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Business philosophy during digital transformation in wartime conditions. The case of Ukraine in critical perspective

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Abstract

Companies are not only organizations pursuing profit, but they are also a key economic agent that, in different contexts, must provide society with basic goods and services to satisfy its needs. In the case of Ukraine, the war situation happened since February 2022 makes the situation of domestic enterprises difficult, as they must now adapt to the requirements of a war economy. Using the method of the history of ideas, the aim of the research was to describe the meaning of business philosophy during the digital transformation in conditions of war in Ukraine, which involved a critical thinking exercise that tried to answer the question Is there a general business philosophy in Ukraine that, beyond the particularities of each business, represents the being and doing of entrepreneurs in the process of digital transformation and in the context of war? The obtained results allow concluding that, no philosophy develops in an ethereal dimension, isolated from the dialectical forces and contradictions of its time, therefore, every business philosophy

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constitutes a space where the social representations of a given time and space converge.

Keyword: Business in the digital age, business philosophy, critical thinking, war conditions, history of business ideas in Ukraine.

*Filosofía empresarial durante la transformación digital en
condiciones de guerra. El caso de Ucrania en perspectiva crítica*

Resumen

Las empresas no solo son organizaciones que persiguen fines de lucro, son un agente económico clave que, en diferentes contextos, deben proporcionar a la sociedad los bienes y servicios básicos para la satisfacción de sus necesidades. En el caso de Ucrania, la situación de la guerra sucedida desde febrero de 2022 dificulta la situación de las empresas nacionales, ya que deben adaptarse ahora a los requerimientos de una economía de guerra. Mediante el método de la historia de las ideas, el objetivo de la investigación fue describir el sentido de la filosofía empresarial durante la transformación digital en condiciones de guerra en Ucrania, lo que implicó un ejercicio de pensamiento crítico que intentó responder a la pregunta ¿Existe una filosofía empresarial general en Ucrania que, más allá de las particularidades de cada negocio, represente el ser y el hacer de los empresarios en el proceso de la transformación digital y en el contexto de la guerra? Los resultados obtenidos permiten concluir que, ninguna filosofía se desarrolla en una dimensión etérea, aislada de las fuerzas y contradicciones dialécticas de su época, por tanto, toda filosofía empresarial se constituye un espacio donde confluyen las representaciones sociales de un tiempo y espacio determinado.

Palabras clave: Negocios en la era digital. filosofía empresarial, pensamiento crítico, condiciones de guerra, historia de las ideas empresariales en Ucrania.

Introduction

Within the historical science of the 21st century, different disciplines and analytical tools converge in an attempt to understand the meaning and significance of human societies in their space-time movement, either from a structural perspective that does not deal with individuals in particular but, more specifically,

with the structures, institutions and material and symbolic systems that essentially constitute a specific reality located in a specific time and space, including here the dimension of ideas or mentalities, concepts that are not synonymous; or, alternatively, the more traditional histories, such as political history, in charge of the reconstruction of the life and work of relevant personalities such as patriotic heroes, political leaders, intellectuals or personalities of general interest.

As stated by Stockholm University (2024), the history of ideas is a discipline that examines the mental and material structures of thought and their influence on action over time, under the assumption that every human practice or decisive action is conditioned by an idea or belief system. This area of study focuses on the historicization of phenomena such as time, health, political ideologies, social relations, ethnicity, and public culture.

For Walsh (1974), historians of ideas seek to understand ideological phenomena in their own historical terms, exploring how ideas, discourses, philosophies, and beliefs in general have evolved and how they influence the present. Its methodology includes the analysis of texts, language, images, and symbols, as well as materiality beyond language, such as places and objects. Everything will ultimately depend on the historian's creative capacity and methodological skills to gather relevant information.

According to Rodriguez (2005), the history of mentalities focuses on the study of collective mental structures, which are expressed in values, representations, beliefs, and attitudes that underlie the ideas and behaviors of a society. This discipline differs from the history of ideas in that it does not focus solely on the cognitive systems elaborated by intellectual elites, but rather on the cultural and social substratum that influences the daily lives of ordinary people.

