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STRATEGIC VECTORS OF CORPORATE SECTOR MANAGEMENT IN THE ECONOMY UNDER THE CONDITIONS OF POST-WAR RECOVERY

The corporate sector is one of the most promising and dynamic areas of the global economy, as its influence extends to both the national economy and the social sphere, forming a fundamental basis for sustainable development. To ensure effective management of the corporate sector, it is essential to define its strategic development vectors, establish a flexible management system, and promote emerging trends and innovations. Sustainable progress of the corporate sector determines a country's economic security and well-being, given its key role in generating gross domestic product (GDP). To achieve stable growth, it is important to systematically study the factors that shape and determine the effective functioning of the corporate sector. In the current context of deep structural distortions in the corporate sector and significant losses of production capacity during the full-scale war in Ukraine, the issue of selecting a justified management vector for the corporate sector goes beyond purely economic considerations and acquires strategic significance. As convincingly demonstrated by the experience of leading countries worldwide, the corporate sector is capable of driving the transition from a raw-materials-based economic model to an innovation-driven industrial growth model. A systematic understanding of the conditions that facilitate the effective functioning of the corporate sector contributes to the development of an appropriate regulatory framework and economic policy, positively influencing post-war recovery processes in Ukraine. Furthermore, research in this area is practically relevant for businesses and potential investors interested in creating an efficient business environment in Ukraine. Analysis of the conditions for the formation and operation of the corporate sector provides businesses and investors with insights into legal regulations, financial aspects, war-related risks, and investment prospects in specific economic sectors amid wartime destruction and innovation. It has been demonstrated that Ukraine's post-war development is inseparably linked to the corporate sector, which serves as a driving force for sustainable economic and social growth, while the joint-stock form of ownership-accounting for approximately three-quarters of industrial capacity-defines the key contribution of the corporate sector to the economic landscape and the achievement of developmental goals.

Keywords: *corporate sector, gross domestic product, industry, added value, industrial policy, sustainable development.*
JEL classification: G30, L52, Q01

Statement of the problem. Important aspects of the sustainable development of the corporate sector of Ukraine's economy include the socio-economic orientation of society towards gradually approaching the level of economic and social development of highly developed countries in Europe and around the world. The corporate sector of the economy is constantly in search of the most rational and effective tools, forms, and methods for building an efficient organizational and economic mechanism, which serves as the driving force and fundamental prerequisite for the sustainable development of enterprises in the corporate sector as a complex socio-economic system. The information support for the regulation and development of the corporate sector in Ukraine requires the application of a systemic approach, that is, understanding information support as a system consisting of information resources, information technologies, software, and technical means. With a system approach, the information support of the corporate sector of the economy is considered as a set of interrelated elements of a single complex dynamic system, which transforms incoming information resources into the required information support system. Under the conditions of using the specified approach, the assessment of the effectiveness of the corporate sector is carried out using a system of analytical techniques taking into account the specifics of production and its organization at a particular enterprise. For more than three decades, the corporate sector of Ukraine has undergone profound structural distortions, which has led to a reduction in the share of the manufacturing industry, the degradation of high-technology production (and even the complete disappearance of some of them), and the strengthening

of the raw-material orientation of exports. Such trends and processes have significantly limited the formation of sources of the country's economic growth, reduced the technological complexity of the national economy and, ultimately, reinforced its peripheral position in global value chains. Military actions and the destruction of industrial infrastructure have significantly exacerbated the accumulated imbalances, the country's critical dependence on imports of technologically complex products, and have disrupted established production chains.

At the same time, the process of restoring the national economy currently creates a unique 'window of opportunity', which implies a transition from the inertial model of reproducing the outdated industrial structure of the corporate sector to a qualitatively new development model based on high-technology production, innovation, and integration into European production ecosystems. However, the absence of a comprehensive reindustrialization strategy, limited investment resources, the imperfection of industrial policy, and a lack of instruments to stimulate high-technology industries generate risks for the recovery of the corporate sector. Under these conditions, the need for a scientific substantiation of strategic priorities and mechanisms arises for restoring the high-technology corporate sector as a key prerequisite for sustainable economic development and the national security of Ukraine.

