

*Voichenko L., Liubymova N. V.*

*Kyiv National University of Technologies and Design*

### **SEWING COMPANIES DURING THE WAR**

**Abstract.** *This article is devoted to the analysis of the impact of Russia's full-scale war against Ukraine on the textile industry. The study focuses on two key issues: logistical disruptions and the energy crisis. Examples of Ukrainian enterprises demonstrate how they adapt to the new conditions that strategies use for survival and development. The article also analyzes the prospects for the recovery of the industry and the need for state support. Based on the analysis formulated proposals to overcome the challenges and ensure sustainable development of the textile industry in war.*

**Keywords:** *Ukrainian textile industry, the impact of war, logistics, energy, business adaptation, sustainability, challenges, prospects.*

**Войченко Л., бакалавр, Любимова Н. В., старша викладачка**

*Київський національний університет технологій та дизайну*

### **ШВЕЙНІ КОМПАНІЇ ПІД ЧАС ВІЙНИ**

**Анотація.** *Ця стаття присвячена аналізу впливу повномасштабної війни Росії проти України на текстильну промисловість. Дослідження зосереджено на двох ключових проблемах: логістичних переboяx та енергетичній кризі. На прикладах українських підприємств продемонстровано, як вони адаптуються до нових умов, які стратегії використовують для виживання та розвитку. Стаття також аналізує перспективи відновлення галузі та необхідність державної підтримки. На основі проведеного аналізу сформульовано пропозиції щодо подолання викликів та забезпечення сталого розвитку текстильної промисловості в умовах війни.*

**Ключові слова:** *українська текстильна промисловість, вплив війни, логістика, енергетика, адаптація бізнесу, стійкість, виклики, перспективи.*

**Introduction.** War is not just about guns and tanks. These are lives that suddenly change, dreams that are shattered, and businesses that are forced to adapt to new, brutal realities. The garment industry is one of the industries that has felt this influence most acutely. Thousands of Ukrainian seamstresses, designers and managers faced a choice: evacuate, look for new markets or suspend production. Fabric supply disruptions, the energy crisis, changing consumer demand are just some of the challenges they have faced. However, despite all the difficulties, many Ukrainian sewing companies continue to work, demonstrating incredible stability and creativity.

**Statement of the task.** The purpose of this study is to analyze the impact of Russia's full-scale war against Ukraine on the textile industry. In particular, the study focuses on the following issues:

- What are the main problems faced by Ukrainian textile enterprises as a result of the war?
- What adaptation strategies do companies use to save business?
- What are the prospects for the development of the industry in the conditions of war and after its completion?

**Research results.** Russia's full-scale war against Ukraine has dealt a devastating blow to the Ukrainian economy, and the textile industry has become one of the most affected sectors. Logistical disruptions, the energy crisis, and the destruction of production facilities have presented Ukrainian clothing manufacturers with unprecedented challenges.

One of the most tangible consequences of the war was the destabilization of logistics chains. The destruction of roads, bridges, warehouses and energy infrastructure complicated

the delivery of raw materials and finished products. The increase in the cost of fuel, insurance and customs duties significantly increased the cost of production.

Now I will present the logistical challenges facing Ukrainian business:

1. Refusal of accumulation. The more goods you have in warehouses, the higher the amount of frozen finances. In addition, it is dangerous to store goods in warehouses for a long time - in the event of an attack, they can be lost.

2. Changes to warehouse conditions. The largest hub (70–80% of professional warehouse space) was located in the Kyiv region. With the outbreak of hostilities, companies were forced to move their goods to the west of Ukraine, where there was no warehouse space of this size.

3. Difficulties with the purchase of goods. The problems are primarily related to the limited range of products and suppliers, blocked ports and the load on the railway infrastructure [3].

4. Disruption of supply chains. The destruction of infrastructure, including roads, bridges and railway lines, blocked transport routes and controlled areas are forcing some companies to look for alternative delivery methods.

5. High risks during the war. This includes the risk of shelling, mining, seizure of vehicles and cargo, which leads to significant financial losses and loss of cargo.

6. Lack of personnel due to mobilization. Mobilization has significantly affected the human resources of companies working in the transport and logistics sector. The lack of qualified personnel complicates the performance of operational tasks and reduces the efficiency of enterprises.

In parallel with logistics problems, Ukrainian enterprises faced an energy crisis. Regular shelling of energy infrastructure led to significant interruptions in power supply, which complicated the uninterrupted production process. To ensure business continuity, companies were forced to invest heavily in diesel generators, batteries and other uninterruptible power systems. These significant capital costs, together with rising fuel and equipment maintenance costs, have further strained business finances [6].

