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MODERN TYPES OF BUSINESS PROCESS DIVERSIFICATION STRATEGIES IN THE CONTEXT OF EUROPEAN INTEGRATION

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THE AIM OF THE STUDY was to highlight the existing strategies for diversifying business processes in the context of Ukraine's European integration.

RESEARCH METHODS. The following research methods were used in the article: general scientific methods, methods of studying economic phenomena and processes: method of comparison, method of synthesis, graph and tabular method, method of structuring and grouping.

RESULTS. The article proves that topical issues of ensuring the effectiveness of diversification of business processes in the context of European integration are of fundamental importance, since the competitiveness of enterprises and their sustainability in foreign markets depend on the successful implementation of diversification strategies. This is especially important in the context of constant changes in the global market and the need to adapt to new business conditions determined by integration processes and the need to comply with international standards. The article systematises and summarises the main diversification strategies, such as vertical, horizontal, conglomerate and

international. The essence of each strategy is described, their features are noted, and the main differences, advantages and risks are highlighted. The study also summarises the possible consequences and identifies the need to adapt to the new business environment in line with European standards. It is proved that vertical diversification involves expansion along the production or supply chain to optimise costs, while horizontal diversification involves expansion of activities at the same level of production or services to expand the range or improve quality. The process of entering the European market by opening branches in Poland by Nova Poshta LLC is studied, the adaptation of the business model by forming an international team and the strategy of cooperation with the local partner InPost is analysed. The financial costs of opening branches were estimated and the changes in the company's corporate identity in the context of European integration were recorded

KEYWORDS: risks; expansion of activities; vertical and horizontal diversification; international markets; martial law; supply chains; innovative development.

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СУЧАСНІ ВИДИ СТРАТЕГІЙ ДИВЕРСИФІКАЦІЇ БІЗНЕС-ПРОЦЕСІВ В УМОВАХ ЄВРОІНТЕГРАЦІЇ

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МЕТОЮ ДОСЛІДЖЕННЯ було висвітлення існуючих стратегій диверсифікації бізнес-процесів у контексті європейської інтеграції України.

МЕТОДИ ДОСЛІДЖЕННЯ. У статті було використано такі методи дослідження: загальнонаукові, методи дослідження економічних явищ та процесів: метод порівняння, метод синтезу, графо-табличний метод, метод структурування й групування.

РЕЗУЛЬТАТИ. У статті доведено, що актуальні питання забезпечення ефективності диверсифікації бізнес-процесів у контексті європейської інтеграції мають фундаментальне значення, оскільки конкурентоспроможність підприємств та їхня стійкість на зовнішніх ринках залежать від успішної реалізації стратегій диверсифікації. Це особливо важливо в умовах постійних змін на світовому ринку та необхідності адаптації до нових умов ведення бізнесу, що визначаються інтеграційними процесами, та необхідності дотримання міжнародних стандартів. У статті систематизовано та узагальнено основні стратегії диверсифікації, такі як вертикальна, горизонтальна, конгломератна та міжнародна. Описано сутність кожної

стратегії, зазначено їх особливості й виокремлено основні відмінності, переваги та ризики. У дослідженні також узагальнено можливі наслідки і визначено необхідність адаптації до нового бізнес-середовища з урахуванням європейських стандартів. Доведено, що вертикальна диверсифікація передбачає розширення вздовж виробничого або ланцюжка постачання для оптимізації витрат, тоді як горизонтальна диверсифікація передбачає розширення діяльності на тому ж рівні виробництва або послуг для розширення асортименту або покращення якості. Досліджено процес виходу ТОВ «Нова Пошта» на європейський ринок через відкриття філій у Польщі, проведено аналіз адаптації бізнес-моделі шляхом формування міжнародної команди та стратегії співпраці з місцевим партнером InPost. Оцінено фінансові витрати на відкриття відділень і зафіксовано зміни корпоративної ідентичності компанії у контексті європейської інтеграції

КЛЮЧОВІ СЛОВА: ризики; розширення діяльності; вертикальна та горизонтальна диверсифікація; міжнародні ринки; воєнний стан; ланцюги поставок; інноваційний розвиток.