Analysis of recent research and publications. The issues concerning the conditions of the corporate sector's functioning and the trends in its changes, structural changes in the economy, and reindustrialization as a key factor in the country's development recovery; the impact of structural deformations in industry on the state of the national economy and industrial policy both in the pre-war period and during the war and post-war reconstruction; as well as the substantiation of state development strategies-are the subject of research of many scholars and researchers. These areas have been studied in their works by V. Vygovska, M. Buhaieva, V. Mazur, N. Namliieva, I. Pidorycheva, V. Liashenko, Yu. Kindzerskyi, L. Deineko, V. Antoniuk, T. Melnyk, and other researchers studied the mentioned above areas in their research papers. At the same time, within the conditions of contradictions between the country's declared course toward European integration and technological modernization, and the simultaneous preservation of a destructive industrial sector with a small share of high value-added industries, there is an objective need for an in-depth scientific analysis of the ways and mechanisms for restoring Ukraine's high-technology industry as a strategic component of the corporate sector of the economy.

Objectives of the article. In the context of deindustrialization and the massive losses of industrial potential due to full-scale military aggression, the issue of forming a new model for the sustainable development of the corporate sector of the economy-strategic industrial sectors in Ukraine-ensuring stable economic growth and integrating Ukraine into global production chains becomes extremely relevant. This necessitates a scientific substantiation of the need to revive and restore the country's high-technology industry, the study of prerequisites, the selection of strategic directions and instruments of reindustrialization, and the determination of priority paths and tools of state policy for its recovery under current conditions, which has defined the aim of this research.

Summary of the main research material. In the modern business environment, the term *corporation* is traditionally understood as a form of organization in which ownership and management are clearly separated. Thus, a corporation can be considered a dynamic and constantly evolving system in which the processes of functioning and development interact. Such enterprises are formed through the consolidation of capital with the aim of generating profit. The primary purpose of a corporate association is to coordinate the entrepreneurial activities of its members, ensure the protection of their rights, and represent their common interests in various institutions and governing bodies [1]. A significant share of the industrial sector consists of such capital associations, that is, corporations. However, the "aging" of Ukraine's corporate sector began as early as the period following independence and continues to the present day. Therefore, conducting monitoring studies of the problems affecting the corporate sector-of which industry constitutes important component-remains highly relevant.

In a globalized world, the state of a country's economy-and consequently the level of well-being of its population-largely depends on the level of industrial development. Convincing confirmation of this fact, which has been repeatedly demonstrated by the experience of leading economies, can be found in the analysis of such an economically significant indicator as gross domestic product (GDP) and its comparison with the volume of industrial output or the value added generated in production. In our view, the use of GDP-particularly when calculated on a per capita basis-provides the most accurate and objective basis for analyzing the economic performance of individual countries. As for the time period selected for the analysis, the data points were chosen for 2010, which is considered the starting point of modern economic statistics following the global financial crisis of 2008–2009; 2015, marking the midpoint of the second decade and a period of important structural changes in industry; 2020, the year in which the COVID-19 pandemic began and triggered significant economic shifts; and 2021–2023, the years of post-pandemic recovery, which simultaneously witnessed major transformations in global supply chains amid political and economic instability and heightened uncertainty worldwide.

Based on data from the State Statistics Service of Ukraine, we conducted a comparative analysis (Table 1) of selected leading economies of the world using the above-mentioned indicators, and compared these results with the corresponding economic performance of Ukraine.