For organize a team during a blackout, it's necessary:

- remote work or online work became a trend during the Covid pandemic, so it became easier to organise teamwork from a distance during the pandemic. Flexibility and empathy of managers helps to organize the interaction in the best way.

- flexible working hours. Employees are grateful for the lack of pressure on the online presence schedule. The main indicator of success is efficiency or, for example, a task completed on time.

Today's world has destroyed the understanding of the traditional working day, giving instead night time, excessive activity when there is electricity, and sudden breaks in work during the day.

- support. It is important for employees to feel that the company is there for them in these difficult times, that the employer cares and protects them, and that the workplace is a safe place. It's good when a company responds to an alarm and goes into hiding [8].

Also an equally important problem was the sharp reduction in the number of women workers. Since women make up about 75% of the workforce in garment factories, their mass evacuation abroad has led to a significant decrease in production capacity [9].

Despite numerous challenges, Ukrainian manufacturers have demonstrated a high level of adaptability. Many companies reoriented production to the manufacture of products for military purposes, which allowed to save jobs and ensure a stable demand for products. Other companies were actively looking for new markets, in particular in the countries of the European Union.

A striking example of such stability is the Kherson sewing factory (Figure 1), which, despite the occupation, was able to resume production in a new place. Moving to Cherkasy region was not only a change of location, but also the beginning of a new stage of development. The company not only saved jobs for its employees, but also became one of the largest taxpayers in the region, contributing to the development of the local economy.



Source: [1].

*Figure 1. Kherson sewing factory*



Source: [2].

*Figure 2. Sewing company of Olha Chabanova*

Seamstresses make uniforms for security forces, providing our defenders with the necessary clothes. In order not to waste a single piece of fabric, the company organized a volunteer movement. The remains of the material are used to make camouflage nets for the military.

In a short time, the company managed to open three new branches in the Cherkasy region and one in the Kirovohrad region. They also resumed work in the de-occupied Snihurivka. In total, these companies employ about 300 people [1].

No less impressive is the story of Olha Chabanova, who, having lost everything in Severodonetsk, was able to resume production of her sewing company in the Dnipropetrovsk region. Her experience shows that Ukrainian entrepreneurs are ready for any challenges in order to maintain their businesses and provide work for their employees.

Before the full-scale invasion of Russia, Olha Chabanova successfully developed her sewing company in Severodonetsk, specializing in the production of workwear for rescuers. Her ambitious plans to expand her business were interrupted by the war. Together with her family and the equipment that she managed to take out, Olga was forced to evacuate to the Dnipropetrovsk region.

At first, to recreate samples of clothes, she had to literally collect them in parts. Having no time to develop new patterns, the craftsmen used finished products as a basis. Gradually, thanks to joint efforts, the company reached pre-war production volumes [2].

These two stories are just a drop in the sea of thousands of others, demonstrating the strength of the Ukrainian spirit and the invincibility of Ukrainian business. Despite all the difficulties, Ukrainian seamstresses, designers and managers continue to create, adapt to new conditions and contribute to the victory of Ukraine.

The prospects for the development of the industry are closely related to the general economic situation in the country and the successful completion of the war. Restoring peace and stability will create favorable conditions for investment in the textile industry, attracting new technologies and expanding exports.

**Conclusion.** The war in Ukraine has caused significant damage to the clothing industry, but Ukrainian entrepreneurs have demonstrated incredible resilience and adaptability. The destruction of production facilities, logistics chains, energy crises and a shortage of raw materials put the industry on the brink of survival. However, Ukrainian manufacturers are actively looking for new markets, introduce innovations and optimize production processes.

To fully restore the clothing industry requires significant investment, both from the state and from international donors. Government support in the form of soft loans, tax incentives and export development programs is critical. The development of cooperation with international organizations and the introduction of innovative technologies will also contribute to increasing the competitiveness of Ukrainian producers in the world market.

The war also revealed shortcomings in the logistics system of Ukraine. She clearly pointed out the shortcomings of the current state of affairs. First of all, the storage of large consignments of goods only in certain regions of the country, the use of routes that run near dangerous areas or strategic facilities. Logistics will become more complex, as this approach was the only way to stay afloat during the crisis. Storage reorganization [5].