Introduction. As of 2025, Ukraine is in a state of military aggression, which creates additional challenges for businesses, requiring them to adapt to changes in the economic environment and maintain competitiveness. The conditions of the military conflict also affect the level of risk for businesses, forcing them to look for new development strategies and balance positive opportunities with threats. In particular, ensuring the security of enterprises and their resources is becoming an extremely important aspect of strategic management in the context of military conflict and further European integration. Therefore, one of the positive trends in the development of entrepreneurship in Ukraine is European integration, i.e. the formation and further strengthening of relations with European countries at all levels – interstate, interregional and between individual business entities. At the same time, Ukraine's accession to the European Union requires attention to the impact of this process on the creation of new opportunities and prospects for positive performance results for national enterprises, which, in turn, is impossible without risks for business entities.

A significant body of recent academic research addressed the topic of business diversification strategies, offering a wide range of theoretical perspectives and empirical findings regarding their impact on firm performance. I. Deligianni (2023) explored the relationship between product diversification and the international expansion of new ventures, highlighting how diversification strategies acted as catalysts for global market penetration. Complementing this perspective, V. Felch & B. Asdecker (2022) examined the theoretical foundations of business process maturity models, underlining the role of organisational capabilities in facilitating diversification initiatives. In a related vein, H. Lee (2023) investigated the co-evolutionary dynamics between technological and business diversification, demonstrating how innovation trajectories shaped and were shaped by diversification strategies over time.

O. Oleinykova *et al.* (2019) proposed various strategic approaches to diversification within the framework of European integration processes, identifying both opportunities and risks for businesses operating under changing institutional conditions. Additionally, M. Voichuk (2023) and Q. Wang *et al.* (2023) analysed the role of social capital and corporate governance in mitigating the risks associated with diversification, particularly the potential decline in shareholder value. D. Zevenko *et al.* (2024) also contributed to this discussion by examining the possibilities of applying diversification strategies in trade enterprises under modern market conditions, stressing the importance of flexibility and proactive management.

The challenges faced by Ukrainian enterprises during periods of military conflict were explored by I. Aleksieienko *et al.* (2022) and A.Y. Burda & O.M. Shevchenko (2023), who analysed adaptive diversification strategies

aimed at ensuring business continuity and resilience. Meanwhile, K.V. Volynets (2023) examined methods of entering foreign markets during instability, providing insights into internationalisation as a diversification tactic.

Moreover, M.V. Ruda & A.O. Pylypenko (2023) assessed the effectiveness of geographical diversification as a risk management tool, while T.V. Siomkina & O.M. Zgurska (2019) developed methodological guidelines for selecting appropriate diversification strategies based on firm-specific and environmental factors. Tools for operationalising diversification efforts were further elaborated by K.V. Trofymenko (2020), who investigated implementation mechanisms at various organisational levels.

New empirical findings were added by L. Kurbatska *et al.* (2024), who studied the implementation of diversification strategies as a means of enhancing the adaptability of enterprises, integrating both qualitative and quantitative perspectives to propose practical recommendations for increasing resilience. In a broader international context, M. Bai *et al.* (2023) provided evidence from China on how corporate diversification improves labour investment efficiency, thereby contributing to overall business sustainability. International diversification as a means to enhance corporate resilience was critically examined by D. Essuman *et al.* (2023), who emphasised the role of cross-border activities in stabilising firm performance amid global volatility. Finally, I. Demkiv (2021) conceptualised diversification as an integral component of strategic enterprise management, arguing for its centrality in achieving long-term competitive advantage.

Collectively, these studies underscored the growing importance of strategic business diversification in volatile and uncertain environments. Nevertheless, despite the breadth of existing research, a notable gap remained concerning the analysis of diversification strategies within the specific context of European integration and in relation to rapidly changing geopolitical realities, indicating a clear need for updated and more targeted investigations. The study aimed to analyse the characteristics and strategic directions of business process diversification in the context of Ukraine's integration into the European Union.

Materials and methods. The research methodology was structured in accordance with the logical sequence of achieving the study's objective and consisted of three main stages.

Stage 1. Theoretical characterisation and classification of diversification strategies. At the first stage, a thorough theoretical analysis was carried out to characterise and classify existing business process diversification strategies in the context of Ukraine's European integration. The method of systematisation and grouping was applied to structure the types of diversification (vertical, horizontal, conglomerate, international). Each strategy

was described in detail, with its goals, advantages, risks, and application conditions being critically analysed.