The United States of America has maintained global leadership for a prolonged period, recording the highest level of GDP and thereby confirming its status as the world's wealthiest economy. Between 2010 and 2023, the country demonstrated steady and consistent GDP growth; in 2023 alone, GDP increased by 2.5% compared with the previous year. Notably, the United States accounts for nearly 26% of global GDP [3], which reached105.4 trillion USD in 2023 (at current exchange rates – author's note) and increased by 3.2% over the year [2]. The second-largest economy in the world in 2023 was China, with a total GDP of 17.66 trillion USD [3] and GDP per capita of 12,040 USD [3]. A comparison of Ukraine's GDP with

Table 1 – Dynamics of GDP in Leading Countries of the World and Ukraine in 2010–2023 (in USD at 2010 Purchasing Power Parity (PPP))

Country / indicators		2010	2015	2020	2021	2022	2023
Ukraine	GDP, billion USD	378,3	337,1	363,3	375,8	267,7	282,6
	GDP per capita, thousand USD	8,2	7,9	8,7	9,1	…	…
USA	GDP, billion USD	15049,0	16850,5	18136,2	19188,1	19559,5	20056,8
	GDP per capita, thousand USD	48,6	52,7	54,8	57,6	58,4	59,6
Germany	GDP, billion USD	3249,0	3531,4	3633,9	3767,2	3818,8	3808,7
	GDP per capita, thousand USD	40,5	43,2	43,7	45,3	45,6	45,1
France	GDP, billion USD	2335,2	2465,4	2436,6	2604,3	2671,2	2696,3
	GDP per capita, thousand USD	36,1	37,2	36,0	38,4	39,2	39,5
United Kingdom of Great Britain and Northern Ireland	GDP, billion USD	2290,2	2525,0	2440,8	2652,5	2767,8	2770,6
	GDP per capita, thousand USD	36,5	38,8	36,4	39,6	40,9	…
Italy	GDP, billion USD	2092,4	2021,7	1918,9	2090,3	2191,1	2206,8
	GDP per capita, thousand USD	35,0	33,6	32,3	35,4	37,1	37,4
Canada	GDP, billion USD	1363,6	1515,5	1575,7	1661,2	1729,4	1757,1
	GDP per capita, thousand USD	40,2	42,5	41,5	43,5	44,5	44,0
Poland	GDP, billion USD	798,6	932,4	1099,6	1175,8	1237,5	1240,6
	GDP per capita, thousand USD	21,0	24,5	29,6	31,8	32,8	33,0

Source: developed by the authors on the basis [2, p. 256–257; p. 260–261]

that of other countries for the period 2010–2023 indicates a significant lag of the national economy. Even before the beginning of Russian aggression, Ukraine's total GDP in 2021 amounted to 375.8 billion USD (in 2010 purchasing power parity terms, hereafter – PPP), which was more than ten times lower than that of Germany, more than seven times lower than that of the United Kingdom, and 5.6 times lower than that of Italy (Table 1).

A comparison of the total GDP of Ukraine and Poland (which we consider methodologically appropriate, as both countries were in similar starting conditions at the end of the twentieth century and had economies transitioning from a centrally planned system to a market-based model) also demonstrates Ukraine's lag behind Poland by more than three times (Table 1). The value of this indicator for Ukraine during the wartime period (2022–2023) shows a significant decline in 2022, with GDP decreasing by 28,8% compared with 2021, followed by a recovery of 5,5% in 2023 relative to 2022. At the same time, the gap between Ukraine and the aforementioned countries has widened even further. However, in order to obtain a more objective assessment of countries' economic performance, we applied the indicator of GDP per capita (Table 1). This approach made it possible to conduct a more accurate comparative analysis under comparable conditions and to formulate the following conclusions.

In 2021, GDP per capita in Ukraine amounted to 9,100 USD (in 2010 purchasing power parity terms) (Table 1). This figure was five times lower than in Germany; 4,3 and 4,2 times lower than in the United Kingdom and France, respectively; 3,9 times lower than in Italy; 3,5 times lower than in Poland; and 6,3 times lower compared with the United States of America. It should be noted that, according to data from the World Bank, the gap between Ukraine and many highly developed economies is even more pronounced when measured both by total GDP at current dollar exchange rates (Table 2) and by GDP per capita (Table 3).