Therefore, the history of mentalities is situated at the epistemological intersection of the individual and the collective and seeks to understand hermeneutically the gradual generation of historical changes and the continuities in the ways of thinking and feeling of people situated in their lifeworld's.

The common thread that runs from the history of ideas to the history of mentalities leads logically to the so-called history of social representations, which is based in cognitive terms on the theory of social representations SR. According to Wagner (2024), this tool, developed by the Romanian-born psychoanalyst Serge Moscovici in 1961, explores how individuals and groups create and share meanings through communication and social interaction. Broadly speaking, social representations are symbolic forms that reflect both cognitive and sociocultural factors, which vary from place to place, and are manifested in common sense and popular narratives. In short, this theory addresses the relationship between social and psychic (individual and collective) dynamics, showing how the cultural and social context influences the mental functioning of individuals.

As it is logical to suppose, these brief conceptual clarifications have the purpose of positioning the subject that occupied us in this research, the business philosophy during the digital transformation in conditions of war in Ukraine, in the theoretical framework that explains it. Although entrepreneurs in the world define their being and doing in a pragmatic way, adapting at every moment to the changes of the context in which they live as economically productive and organized agents, their actions are not entirely devoid of a philosophy, susceptible to the rigor of historical research in general and the history of mentalities and representations. For the non-specialized public, it is important to clarify that by entrepreneurial philosophy we do not mean the supposed attachment of

entrepreneurship to a philosophical system in the strict sense of the concept, such as idealism or dialectical materialism.

Essentially, by business philosophy, it seeks to identify and understand the values, discourses and concrete actions of entrepreneurs and companies as entities with concrete legal personality. As can be seen in the following pages, in Ukraine, as in most of the world, business visions often reflect the ambition to innovate, expand both locally and internationally and contribute to the economic development of the country. Broadly speaking, Ukrainian companies often set goals that address both profitability and socio-economic impact to support local communities and drive national growth, more so in the conditions of war that mourn the country's daily life (Entrepreneur, 2024).

In this theoretical context, the overall objective of the research was to describe the meaning of business philosophy during the digital transformation under war conditions in Ukraine, which involved a critical thinking exercise that attempted to answer the question Is there a general business philosophy in Ukraine that, beyond the particularities of each business, represents the being and doing of entrepreneurs in the process of digital transformation and in the context of war? The text is divided into four (04) sections, in the first, the theoretical influences and the literature reviewed are described; in the second, the research methodology was referred to; in the third section, perhaps the most relevant, the results of the work are analyzed and discussed; finally, in the fourth section, the conclusions of the article are presented without any claim to arrive at universal truths on the subject.

1. Theoretical influences and literature consulted

In the words of Brom (2003), in the positivist view of historical science -the hegemonic view until the first half of the 20th century-, only events that occurred at least 50 years ago can be historicized. There are legal⁵ and epistemological reasons that support this approach. In some countries where violent and controversial events have occurred, whose scientific study threatens social cohesion or public stability, and which also involve the actors in power, the archives of the different state bodies can only be opened after at least 50 years have elapsed, to protect the elites and guarantee the continuity of the official historical narrative without further questioning.

In epistemological terms Walsh (1974) explains that, for neopositivists, the application of scientific methods and empirical observations are the only correct way of acquiring knowledge based on facts, which can lead to the idea that only events sufficiently distant in time can be studied with the objectivity and rigor necessary to create a quality scientific historiography. From this scientific viewpoint, the study of the historical present is the responsibility of disciplines such as sociology, political science, anthropology, or social psychology, which differ from history in that they develop a short-term view of their phenomena of

⁵ Some laws that regulate the conditions of historical research and access to official sources are, for example: French Archives Act of 1979, amended in 2008, which regulates access to public and private archives in France. The law determines the deadline for opening archives and the conditions of access to historical documents, ensuring the availability of information and transparency for historical research. Another controversial law in terms of its scope and meaning is the German Denialism Act. This law criminalizes Holocaust denial and other war crimes. Section 130 of the German Criminal Code prohibits hate speech and Holocaust denial, protects the historical memory of the victims and combats disinformation and "historical revisionism".

study, unlike history, which is characterized by a broad and profound view of the past.

