is almost universally agreed (97%) that geopolitical factors will be a significant source of global economic volatility this year, compared to 90% in September 2023. In a year when nearly half of the world's population is expected to vote, chief economists also emphasize the increasing economic significance of domestic political issues, with 83% predicting these will contribute to volatility this year. In contrast, there is a strong consensus that artificial intelligence (AI) will not be a source of volatility this year. On the contrary, as discussed later, chief economists anticipate that AI will be a crucial driver of growth in the global economy.



Source: Chief Economists Survey, April 2024

Fig. 1. Survey results on sources of volatility for 2024. Source: [24]

The intensifying polarization and volatility in domestic politics across many countries further complicate this scenario, particularly with the wave of elections scheduled worldwide in 2024, which amplifies the destabilizing potential. Businesses are already taking precautions against the risk of significant policy shifts if political power changes hands. Additionally, this domestic political instability is exacerbated by a worsening international political climate. As a result, 86% of chief economists identify the growing tension between politics and economics as a major challenge for decision-makers.

Most boards feel unprepared to address this critical issue, just one of many challenges they face [10]. They grapple with questions like how to approach multidecade investment planning in a rapidly changing geopolitical environment and navigate the increasingly complex web of export controls, sanctions, and data localization requirements that often conflict and disrupt a seamless global presence. Surveys of global boards [24] reveal that while many directors are confident in managing local challenges, they feel unprepared for broader forces such as significant crises, macroeconomic shocks, and climate change, which they find too complex to grasp fully.

Technological advancements are rapidly transforming entrepreneurial structures, requiring continuous adaptation and innovation. Emerging technologies like AI and blockchain are revolutionizing business models and processes, offering new avenues for efficiency and growth. Additionally, the shift towards digitalization is reshaping industries, compelling businesses to invest in digital infrastructure and cybersecurity to fully capitalize on these changes.

Technological innovation is a driving force behind global economic transformation. The rise of digital technologies, such as artificial intelligence (AI), blockchain, and the Internet of Things (IoT), has revolutionized business models and operations. However, these advancements also pose challenges for businesses that need to catch up with the rapid evolution of technology.

The widespread availability of big data and advanced analytics empowers businesses to make more informed, data-driven decisions. For instance, retail giants like Walmart use big data analytics to optimize their supply chain, predict customer behavior, and manage inventory efficiently [22]. However, to fully capitalize on these capabilities, organizations must invest in the necessary technology and foster a culture

of data literacy among employees. This includes training staff to interpret and utilize data effectively, ensuring the organization can make strategic decisions based on accurate and actionable insights.

Artificial intelligence (AI) can significantly enhance the adaptability of entrepreneurial structures in uncertain environments. By analyzing vast data, AI enables businesses to predict trends and potential risks and adjust strategies in real time. Additionally, AI automates routine tasks, optimizing processes and freeing up resources for more strategic decision-making. This leads to more informed and timely decisions, which are crucial in navigating uncertainty. Furthermore, AI enhances customer experience through personalization, strengthening competitive advantage and building customer loyalty. AI helps businesses become more flexible, efficient, and resilient in a rapidly changing world.

In 2023, the world became acquainted with generative AI (gen AI), and by 2024, organizations started to implement and extract business value from this groundbreaking technology. According to the latest McKinsey Global Survey on AI [20], 65.5 respondents indicate that their organizations are now regularly using gen AI, nearly doubling the percentage reported in our survey just ten months prior.

Environmental factors. The year 2023 has officially been recorded as the hottest in history, with each month from June to October setting new temperature records [25]. Roughly one-third of the days this year exceeded the 1.5°C temperature threshold, indicating an alarming acceleration of climate change. This has led to a rise in extreme weather events like heatwaves, wildfires, and hurricanes, which are projected to increase by 40% by 2030 [7]. In 2022 alone, natural disasters cost over \$200 billion, marking a significant financial impact. Additionally, climate change is causing long-term damage to agriculture, biodiversity, and human health, with rising sea levels and shifting precipitation patterns threatening coastal and agricultural regions.

Environmental factors are increasingly shaping how entrepreneurial structures operate and evolve, with sustainability and regulatory compliance at the forefront of these influences. Sustainability imperatives have become increasingly critical, as 73% of consumers expect companies to operate sustainably [16, 18]. This shift puts significant pressure on businesses to adopt environmentally responsible practices, such as redesigning products, sourcing materials responsibly, and reducing carbon footprints. Integrating sustainability into business models is essential for maintaining market relevance and securing consumer loyalty.