According to data from the World Bank, Ukraine's total GDP at current US dollar exchange rates was many times lower than that of leading European countries, both in 2021 (22 times lower than in Germany, 15,9 times lower than in the United Kingdom, 14,9 times lower than in France, 10,9 times lower than in Italy, and 3,4 times lower than in Poland) and in 2024 (24 times lower than in Germany, 19,3 times lower than in the United Kingdom, and 4,8 times lower than in Poland) (Table 2). Even more striking is the difference in GDP per capita. Comparisons of GDP per capita at current US dollar exchange rates, based on World Bank data (Table 3), allow for the following observations. This comparison demonstrates the significant lag of Ukraine relative to many highly developed

Table 2 – Total GDP of countries worldwide at current US dollar exchange rates, according to the World Bank, billion USD

Country / years	2010	2015	2020	2021	2022	2023	2024
Ukraine	141,2	91,0	156,6	199,8	161,9	181,2	190,7
USA	15050,0	18210,0	21060,0	23320,0	25600,0	27290,0	28750,0
Germany	3470,0	3430,0	3940,0	4360,0	4200,0	4560,0	4690,0
France	2650,0	2440,0	2650,0	2970,0	2790,0	3060,0	3160,0
UK	2500,0	2950,0	2720,0	3190,0	3180,0	3420,0	3690,0
Italy	2140,0	1850,0	1910,0	2180,0	2100,0	2320,0	2380,0
Poland	478,1	480,	605,9	689,2	695,6	812,5	917,8

Source: compiled by the authors based on disparate data from the World Bank [4]

economies. Between 2010 and 2024, GDP per capita in Italy ranged from $35,9 thousand to $40,4 thousand, in France from 40,7 thousand USD to 46,1 thousand USD, in the United Kingdom from 39,8 thousand USD to 53,2 thousand USD, in Germany from 42,4 thousand USD to 56,1 thousand USD, and in Poland from 12,6 thousand USD to 25,1 thousand USD. This indicator is substantially higher in the United States of America, where GDP per capita reached 84,5 thousand USD in 2024. The figures presented in Table 3 exceed Ukraine's GDP per capita by 5–15 times or more.

Regarding European countries such as Norway, Switzerland, and Luxembourg, GDP per capita amounted to 86.8 thousand USD, 103,9 thousand USD, and 137,8 thousand USD, respectively [5], which is 16, 19 and 25 times higher than in Ukraine. The results of this analysis highlight the urgent need to identify measures for stabilizing and strengthening the national economy and ensuring the country's financial security. This scientific task is particularly relevant under conditions of full-scale war, where critical circumstances demand immediate and unconventional solutions that, nevertheless, must be grounded in the leading experience of economically successful countries.

The size of GDP in countries worldwide is influenced by a wide range of factors, and a multiple correlation can be observed between its magnitude and the effects of various conditions. Foremost among these determinants in the countries under study are indicators related to industrial production. A close relationship between GDP levels and either the value added in production or the volume of industrial output can be clearly observed in economically successful countries, as well as in negative outcomes, such as in Ukraine. Moreover, the greater the output of high-cost, high-tech products with a significant share of added value, the higher the potential for GDP growth.

It is clear that there are exceptions to this rule. For instance, Luxembourg – a country that, as noted above, has long been a leader in GDP per capita – derives the majority of its gross value from the financial services sector, which is officially recognized as the "engine of the economy" [5]. For the sake of accuracy, however, it should be noted that industry, including metallurgy, still accounts for approximately 10% of GDP. In countries such as Ireland and Switzerland, which, along with Luxembourg, rank among the top countries in terms of GDP per capita, the main economic sectors are also finance and technology [5].

In Ukraine, in 2023, manufacturing accounted for 8,3% of total gross value added (7,6% in 2022), mining and quarrying for 4,3% (4,4% in 2022), and agriculture, forestry, and fishing for 7,5%. It should be noted that the share of financial and insurance activities in Ukraine's total gross value added within GDP (at current prices) during the period under study ranged only from 5,6% in 2010 to 2,5% in 2023 [2, p. 93].