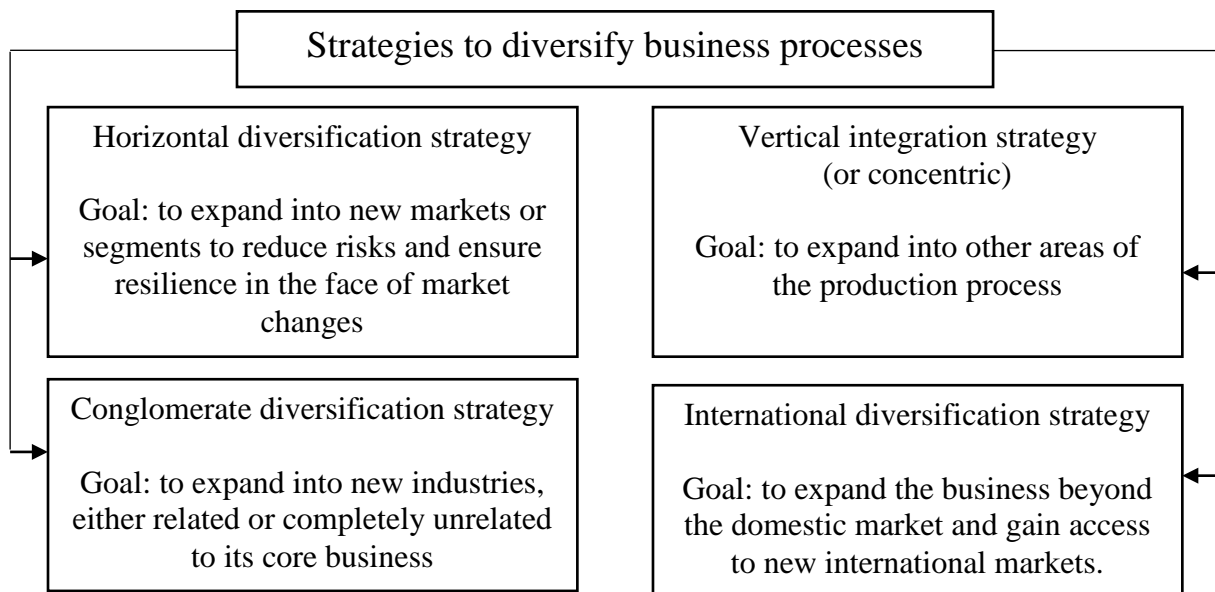
Stage 2. Practical case study analysis (Nova Poshta LLC). At the second stage, a practical case study was conducted to investigate the real-world application of diversification strategies. The case of Nova Poshta LLC's expansion into the Polish market in 2022–2024 was selected. The study analysed the company's approach to entering a new market, the adaptation of its business model through the formation of an international team, the partnership strategy with InPost, and financial investments related to branch openings. Particular attention was paid to the company's efforts to align its corporate identity with European market standards. The choice of Nova Poshta LLC as the subject of the practical case study was based on several key considerations aligned with the objectives of the research. Nova Poshta is one of the Ukrainian logistics companies that has demonstrated growth dynamics during the period of external instability, making it a relevant case for analysing diversification strategies. The company's active expansion into the European market, specifically during 2022–2024, provided a unique opportunity to study the real-life implementation of diversification strategies under crisis conditions, reflecting the challenges and opportunities associated with Ukraine's European integration. Nova Poshta's strategic decision to enter the Polish market demonstrated the practical application of multiple diversification strategies simultaneously: international diversification through geographic expansion, horizontal diversification through the broadening of service offerings, and organisational diversification through the formation of an international team and the establishment of strategic partnerships.

Stage 3. Comparative analysis and synthesis of diversification strategies. At the third stage, a comparative analysis was performed based on the findings of the theoretical and practical parts. Diversification strategies were compared using key parameters such as goals, benefits, risks, financial costs, marketing approaches, production control, and business model flexibility. The results were systematised and visualised in a structured tabular form.

Results and discussion. The current stage of formation and development of integration and cooperation processes is characterised by the revival and gradual increase in the number of enterprises of various industries and forms of ownership. Consequently, an effective business diversification strategy can significantly expand the specialisation and activities of modern enterprises, promote vertical integration, renewal of ties and new integration initiatives, which, in the context of Ukraine's membership in the European Union, will help ensure that domestic enterprises have sustainable competitive advantages. After all, in today's environment of declining demand for the main products of

enterprises, the search for alternative functionally oriented areas of activity of enterprises is extremely relevant.