However, the epistemological changes driven by postmodernity have created a new scientific rationality, post-positivist, and post-structuralist, with impetus in the field of social and human sciences. Roughly speaking, this new rationality has meant an opening to different methods and theories such as hermeneutics, phenomenology, discourse analysis, ethnography, participant observation, focus group discussions or life histories, which are identified by valuing the objective and subjective dimension of knowledge, and which, in the face of positivist and Marxist attempts to create a knowledge of universal scope, are concerned with interpreting each historical event inductively from the way it is experienced and felt by its protagonists. In the words of Martínez:

It is the duty of the new science to offer a rigorous and complete explanation of the complexity of the facts that make up today's world and to devise theories and models that are intellectually satisfactory to our inquisitive minds. (2009, p. 66).

A historiographic exercise in accordance with these postulates implies:

...to structure an epistemic paradigm that coordinates and integrates, in a coherent and logical whole, the principles or postulates that support the events that are presented with strong solidity, stability and evidence, whether they come from philosophy, science or art. But the interdependence of realities will demand that this paradigm goes beyond multidisciplinary, which will be a great challenge for the science of the 21st century, which will have to explain everything that is real. (Martínez, 2009, p. 66).

In the heat of these epistemological changes, professional historians and scholars of history in general, understand with full awareness that, in the reconstruction of a historical process simultaneously material and symbolic,

different tools, methodologies, techniques and research instruments can be used satisfactorily to gather concrete empirical evidence that enables the understanding of the structure of the real, as it is presented to the consciousness of the protagonists of historical events, who are those who construct their own realities through their actions, discourses and intersubjective relationships, and, of course, as they are also presented to the critical gaze of researchers, which in cultural anthropology is defined as the gaze (emic and etic); of course, as they are also presented to the critical gaze of the researchers, which in cultural anthropology is defined as the gaze (emic and etic).

In this context of renewal and discussion of new ways of doing history and of constructing good historiography, it is possible to study the historical present without major tension, of course, if one knows how to do historiography with primary sources⁶ other than official documents, which rest in the historical collections of each country and are not easily accessible. It is precisely with the intention of historicizing recent events and their protagonists that the so-called historiographic school of immediate history arose, which synthesizes its general postulates in the Manifesto of History under Debate (History Manifesto for Debate, 2024), an extremely interesting document for its theoretical and methodological contributions to the renewal of historical science, but very little known outside the Ibero-American intellectual world.

⁶ Faced with the need for traditional history to expand the universe of sources, the History Under Debate manifesto states that a new scholarship is emerging. "We are in favor of a new scholarship that broadens the concept of historical source to non-state documentation, to non-written remains of a material, oral or iconographic type, to non-sources: silences, errors and gaps that the historian has to evaluate while also striving for objectivity in the plurality of sources" (Manifesto of History a Debate, 2024, p. 01).

As a historiographical school, Immediate History is characterized by a focus on recent events, which allows historians to analyze and contextualize very contemporary events with a critical and reflective lens. This renewed view of historical time, in which past, present and future converge, challenges the common notion that an event must occur over a long period of time to be considered historically significant. According to Joffres (2008, par. 3-4) immediate history focuses on: "The construction of new axes of research" and the attempt to "embrace the historical reality of its time and generation" by integrating diverse methodological and social issues. This initiative allows historians to become witnesses and active participants in the interpretation of recent events, in which they participate directly or indirectly, thus enriching the understanding of ongoing historical processes.

In this order of ideas, Immediate History is based on methods such as oral history or in-depth interviews to recreate the voices and memories of living subjects, providing a more personal and detailed vision of the events historicized. The research of Arcudia and Perez (2014), emphasizes that immediate or, direct, history allows a deep and detailed explanation of the functioning of human organizational space, from the phenomenological position of its participants and their specific experiences within the institution, object of study.

This method not only captures recent events, but also incorporates the experiences and narratives of ordinary individuals, giving history a human and subjective dimension. Thus, Immediate History combines temporal immediacy with qualitative methods to provide a more complete and dynamic account of current events, an account where people are the protagonists of their story.