By contrast, the majority of countries forming the core of the global economy are leading post-industrial states, in which the innovative sector of the economy, high-tech industry, and highly developed knowledge-based industries dominate. Globally, the share of manufacturing in GDP remained generally stable during 2020–2022, averaging 15–16% (15% in EU countries) [6]. In 2022, the share of manufacturing in Ukraine's total gross value added was 8,6%, while information and communications accounted for 3,9% (Table 4). Specifically, in 2015, the distribution was as follows: manufacturing – 11,9%, mining and quarrying – 4,8%, agriculture, forestry, and fishing – 12,1%, and information and communications – 3,6% [2, p. 93]. Thus, it can be concluded that between 2010 and 2022, the share of manufacturing in Ukraine's gross value added declined from 13,0% to 8,6%, which should be considered a negative trend for the national economy.

Overall, in Central and Eastern European countries in 2022, the share of manufacturing in GDP ranged from 17% to 21% (21% in Czech Republic, 20,3% in Slovakia, 17,5% in Poland, and 17,2% in Hungary). In the Baltic states – Lithuania, Latvia, and Estonia – this indicator amounted to 16,3%, 13%, and 12,8%, respectively [6].

It should be noted that while these European countries, along with the United States of America and Canada, have traditionally led in this regard, countries in South and East Asia and the Pacific region have already surpassed them. In 2022, the share of manufacturing in GDP was 27,7% in China, 27% in Thailand, 25,6% in South Korea, 24,8% in Vietnam, 23,4% in Malaysia, 20,5% in Singapore, 19,2% in Japan, and 18,3% in Indonesia [6].

A retrospective analysis of the development indicators of Ukraine's industrial corporate sector (taking into account the statistical data presented above) indicates that industry has traditionally been, and remains, one of the key sectors of the national economy. This assertion is supported not only by its contribution to GDP but also by its development dynamics (Table 4), as well as by the volume of export revenue generated and the number of jobs created.

It can be stated that industrial products accounted for the largest share of total output between 2010 and 2024, ranging from 31,8% to nearly 35% in different years during this period. However, an analysis of the development dynamics of the domestic industrial corporate sector also reveals large-scale processes of structural degradation.

Table 3 – GDP per capita in countries worldwide at current US dollar exchange rates, according to the World Bank, thousand USD

Country / years	2010	2015	2020	2021	2022	2023	2024
Ukraine	3,0	2,1	3,7	4,8	4,2	5,1	5,4
USA	48,6	56,6	63,5	70,2	76,7	81,0	84,5
Germany	42,4	41,9	47,4	52,3	50,5	54,8	56,1
France	40,7	36,7	39,2	43,7	40,9	44,7	46,1
UK	39,8	45,3	40,8	47,7	47,1	49,9	53,2
Italy	35,9	30,6	32,1	36,9	35,7	39,3	40,4
Poland	12,6	12,6	16,1	18,6	18,9	22,1	25,1

Source: compiled by the authors based on various data from the World Bank [4]

Table 4 – Volume of Sold Products and Services in Ukraine, 2010–2024

Industries/years		2010	2015	2020	2022	2023	2024
Total	billion UAH	3692,6	5716,4	11285,6	11485,9	14052,8	16459,4
	%	100	100	100	100	100	100
Including Industry	billion UAH	1173,8	1917,2	3524,7	4008,5	4543,6	5592,4
	% of total Σ	31,8	33,5	31,2	34,9	32,3	33,9
Construction	billion UAH	101,9	150,5	444,8	264,5	360,9	403,9
	% of total Σ	2,8	2,6	3,9	2,3	2,6	2,4
Agriculture, Forestry, and Fishing	billion UAH	103,6	372,0	624,1	682,4	782,6	887,3
	% of total Σ	2,8	6,5	5,5	5,9	5,6	5,4
Financial and Insurance Activities	billion UAH	264,9	236,4	341,7	483,0	658,9	854,8
	% of total Σ	7,2	4,1	3,0	4,2	4,7	5,2
Information and Communication	billion UAH	73,0	141,5	395,4	292,1	337,9	390,6
	% of total Σ	1,9	2,5	3,2	2,5	2,4	2,4

Source: compiled by the authors and calculated based on [2, p. 214–215]