In dynamic business environment, where businesses are constantly facing a variety of challenges and opportunities, choosing the right strategy is a crucial factor for their success and competitiveness. The main strategies for diversifying business processes in the context of European integration are shown in Figure 1.



Source: compiled by the author.

Figure 1. The main strategies for diversifying business processes used by modern enterprises

Horizontal diversification is one of the most popular strategies for diversifying an enterprise's business processes, it is a diversification method that involves the creation of new products or services to an enterprise's line that are designed to serve existing customers. When an enterprise chooses to use horizontal diversification, it aims to add products to one of its current lines that are unrelated to other products in that line (Deligianni, 2023). This allows new products to appeal to customers who already shop with the company by offering new ways to meet their needs. Horizontal diversification can also involve creating new product lines that offer products that are different from previous product lines.

The use of the horizontal diversification strategy gives a modern enterprise a number of certain advantages:

1. *Growth of the product line.* One of the obvious advantages of the horizontal diversification strategy is the opportunity for a modern enterprise to expand its product lines. Since horizontal diversification often involves adding new products to existing lines in order to better serve customers, it can lead to expanded product lines that are more complete and diverse. Expanding product

lines can improve an entity's performance by increasing the likelihood that loyal customers will purchase more products, which can lead to higher revenues through increased overall sales.

2. *Increased opportunities for promotion.* Since the horizontal diversification strategy is used when an enterprise introduces new products to its product lines, it also provides more opportunities for self-promotion of its products. When an enterprise launches new products, it usually involves the implementation of a marketing strategy that can disseminate information about the product's existence, use and defining characteristics to potential customers.

3. *The ability to serve more customers.* As a horizontal diversification strategy focuses on bringing new products to market, it is usually possible to attract new customers through advertising and promotions, even if the product is initially created for the benefit of existing customers. This can help to increase sales by expanding the customer base, which can lead to increased revenues and a positive financial position.

4. *Improving product quality.* Because a horizontal diversification strategy requires enterprises to evaluate their existing product lines to determine where they may need to add new products, this process can help the enterprise improve the quality of its products. It was noted that enhancing product quality positively impacts customer satisfaction, which, according to Y.V. Kovtunenکو (2019), creates additional opportunities for revenue growth for the enterprise in the future. Consequently, the strategy of horizontal diversification as a development strategy for an enterprise has demonstrated great potential for achieving competitive advantages and optimising its operations.

A vertical integration strategy (concentric) is a diversification strategy that allows an enterprise to expand into other areas of its production process. For example, a manufacturing enterprise may expand to create one of the important parts or materials for its finished product (Oleinykova *et al.*, 2019). Similar to horizontal diversification, this strategy allows a business to remain in the same market in which it has already established itself (Essuman *et al.*, 2023).

Therefore, vertical integration is defined as a strategic approach that involves expanding an enterprise's activities up or down the supply chain in a given industry, resulting in the enterprise taking control of additional stages of production or distribution. It was noted that vertical integration is determined by the ability to reduce costs, improve quality and ensure the sustainability of supply and demand. Weighing the advantages against the disadvantages, one should consider the possible higher capital and operating costs, loss of flexibility and the possibility of facing legal barriers as disadvantages of this strategic direction.

According to H. Lee (2023), vertical integration is divided into the following types: diversification through reverse vertical integration – involves

the expansion of an enterprise's activities at the stage of production or supply of raw materials to meet its own needs. This type of diversification is aimed at reducing dependence on suppliers and optimising the production process (e.g., a shoe manufacturer buys tanneries); diversification through direct vertical integration – means the expansion of an enterprise to other links in the production chain by controlling the sales market or services at the end-user level, which allows the enterprise to ensure greater control over the sales process and optimise interaction with end-users (for example, a shoe manufacturer opens its own chain of stores).

An equally popular strategy for diversifying business processes is the strategy of conglomerate diversification in business, often also called the strategy of unrelated diversification, where an enterprise expands its activities into various industries that are often unrelated. A conglomerate diversification strategy requires a modern enterprise to consider new markets or industries that may be distant from its core business. Such a strategic decision may be aimed at expanding the risk portfolio, maximising profitability opportunities, and reducing the impact of changes in a particular industry on the financial position of the enterprise (Oleinykova *et al.*, 2019). A. Nogoibaeva *et al.* (2024) proposed an integrated risk analysis approach in financial reporting that supports economic security, emphasising that diversification plays a crucial role in strengthening a company's financial stability and mitigating market, credit, and liquidity risks.