Because living people, with their interpretations of the experience, give historicity colored senses of a concrete, meticulous, diverse and changing living, full of uncertainties, which allows to interpret with depth of detail, the functioning of human organizational spaces, from the particular position and experience of the actors in the institution. (Arcudia and Pérez, 2014, p. 311).

As it is logical to assume, the theoretical approaches discussed so far make it possible to coherently elaborate a history of business philosophy during the digital transformation in Ukraine, in the current conditions of the war. A history with qualitative methods and with knowledge from different sources, primary and secondary, and from different disciplines. The following highlights the works on the categories of business philosophy, digital transformation, and war in Ukraine that most influenced the development of this research.

1.1. Business philosophy

There is an outstanding variety of works on business philosophy, however, for the purposes of this article, two works were useful. First, the article by Labarca (2011) entitled Business ethics: a theoretical contribution for discussion, which analyzes the philosophical trends that address business ethics in a dynamic economic, political, social, and cultural context, stands out. This work is based on the theory of dialogic philosophy, which states that a company acts ethically when its strategic decisions are the result of dialogue and agreement among the groups involved and affected in its operations. Labarca (2011) emphasizes the inseparability of the business economy and society and, at the same time, promotes ethical management that considers the needs and expectations of all stakeholders, from employees to customers and suppliers of the company.

Secondly, but with equal relevance, the article by Vela, Izquierdo, Jiménez, and Terranova (2020), entitled *La filosofía empresarial y su responsabilidad social* (Corporate philosophy and social responsibility), was very useful for its contributions. As a general objective, the research explores how the corporate culture, which is expressed in the corporate vision, mission, and values, which are ontologically integrated with the social responsibility dimension. The article shows the synergy between production, supply and after-sales of a product or service and how these synergies respond to the needs of the customer and the sociocultural environment of the company. The importance of a clear roadmap for organizational success, which includes the company's relationship with the environment and society, was highlighted. In conclusion, a true business philosophy seeks not only financial success, but also the achievement of a positive impact on society and the environment.

The two works consulted show that business or organizational philosophy is a complex concept that involves several factors to consider when seeking to understand the philosophy of a company or group of companies, located in a given time and space, to the point that it reflects like a fractal⁷ the episteme of its historical moment as an organization that is the result of a set of historically determined influences (Foucault, 2002). In short, every philosophy, including business philosophy, constitutes a rational space for polyphonic dialogue between all the people and differentiated interests that participate in the company's activities, directly or indirectly (Labarca, 2011). Therefore, it is a philosophy that

⁷ In geometry, a fractal is an object in which the same pattern is repeated in different proportions and in different directions. The word fractal comes from the Latin word *fractus*, which means broken, fractured, irregular. The interesting thing is that in the fractal the parts are equal to the whole.

acquires its legitimacy to the extent that it achieves a broad consensus on its actions, decisions, and essential orientations.

For their part, in the work of Izquierdo et al. (2020), business philosophy is not limited to defining the mission, vision, values, and discourses that essentially and existentially identify a specific corporation. Fundamentally, it is an ethical stance expressed in corporate social responsibility. Thus, in concrete reality, the philosophy of a company is not known through its discourses but rather through its ethical or unethical actions that reveal the true face of the company in the social and natural environment in which it operates. In this regard, Izquierdo et al. (2020) suggest that philosophy is an ethical bridge that dialectically connects the company with its environment. "It is necessary to have guidelines for business activities that allow for coexistence and harmony with the people who make up a company and with the people and the environment in which they operate" (2020, p. 17).

1.2. Digital transformation

The telematic changes that have taken place in the twenty-first century have shaped a model of society whose basic tool for its operation is the so-called information and communication technologies (ICT). These changes have also driven the digitalization of social relations, including economic relations. In this context, companies, regardless of their activity or size, must have a digital façade that allows them to develop their goods and services in a double scenario, digital and material, as a condition of possibility so as not to perish in the face of the new requirements of their environment.