In past decades, prior to gaining independence, Ukraine's industry was characterized by a close integration of the fuel and energy and metallurgical sectors with highly developed machinery and chemical industries. As of 1991 (historical overview), Ukraine's share in global industrial production was 0,57%. However, the challenging conditions of the transitional period led to a declining trend: by 2013, Ukraine's share in global industrial goods production had fallen to 0,2%, and by 2016 to 0,16%. Similarly, the country's share of the global economy decreased over time: 0,36% in 1991, 0,17% in 2013, and only 0,12% in 2016 [7]. As noted by the renowned Norwegian economist Erik Reinert: "Ukraine is a unique country because, at one time, you were among the first to industrialize; you were a very wealthy country, and now you are very poor and becoming even poorer. I see the cause of your poverty precisely in industrialization – or more accurately, in its reverse process, deindustrialization" [8]. Thus, until 1990, Ukraine belonged to the category of industrially developed countries. In the following years, due to the absence of an appropriate industrial strategy and policy, this status was lost, resulting in a significant decline in the share of manufacturing in GDP, technological simplification of production, the disappearance of certain industries and sub-industries, and other related consequences. Currently, according to UNIDO (United Nations Industrial Development Organization) classification, Ukraine is categorized as a country with a developing industrial economy (Middle-income industrializing economy) [9], placing it outside groups such as industrially developed states and economies with advanced industrial sectors.

Thus, we have demonstrated that there is a direct and close relationship between the level of sustainable economic growth of countries, their technological sovereignty, and competitiveness in the global economy, and the presence of an efficiently functioning high-tech corporate sector – namely, industry. It should be noted that the issue of restoring and developing Ukraine's industrial sector is frequently discussed within scientific, legislative, political, and expert circles. Nevertheless, we consider it essential to raise this issue repeatedly, as the war and the challenges it has caused compel an immediate reevaluation of this critically important sector for the country. Moreover, we are convinced that this topic must remain at the center of attention for both the government and society, especially during times of military aggression.

In the context of war and high investment risks, the state must assume responsibility for promoting the advanced development of a number of strategic, capital-intensive sectors of the corporate industrial sector, as defined by state industrial policy. These sectors form the foundation of national security and generate advanced technologies, including in the defense industry. The structure of strategic sectors within the corporate industrial sector should be based on expert, cross-industry research, taking into account the following criteria: the prospects for forming industrial specialization in accordance with resource potential; the potential development of "key enabling technologies" and the multiplicative effect of selected directions; a justified potential for creating regional growth points aimed at addressing post-war societal challenges; low energy intensity, environmental sustainability, and high potential for implementing "green" production technologies [10, p. 453].

In this regard, it should be noted that the currently active legal framework is the Presidential Decree of Ukraine "On the Concept of State Industrial Policy", dated 12 February 2003 (№ 102/2003) [11], which has not been amended or supplemented since its adoption – a situation highly unusual for domestic legislation. Formally, this outdated document remains the basis for state regulation of the corporate industrial sector and for shaping industrial policy in the country. It defines strategic priorities for modernization, structural reforms, and integration into global economic processes. As the country enters the fourth year of war, no strategic plan, concept, or strategy for industrial development has been officially approved. Instead, several draft laws exist that define the legal foundations for the formation, coordination, and implementation of state industrial policy, strategic sectors, and directions for production support and modernization, including: *"On the Principles of State Industrial Policy"*, *"On Industrial Policy and Predictability of the Real Sector of the Economy"*. However, these drafts have remained under development, review, and refinement for several years. Some indications of the government's current vision for industrial development can be found in the National Economic Strategy for the Period up to 2030, approved by Cabinet of Ministers Resolution № 179 on

3 March 2021 (as amended), which nonetheless reflects insufficient support for the country's strategic industrial sectors. Among other observations, the strategy notes that "key sectors of the economy require approximately USD 300 billion in external and domestic investments" [12]. Specifically, the document states that by 2030: the Ukrainian IT sector requires USD 70 billion; the agro-industrial sector requires approximately USD 50 billion; and the energy sector requires at least USD 25 billion. The investment needs of Ukraine's industrial sector are estimated at only USD 20 billion by 2030, aimed at "modernization of production capacities and reduction of harmful emissions" [12]. Thus, the support allocated to this key sector of the national economy – the industrial sector as a strategic component of the corporate sector – is 2,5 times smaller than that planned for the agricultural sector. Moreover, the investments are primarily aimed at production modernization, rather than structural transformations. Consequently, it can be concluded that the state currently pays insufficient attention to defining the main directions for industrial development, launching mechanisms of reindustrialization, and creating national competitive advantages based on high technology, environmentally sustainable production, and innovation.