Emerging environmental standards are increasingly recognized as a strategic necessity, as compliance with evolving regulations is crucial for maintaining market access and avoiding penalties. Businesses must proactively monitor regulatory changes and integrate sustainability into their core operations. This includes investing in green technologies [18], adopting circular economy principles [25], and conducting regular environmental impact assessments to stay competitive in an increasingly sustainability-driven market.

Emerging technologies now offer solutions for adapting to modern climate challenges. Innovations

in Artificial Intelligence (AI), drones, the Internet of Things (IoT), and Augmented Reality/Virtual Reality (AR/VR) are essential tools for enhancing industry resilience, protecting ecosystems, and safeguarding human well-being. A combination of scientific advancements, supportive policies, market demand, and an increasing sense of urgency drives the development of these technologies. For example, these technologies can assist farmers in learning how to recognize and combat new crop diseases [6] or track locust migrations [2] and take appropriate actions. These technologies are poised for immediate deployment and hold immense potential for future climate adaptation, especially when integrated to address different stages of the data life cycle.

Social factors, including demographic shifts, evolving consumer preferences, and the globalization of culture, play a crucial role in shaping entrepreneurial activities and market dynamics.

As populations age, gender distribution changes, and migration patterns shift, market demand and labor availability are significantly impacted. One of the most prominent demographic shifts is the aging population, particularly in developed countries. According to the United Nations [21], in 2050, one in six people will be over 65, up from one in 11 in 2019. This ratio will be even higher in Europe and North America, with one in four people aged 65 or older. This shift has significant implications for market demand, particularly in the healthcare, pharmaceuticals, and retirement planning sectors. The increased demand for healthcare services has led to the growth of telemedicine and home healthcare markets, with companies like Teladoc Health and LHC Group expanding rapidly to meet the needs of an aging population.

Businesses must proactively adjust their products, services, and workforce strategies to align with these demographic trends, ensuring they meet the changing needs of their customer base.

Migration is another critical factor, with domestic and international migration altering workforce composition and consumer demographics. In 2020, the International Organization for Migration (IOM) estimated 281 million international migrants globally, representing 3.6% of the world's population [13].

Geopolitical instability, particularly the war in Ukraine, has had a profound impact on migration processes, leading to unprecedented levels of displacement and disruption. The conflict has resulted in around 8 million individuals becoming internally displaced persons (IDPs) within Ukraine as they flee from the conflict zones in search of safety [12]. Additionally, approximately 6.5 million Ukrainians have been forced to cross borders, seeking refuge in neighboring countries and beyond.

The war's impact is not limited to personal displacement; it has also significantly affected the business landscape in Ukraine. Eight hundred enterprises have been relocated to safer regions within the country to avoid the dangers of active conflict areas [19]. Of these, 623 businesses have successfully resumed operations in their new locations, demonstrating resilience amidst adversity. Regions such as Lviv, which now hosts 24% of these relocated businesses, along with Zakarpattia (14.5%), Chernivtsi (9.8%), Ivano-Frankivsk (8.3%), and

others, have become new hubs of economic activity. This massive internal migration of people and businesses highlights the far-reaching consequences of geopolitical turmoil, fundamentally altering the demographic and economic fabric of the nation. Up to the [4], 72% of all relocated enterprises moved within Ukraine, 11% moved abroad, and 17% relocated partially within Ukraine and partially abroad. The globalization of culture, driven by media, technology, and migration, has led to more homogeneous consumer preferences. For example, global fast-food chains like McDonald's and Starbucks have successfully standardized their offerings across multiple countries, capitalizing on the global appeal of their brands. However, businesses must also navigate the complexities of local tastes and cultural nuances. For instance, McDonald's has adapted its menu in India to include more vegetarian options, reflecting local dietary preferences. Consumer behavior is increasingly driven by heightened health awareness, sustainability, and ethical consumption. For instance, the growing preference for sustainable products has led to a surge in demand for eco-friendly goods, pressuring companies to innovate and adapt. A Nielsen survey found that 73% of global consumers are willing to change their consumption habits to reduce their environmental impact [16]. Entrepreneurs must stay agile, continuously monitoring these shifts and refining their product offerings and marketing strategies to stay competitive.