In this sense, the article by Kraus, Jones, and Roig-Tierno (2021), using a systematic review methodology, organizes the literature on digital transformation and qualitatively divides it into three main categories: business processes, organizational impact, and technology as a driver of transformation. The authors discuss how digital transformation affects all parts of the company, from decision-making to collaboration within the organization. In addition, the institutional and social implications are discussed, such as scientific openness and internal security risks due to the gradual advance of the digitalization of all human activities.

More specifically, enterprise digital transformation is the process of integrating digital technologies into all areas of an organization, fundamentally changing the way it operates and delivers value to its customers. This process involves the continuous introduction of new ICT technologies and, also, the adoption of cultural changes that require organizations to constantly challenge the *status quo*, experiment and adapt to the challenges that arise. Digital transformation aims to improve the customer experience, optimize companies' operational processes, and develop new business models using technologies such as artificial intelligence, automation, and cloud computing. According to The Enterprisers Project (2024), these changes are essential for companies to remain competitive in the changing global market conditions of the twenty-first century.

1.3. War and business in Ukraine

The war in Ukraine has significantly affected businesses domestically and globally. The Russian invasion has severely disrupted the economy, especially affecting micro, small and medium-sized enterprises (MSMEs), which account for a large proportion of employment and value added in the country. According to a study by the United Nations Development Programmed (UNDP) (United Nations

Development Programmed, 2024), 64% of SMEs temporarily ceased operations at the start of the invasion in February 2022, but most have managed to resume operations. Despite the financial losses, many companies have demonstrated extraordinary resilience and adaptability during the crisis.

Beyond the horrors of war in Eastern Europe, business practices in Ukraine are influenced by local regulations, cultural norms, and the need for adaptability in a dynamic economic environment. Ukrainian companies often emphasize transparency, innovation, and resilience in their practices and discourses, reflecting a commitment to both local heritage and global norms. The main business philosophy is to achieve the economic and personal security of the business group and to help with the sustainable development of the local communities that are related to the company.

As the Deloitte report (2024) states, around the world, Russia's invasion of Ukraine, which began in 2022, has wreaked havoc on energy markets, commodities, and supply chains, exacerbating existing problems related to the COVID-19 pandemic. Sanctions against Russia and the disruption of Ukrainian exports have increased inflation levels and cost-of-living crises in many parts of the world.

The report consulted by Deloitte (2024), highlights the need for companies to prepare for an uncertain future, including persistent inflationary pressures, prolonged disruptions in supply chains, and growing concerns about energy independence. These challenges require business leaders to make informed decisions and develop flexible strategies to navigate this volatile environment where business digitalization processes and a war conflict that has no end in sight are combined on equal terms.


2. Methodology

As already clearly explained in the abstract and introduction, this research was developed within the methodological framework of the history of ideas and, more specifically, the history of social representations, to describe the meaning of business philosophy during the digital transformation in the conditions of war in Ukraine. The history of social representations seeks to reconstruct in a delimited time and space the: "Individual symbolic constructions ... to which subjects appeal or create to interpret the world, to reflect on their own situation and that of others, and to determine the scope and possibility of their historical action" (Vasilachis de Gialdino, 1999, p. 301).

Therefore, a history of business representations tries to be a portrait of the way in which certain entrepreneurs live, feel, and perceive their own reality intersubjectively, marked, in this case study, by the imprint of war and by the accelerated changes of the digital transformations experienced by companies, which want to be in tune with the requirements imposed by the world scenario.

With the aim of transcending the documentary methodology, an in-depth interview was conducted with a renowned Ukrainian businessman who preferred to remain anonymous, as a necessary condition to answer each one of the questions that were asked in a climate of respect and dialogic horizontality, such as that which characterizes in-depth interviews (Robles, 2011). Fundamentally, the dialogue was based on a script of open questions based on five (05) thematic categories that can be seen in the following table 1, below.