At the same time, it should be noted that the Ministry of Economy of Ukraine presented the concept of the country's industrial strategy at the International Conference on Ukraine's Recovery (URC 2025) in Rome on 11 July 2025. The primary goal of this strategy is defined as the restoration and development of a competitive, inclusive, and sustainable Ukrainian industry as the foundation for economic growth and strategic autonomy [13]. According to the Deputy Minister of Economy of Ukraine, "…the industrial strategy is aimed at creating a modern economy with high added value, which will strengthen national security and integrate Ukraine into EU production chains… Priority sectors include machinery, infrastructure and construction, IT and digital industries, defense and dual-use technologies, metallurgy (including green metallurgy), energy, and agro-processing…" [13]. The implementation of the Industrial Strategy of Ukraine is planned for the period 2026–2030. However, we believe that the final version of this critically important strategic document should be discussed and coordinated with all stakeholders – across different government institutions and civil society, with the involvement of a wide range of scholars, experts, and practitioners. We are firmly convinced that the Ukrainian economy needs to transition from a "raw materials–semi-finished products" model to the production of complex, high value-added goods (machinery, defense and dual-use technologies, electronics), especially given the country's very high potential and capacity in the development of the defense-industrial complex. Moreover, a significant increase was demonstrated in 2024 compared to the previous year in terms of capital investment in several economic activities: production of electrical equipment – from UAH 1,306 million in 2023 to UAH 3,328 million in 2024, i.e., 2,5 times; production of machinery and equipment not elsewhere classified – from UAH 2,629 million to UAH 5,760 million in 2024, i.e., 2,2 times; production of motor vehicles, trailers, semi-trailers, and other transport equipment – from UAH 4,979 million to UAH 7,683 million in 2024, i.e., 1,5 times [2, p. 184].

In our view, it is advisable in this context to consider implementing an assertive state policy of investment in the reconstruction of a sustainable domestic industrial sector. We are currently facing a "window of opportunity" following large-scale destruction: to rebuild anew rather than simply restoring the old system. After such extensive devastation, there is a chance not to reproduce an outdated industrial structure, but to create a new technological, environmentally sustainable, and globally integrated industrial base. This is an opportunity to "leapfrog" several stages of development through digitalization and automation of production, gradually ensuring integration with the industrial ecosystems of the European Union. In conditions of war and geopolitical instability, industry becomes an element of national defense capability through the production of weapons, electronics, repair and modernization of equipment, and independence from critical imports. In this context, a high-tech corporate industrial sector can act as a development multiplier: a single modern industrial enterprise, through sectoral collaborations, can strengthen suppliers (raw materials, components, spare parts, technologies), logistics, education, and science, ultimately generating the effects of industrial ecosystems rather than isolated enterprises. We aim to form a new framework of state industrial policy, based on the following directions: stimulating investment activity in industry oriented toward structural economic transformation with priority given to the development of manufacturing; developing machinery and engineering as a strategically important sector to support the country's defense capability through technological and innovative advancement; modernizing the metallurgical industry via environmentally sustainable, "green" steel production; promoting innovative development in the construction materials sector; and encouraging secondary processing of raw materials based on circular economy principles [10, p. 454]. In summary, addressing the revival of the high-tech corporate industrial sector in Ukraine is not merely an economic research topic – it is a strategic condition for the country's survival and development. The shift from a raw-materials and peripheral model to an innovation-driven industrial model ensures economic resilience, security, the preservation of human capital, and Ukraine's integration into the global economic space.