The widespread influence of global culture, facilitated by media, technology, and migration, has led

to more homogeneous consumer preferences across different regions. This presents both opportunities and challenges for businesses; while there is potential to tap into global markets with standardized products, there remains a need to tailor offerings to local tastes and cultural nuances to achieve success in diverse markets. Balancing global appeal with local relevance is critical to thriving in an interconnected world.

In today's volatile global environment, companies must develop tailored strategies incorporating predictive capabilities, adaptability, and resilience [17]. This approach is essential for navigating the uncertainties driven by economic shifts, technological advancements, political instability, and other global factors influencing entrepreneurial structures. By aligning these capabilities with their specific circumstances, businesses can better anticipate challenges, respond to changes, and maintain stability amidst uncertainty. This strategy ensures long-term competitiveness and success in an increasingly unpredictable global marketplace.

Conclusions. Global factors profoundly impact entrepreneurial structures. Businesses must navigate economic, technological, political, and environmental uncertainties in an increasingly interconnected world. Strategic adaptation and transformation are not just necessary for survival; they are essential for maintaining competitiveness and achieving long-term success. By embracing agility, innovation, and resilience, entrepreneurial structures can effectively respond to global challenges and seize new opportunities.

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Анотація.

Заславська К.А., Заславська Є.В. Вплив глобальних факторів на підприємницькі структури: стратегічна адаптація та трансформація в умовах невизначеності.

У статті досліджується вплив глобальних факторів на підприємницькі структури, підкреслюючи необхідність стратегічної адаптації та трансформації в умовах швидко змінюваного середовища. Основними виявленими чинниками є глобальна економічна нестабільність, політична нестабільність, зокрема кризи, такі як війна в Україні, технологічні досягнення та зміни в поведінці споживачів. Ці фактори створюють значні виклики, які змушують бізнеси постійно адаптувати свої стратегії та операційні процеси, щоб зберегти конкурентоспроможність в умовах невизначеного глобального ринку. Метою статті є аналіз впливу глобальних факторів на підприємницькі структури та виявлення стратегій, які бізнеси можуть використовувати для ефективної адаптації та трансформації у відповідь на ці виклики, забезпечуючи їх конкурентоспроможність та стійкість в умовах зростаючої невизначеності глобального середовища. Дослідження використовує комплексний методологічний підхід, включаючи огляд відповідної літератури, аналіз статистичних даних та дослідження кейсів з різних галузей. Аналіз конкретно розглядає, як глобальна економічна нестабільність, політичні зміни, включаючи нестабільність, викликану кризами, такими як війна в Україні, технологічні досягнення та зміни в поведінці споживачів, впливають на підприємницькі структури. Шляхом представлення практичних прикладів дослідження демонструє реальні наслідки цих глобальних факторів для бізнес-операцій та стратегій. Висновки показують, що глобальна економічна нестабільність часто призводить до непередбачуваних коливань попиту, що порушує фінансову стабільність і вимагає переорієнтації бізнес-стратегій. Політичні зміни, особливо ті, що впливають на торговельну політику, регуляторні рамки та кризи, такі як війна в Україні, створюють додаткові труднощі, які роблять гнучкість та оперативність критично важливими для глобальних бізнес-операцій. Технологічні досягнення стимулюють безперервні інновації, вимагаючи від бізнесів інтеграції нових технологій і перегляду традиційних моделей для збереження конкурентоспроможності. Крім того, зміни в поведінці споживачів, зумовлені глобальними тенденціями, вимагають постійних коригувань у пропозиціях продуктів та маркетингових стратегіях для задоволення змінних потреб ринку. Ці глобальні фактори призводять до значних внутрішніх змін у бізнесах, включаючи реструктуризацію операцій, перерозподіл ресурсів і перехід до більш гнучких та стійких практик. Подальші дослідження можуть бути зосереджені на конкретних впливах глобальних факторів на різні типи підприємницьких структур, враховуючи розміри, галузі та регіональні особливості. Глибше розуміння цих аспектів є ключовим для передбачення викликів і розробки індивідуальних стратегій, що підвищують стійкість і забезпечують стабільний розвиток у динамічному глобальному середовищі.

Ключові слова: підприємницька структура, глобальні фактори, адаптація, стратегічні зміни, трансформація, стійкість, стабільність, невизначеність/

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