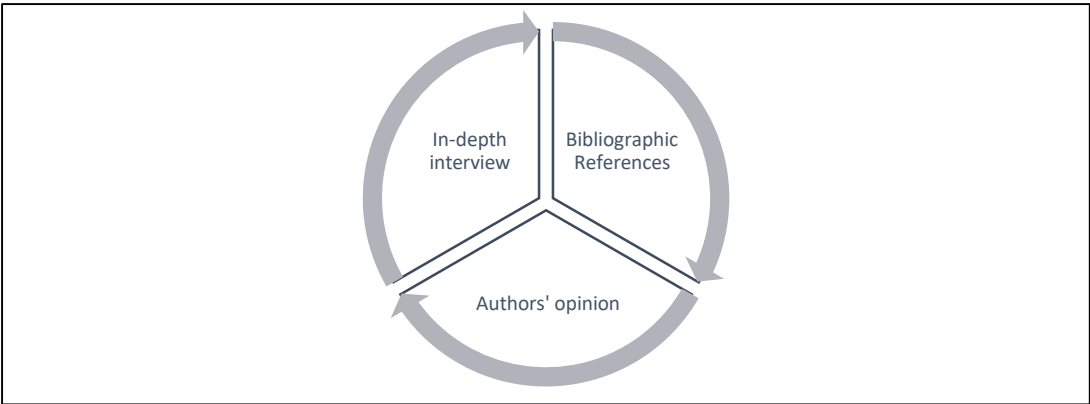
Table 1. Open-ended question script

General objective of the research Describe the meaning of business philosophy during digital transformation in the conditions of war in Ukraine. 					
Is there a general business philosophy in Ukraine that, beyond the particularities of each business, represents the being and doing of entrepreneurs in the process of digital transformation, in the context of war?					
Impact on Business Strategy.	Technological Adaptation and Resilience.	Supply Chain Management.	Social Impact and Corporate Responsibility.	Future and National Reconstruction	Remarks
How has the war in Ukraine affected the business strategy of local companies in terms of digital transformation?	In the context of the war, what technologies have been crucial to maintaining business continuity and how have they influenced the resilience of Ukrainian companies?	How has the war altered supply chains, and what strategies have companies implemented to mitigate these impacts and ensure operational continuity?	What role have Ukrainian companies played in mitigating the humanitarian crisis and how have they integrated corporate social responsibility into their philosophy during the war?	Looking to the near future, what are the main opportunities and challenges for Ukrainian companies in the post-war reconstruction process, especially in terms of digitalization and technological modernization?	
What adjustments have you had to make to adapt to the new reality?					This question was ignored at the time of the interview and will be present in future research on the subject.

Authors' note: These questions are designed to get a comprehensive view of how businesses in Ukraine are approaching digital transformation in an environment as challenging as war, and how entrepreneurs are planning for their future in a context of the country's reconstruction and recovery.

In addition, the cognitive tool of triangulation was also used, which allowed dialectically relating the scientific literature collected on the subject; the information provided by the interviewed subject and the opinion of the authors of the article, so that the heuristic result of the research is the product of a synthesis between three different but connected epistemic dimensions.

Table 2. Research tolos



Source: Prepared by the authors

Everything indicates that in epistemological terms, a good triangulation exercise can provide truthful and complete information on a research topic or problem, by dialectically contrasting knowledge of different nature in which scientific materials are combined, intertextually, with concrete opinions of people who participate in the configuration of the phenomena under study. in the historical context where the events take place. To all of which are added the critical gaze of researchers, who are specialists in the subject. This approach seeks to improve the validity and credibility of findings by mitigating the biases inherent in the use of a single source of information such as isolated texts or interviews.

3. Analysis and discussion of results

In this section, the reader is provided with the most salient aspects of the interview carried out, under the interpretative prism of triangulation, which provides a polyphonic reading, in three dimensions, of the information collected (see table No. 02), with the purpose, not only of responding to the objective of the research, but also of answering the question: is there a general business philosophy in Ukraine that, beyond the particularities of each business, represents the being and doing of entrepreneurs in the process of digital transformation, in the context of war? As is common in qualitative (inductive) research developed within the framework of immediate history and the history of ideas and social representations, it was not our intention to build a general knowledge about business philosophy, but a descriptive approach to this symbolic phenomenon.