Conclusions. The analysis of GDP dynamics and GDP per capita demonstrates Ukraine's deep and prolonged lag behind economically developed countries, which has a systemic rather than cyclical nature and has been significantly exacerbated by Russia's military aggression. The magnitude of the gap in indicators compared to European countries and the United States reflects structural weaknesses in the national development model, which fails to generate high added value, sustainable sources of economic growth, and, more broadly, to maintain national defense capacity and sovereignty. It has been shown that there is a clear relationship between a country's level of prosperity and the scale and technological complexity of its industrial production. Leading countries in terms of GDP are characterized by a high share of manufacturing, advanced high-tech industries, and deep integration into global value chains. In contrast, Ukraine exhibits a long-term trend of declining manufacturing, deindustrialization, and entrenchment of a raw-materials specialization, as

confirmed by domestic statistical data and international classifications, including UNIDO. A persistent tendency of institutional incompleteness in Ukraine's state industrial policy has been identified, manifested in the fragmentation and inadequacy of strategic documents, the absence of a contemporary comprehensive industrial strategy, and the undervaluation of the role of the corporate industrial sector within the system of economic development priorities. Under these conditions, there remains a risk that Ukraine's industrial sector could be restored on an outdated technological base without structural shifts toward high-tech production. At the same time, post-war reconstruction presents a unique "window of opportunity" to transition to a new industrial development model based on high technology, digitalization, ecological transformation, and integration of the corporate industrial sector into European production chains. The development of high-tech industry will generate a multiplicative effect for the economy, strengthen technological sovereignty and defense capacity, and serve as a strategic prerequisite for Ukraine's transition to an innovation-driven industrial trajectory.

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СТРАТЕГІЧНІ ВЕКТОРИ УПРАВЛІННЯ КОРПОРАТИВНИМ СЕКТОРОМ ЕКОНОМІКИ В УМОВАХ ПОВОЄННОГО ВІДНОВЛЕННЯ

Корпоративний сектор є однією з найбільш перспективних та динамічних сфер світової економіки тому, що його вплив охоплює як національну економіку, так і соціальну сферу, утворюючи фундаментальну основу сталого розвитку. З метою забезпечення ефективного управління корпоративним сектором, важливо визначити стратегічні вектори його розвитку, гнучку систему управління та розвивати новітні тенденції та інновації. Стійкий прогрес корпоративного сектора визначає економічну безпеку та добробут країни, враховуючи його ключову роль у формуванні валового внутрішнього продукту. З метою забезпечення стійкого зростання, важливо систематично досліджувати передумови, що формують та визначають ефективне функціонування корпоративного сектору. В сучасних умовах глибоких структурних деформацій корпоративного сектора та масштабних втрат виробничого потенціалу під час повномасштабної війни в Україні проблема обґрунтованого вибору вектору управління корпоративним сектором виходить за межі суто економічної проблематики і набуває стратегічного значення. Як переконливо доводить досвід провідних країн світу, саме корпоративний сектор здатний забезпечити перехід від сировинної моделі розвитку економіки до інноваційно-індустріальної моделі зростання. Системне розуміння того, які умови сприяють ефективному функціонуванню корпоративного сектора, сприяє формуванню відповідного регуляторного середовища та економічної політики, що позитивно позначиться на процесах повоєнного відновлення України. Нарешті, дослідження цієї теми актуальне з практичної точки зору для бізнесу та потенційних інвесторів, які зацікавлені у формуванні ефективного ділового середовища в Україні. Аналіз умов формування та функціонування корпоративного сектору надасть бізнесу та потенційним інвесторам інформацію про особливості правового регулювання, фінансові аспекти та ризики повномасштабної війни, перспективи інвестування у певні сектори економіки на тлі воєнних руйнувань та інновацій. Доведено, що повоєнний розвиток України невіддільно пов'язаний з корпоративним сектором, який виступає рушійною силою сталого економічного та соціального зростання, а акціонерна форма власності, яка становить приблизно ¾ промислового потенціалу, визначає ключовий внесок корпоративного сектору у господарський ландшафт та у досягнення розвиткових цілей.

Ключові слова: *корпоративний сектор, валовий внутрішній продукт, промисловість, додана вартість, промислова політика, сталий розвиток.*

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