Companies are actively exploring alternative energy sources such as solar and wind to reduce their reliance on the traditional grid. They also optimize their production processes, implement energy-efficient technologies and create reliable backup power systems to mitigate the impact of future power outages.

The Ukrainian government has also stepped up to support businesses during this crisis. Various programs have been launched to offset the cost of purchasing generators and fuel,

provide access to affordable funding, and streamline bureaucratic procedures. These measures are designed to ease the financial burden on businesses and facilitate their recovery [7].

Rebuilding the garment industry in Ukraine is not only an economic issue, but also a matter of national identity. Support for Ukrainian producers is a contribution to the economic development and strengthening of Ukraine's image on the world stage.

### References

1. Business from scratch: a relocated garment factory is increasing its capacity – as it is happening in Cherkasy region. URL: <https://www.5.ua/regiony/biznes-z-nulia-relokovana-shveina-fabryka-naroshchue-svoipotuzhnosti-ia-k-tse-vidbuvaietsia-na-cherkashchyni-305158.html>.
2. They sew clothes for rescuers and dream of a counteroffensive. The story of IDPs from Luhansk region who rebuilt their business from scratch. URL: <https://www.radiosvoboda.org/a/relokovane-shveyne-pidpryyemstvo/32412933.html>.
3. Logistics in time of war: how Ukrainian business can organize transportation flows. URL: [https://www.ukrinform.ua/rubric-other\\_news/3566470-logistika-pid-cas-vijni-ak-ukrainskomu-biznesu-organizuvati-transport-ni-potoki.html](https://www.ukrinform.ua/rubric-other_news/3566470-logistika-pid-cas-vijni-ak-ukrainskomu-biznesu-organizuvati-transport-ni-potoki.html).
4. Key problems in the field of transport and logistics during the war in Ukraine. URL: [https://logist.today/osoboe\\_mnenie-uk/2024-06-18/klyuchevye-problemy-v-sfere-transporta-i-logistiki-v-period-voyny-v-ukraine-2/](https://logist.today/osoboe_mnenie-uk/2024-06-18/klyuchevye-problemy-v-sfere-transporta-i-logistiki-v-period-voyny-v-ukraine-2/).
5. Logistics during martial law – synex logistics experience. URL: <https://trademaster.ua/articles/313567>.
6. Generators at the enterprise, cogeneration plants and connection to power grids – Energy digest. URL: [https://biz.ligazakon.net/news/230544\\_generatori-na-pdprimstv-kogeneratsyn-ustanovki-ta-pridnannya-do-elektromerezh--energetichniy-dayzhest](https://biz.ligazakon.net/news/230544_generatori-na-pdprimstv-kogeneratsyn-ustanovki-ta-pridnannya-do-elektromerezh--energetichniy-dayzhest).
7. Compensation for costs of the generator: where and how you can get help from the state. URL: <https://groshi.novyny.pro/news/ekonomika/kompensaciya-vitrat-na-generator-de-ta-yak-mozhna-otrimati-dopomogu-vid-derzhavi-10138.html>.
8. Dark night of business: Ingenuity will help adapt to blackout. URL: <https://mind.ua/openmind/20251071-temna-nich-biznesu-adaptuvatisya-do-blekautu-dopomozhe-vinahidlivist>.
9. The current state and prospects of development of the clothing industry of Ukraine. URL: <https://konfgeo.lutsk.wordpress.com/2018/04/19/%D1%81%D1%83%D1%87%D0%B0%D1%81%D0%BD%D0%B8%D0%B9-%D1%81%D1%82%D0%B0%D0%BD-%D1%82%D0%B0-%D0%BF%D0%B5%D1%80%D1%81%D0%BF%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%B8-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8%D1%82%D0%BA/>
10. Кислий В. М., Біловодська О. А., Олефіренко О. М., Соляник О. М. Логістика: теорія та практик: навч. посіб. К.: Центр учбової літератури, 2010. 360 с.
11. Бєлялов Т. Інноваційний розвиток підприємництва в умовах війни та в післявоєнний період. 2022. URL: [https://er.knutd.edu.ua/bitstream/123456789/20218/1/PIONBUG\\_2022\\_P066-067.pdf](https://er.knutd.edu.ua/bitstream/123456789/20218/1/PIONBUG_2022_P066-067.pdf).
12. Конеченков А., Омельченко В. Сектор відновлюваної енергетики України до, під час та після війни. 2022. URL: <https://razumkov.org.ua/statti/sector-vidnovlyuvanoyi-energetyky-ukrayiny-do-pid-chas-ta-pislyaviiyny>.