In response to the first question asked, how has the war in Ukraine affected the business strategy of local companies in terms of digital transformation? Question connected to the category of *impact on business strategy*, the interviewee answered categorically that:

In Ukraine, the overall business philosophy during the war has focused on resilience, adaptability, and innovation. Entrepreneurs have had to navigate extreme uncertainties, leading to a focus on flexible business models and rapid digitization to maintain operations. **The essence of this philosophy is not only to survive, but also to contribute positively to the resilience of the nation, emphasizing social responsibility and community support along with business continuity.** (Entrepreneur, 2024, p. 01) (emphasis added).

In contexts of war such as the one experienced in Ukraine where an exogenous factor threatens national sovereignty and, if it succeeds in its policy of domination and destruction of Ukrainian national identity, understood as the

general ontological heritage that defines the being and actions of the people and groups who have been born and lived in this country. The business philosophy of a coherent entrepreneur is not limited to obtaining economic benefits only, as would be the legitimate case in a market economy in a scenario of peace and normality, nor even to the survival of his business. It is a philosophy that is connected to the national resistance strategy and that, therefore, seeks from business activity: “... to contribute positively to the resilience of the nation, emphasizing social responsibility and community support along with business continuity” (Empresario, 2024, p. 01).

In the category of *adaptation, technology and residence*, the entrepreneur was asked: In the context of the war, what technologies have been crucial to maintain business continuity and how have they influenced the resilience of Ukrainian companies? To which he replied: The war has accelerated the digital transformation of Ukrainian companies out of necessity. With physical operations disrupted by the conflict, businesses have had to quickly adopt digital tools to continue operating. This shift has meant moving to remote work, digitizing customer interactions through e-commerce platforms, and at the same time using cloud-based services to ensure data integrity and accessibility amid disruptions and cyberattacks against Ukraine (Entrepreneur, 2024, p. 01).

Again, the technological improvements introduced by Ukraine companies in the context of the war are not limited to a philosophy of continuous improvements, in tune with the requirements of the information society. What is at stake here is to be able to survive as a business despite the destruction of the physical infrastructure necessary for the development of business operations, such as: the company's physical plant, roads, power plants, internet networks or basic public

services. Consequently, the digital transformation of companies is part of the strategy of resistance to the Russian invasion, an existential condition to continue working and producing, within the real possibilities of each business, despite the adversities and material limitations imposed by the context of crisis.

In the category of *supply chain management*, the entrepreneur was asked: in what ways has the war altered supply chains and what strategies have companies implemented to mitigate these impacts and ensure operational continuity? To which he replied that it all depends on the business and the region of the country where the company is located. If, for example, it is a town under the control of the invading forces, it is very difficult for a Ukrainian company to be operational, unless the goods and services it provides are useful to the Russians (Empresario, 2024). Regarding the strategies developed by his business, the interviewee added that:

Several technologies have been crucial to maintaining business continuity during the war:

- Cloud computing: Ensuring data security and accessibility across geographies.
- Cybersecurity Solutions: Protecting against the rise of cyber threats in the unstable environment.
- Remote work technologies: Facilitate communication and collaboration between dispersed teams.
- Mobile and Internet technologies: Keep operations running even in remote or compromised areas (Empresario, 2024, p. 4).

Obviously, these strategies for digitizing a company's operations are more easily adapted to the nature of certain businesses oriented to the sales, services, or consulting sector. In any case, regardless of the productive area of a given corporation, digitalization is a process that is going through almost all human

activities in the twenty-first century, so that its adoption is a requirement of the first order in contexts of war or normality. Therefore, refusing to digitize your business operations is not a valid option for a serious company.

In addition to the above, the interviewee responded that while it is true that the war conflict, which involves Ukraine together with a set of leading international actors such as the European Union and NATO, has seriously disrupted local and international supply chains. Ukrainian companies have generally responded to the crisis as follows:

- Diversifying suppliers to reduce dependence on a single source or route.
- Increasing reserves of critical materials when possible.
- Leveraging digital supply chain management tools to improve visibility and responsiveness to contingency scenarios. (Empresario, 2024)

If all companies in democratic societies have the responsibility to advance social responsibility strategies that promote the Sustainable Development Goals (SDGs) in the communities where they are embedded, in accordance with the parameters of the so-called 2030 Agenda (United Nations, 2022), in a context of war where many communities are deprived of their fundamental rights by the action of the invading army, corporate responsibility increases significantly in its commitments and meanings. When asked about the role Ukrainian companies have played in mitigating the humanitarian crisis and how they have integrated corporate social responsibility into their philosophy during the armed conflict, the interviewee, who lives and operates as a business agent in Ukraine, responded that:

Ukrainian companies have played a key role in reducing the humanitarian impact of the war. Many entrepreneurs have integrated social responsibility into their business philosophy. To the extent that

beyond their business activities, corporations also provide assistance and support to displaced people and their employees. Fundraising and donations support humanitarian relief efforts. In general terms, Ukrainian-owned companies opt for the philosophy of providing services and products to people affected by the conflict at reduced or free prices. (Empresario, 2024, p. 4)

The last question in the category of future and national reconstruction in Ukraine sought to determine from the informant whether, despite the humanitarian tragedy experienced by the war, there are reasons to be optimistic about the future, especially since every philosophy inherently has a prospective component that historically aims to serve as a guiding light in the face of future uncertainty. In this context, the question was posed looking towards the near future: What are the main opportunities and challenges for Ukrainian companies in the post-war reconstruction process, especially in terms of digitalization and technological modernization?

In his narrative, the interviewed entrepreneur responded slowly and thoughtfully that post-war reconstruction creates opportunities and challenges for Ukrainian companies, especially in terms of digitalization and technological modernization. Massive reconstruction works require innovative solutions that can contribute to the development of sectors such as construction technology, green technology, and digital services. In a context where Ukraine and its allies definitively repel the invader, the main concerns are creating the sufficient and necessary conditions to attract investment for the material and moral reconstruction of the country, in a scenario of possible economic instability and amid the risk of continuous cyber threats (Empresario, 2024).

Given the opinions and viewpoints that ontologically identify the interviewee not only as an individual but also as a representative of the sentiments of the Ukrainian business community, which, despite the war, continues to bet on their country, is willing to take risks, and believes in a forthcoming scenario of national reconstruction that will further boost the development of productive forces. In this historical context, the business philosophy during the war is undoubtedly characterized by resilience, rapid adaptation to digital platforms, and a comprehensive approach to social responsibility, all aimed at ensuring business sustainability and, moreover, making a significant contribution to the resilience, resistance, and comprehensive recovery of the country.

Final considerations

From the perspective of the history of ideas and social representations, a true business philosophy, that is, one with meaning and significance for the spirit of the context in which the business community operates, is not built solely through the scholarly definition of a set of concepts, in the light of current theories and trends in the business field; rather, it is a phenomenological and hermeneutical exercise where the businessperson, along with their team, accurately describes the feelings, problems, values, discourses, ideas, and practices of the social reality they are part of and simultaneously gives it a coherent meaning that guides their company as a socially responsible institution that not only acts for profit but is also willing to help its environment in various ways, especially when what is at stake is the very existence of Ukraine as a sovereign state.

Is there a general business philosophy in Ukraine that, beyond the particularities of each business, represents the being and doing of entrepreneurs in

the process of digital transformation in the context of the war? Although such a question requires more and better research, everything indicates that, in general terms, there is indeed a business philosophy in Ukraine that integrates and represents, in its epistemological core, the entire national business community that truly loves Ukraine. This philosophy has been dialectically shaped in the heat of the immeasurable vicissitudes of the war with a dual purpose: on the one hand, to adapt businesses to the processes of digital transformation that affect all economic activities worldwide, and on the other hand, to contribute from the business sector to the national resistance strategy against the imprint of the invading army and its allies in the country.

In this latter sense, it is possible that the business philosophy, more than an autonomous product that expresses the mission, vision, responsibilities, and objectives of Ukrainian companies, is even unknowingly a broader reflection of the great political, economic, and social concerns of a country that fights for its independence and freedom, in accordance with its indisputable right to self-determination and national sovereignty. And as Russell (2002) explains, no political, aesthetic, epistemological or existential philosophy develops in an ethereal dimension, isolated from the dialectical forces and contradictions of its time; on the contrary, all philosophy, including business philosophy, is given as a symbolic space where the social representations of a given time and space converge.

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