The main goal of conglomerate diversification is to increase sales and profits while maintaining current marketing activities (Demkiv, 2021). After the implementation of the conglomerate diversification strategy, the company's offer is expanded to include products unrelated to the old ones. Sometimes this also involves discontinuing the production of the previous ones. Such diversification allows the enterprise to enter new markets and reach new customers, which is most important for the enterprise (Wang *et al.*, 2023). It is important to realise that the conglomerate diversification strategy is based on actions aimed at new products and new markets, so this strategy is usually used in large enterprises. V. Felch & B. Asdecker (2022) emphasised that it involves significant changes in the enterprise's area of activity, financing structure, and overall management system. This strategy involves testing the strengths of the enterprise in new areas in order to acquire new competences, increase competitiveness and, above all, secure new markets.

In the context of European integration, the international diversification strategy is becoming an important component of the successful development of enterprises. By expanding their horizons beyond national borders, modern enterprises are able to adapt to new market conditions, take advantage of European integration and facilitate business interaction with partners in the

European Union. Such a strategy allows enterprises not only to reduce risks but also to identify new opportunities for innovation and sustainable growth in the European business environment (Manaienko & Kondratiuk, 2018). The strategy of international diversification in business is to expand the geography of an enterprise's activities internationally. This means that the company considers opportunities to go beyond its national territory and develop business in different countries or regions of the world.

Ukraine, which as of 2025 is in a state of war and martial law, is experiencing great difficulties in developing its business and economy. However, the international diversification strategy has certain advantages even in such circumstances. First, it minimises risks – military conflicts and martial law have a significant impact on the economy and business in Ukraine. Dividing the portfolio of international operations allows Ukrainian companies to reduce the risks associated with internal difficulties. Secondly, diversification of market opportunities – in times of war, the domestic market is in decline, but the introduction of products or services to European markets can be an opportunity to increase sales and ensure stability. Thirdly, optimisation of production – in international diversification, a company can find additional resources, optimise production and gain access to new technologies, which is important in important circumstances. Fourthly, development and attraction of investments – international diversification can lead to attraction of investments and financing, which will contribute to the development and stabilisation of the business. Fifth, the creation of strategic partnerships – in times of war and uncertainty, strategic partnerships may be necessary. International diversification makes it possible to find new partners and expand cooperation. Therefore, in any case, such strategies should be aligned with real opportunities and circumstances, and take into account all possible risks and rewards associated with the relevant markets and regions.

It is also important to realise that the implementation of the international diversification strategy of business entities is conditioned by the increased dynamism of its development, changes in demand and the emergence of new industries in the market. In such cases, the diversification of foreign economic activity allows to compensate for the decline in sales in one market by increasing them in other markets. As a result, diversified enterprises are generally more resilient and competitive than highly specialised ones, as they penetrate new areas of activity, expand their product range. Authors M.V. Ruda & A.O. Pilipenko (2023) believed that in wartime, the strategy of international diversification becomes increasingly relevant. With the escalation of hostilities, many entrepreneurs decided to locate their business abroad, paying special attention to such popular European countries for business as Poland, Germany, Estonia, Turkey, Bulgaria, Belgium, the USA and Moldova. The main industries

in which these enterprises are most often located abroad are consulting, marketing, IT services, design, healthcare and beauty salons (Employer responsibility, 2023).

This tendency of entrepreneurs to relocate their businesses abroad is a sign of a strategic approach to development and the search for optimal conditions for business activity. Countries such as Poland are gaining popularity due to their favourable conditions, affordable labour force and favourable geographical locations. Germany, known for its technological development, is becoming an attractive location for Ukrainian IT projects and innovations. At the same time, the economies of the US and Belgium are growing due to their large market potential and great opportunities for Ukrainian businesses in various industries.

In 2023, research by A.Y. Burda & O.M. Shevchenko (2023) showed that 24,000 Ukrainian businesses opened in Poland alone, which is 27%, and a large share of entrepreneurs opened businesses in the United States (30%), Germany (13%), the United Kingdom (10%), and other countries. Therefore, in modern conditions, the international diversification strategy is one of the most effective methods of minimising the risks associated with the lack of production resources, the migration of highly qualified personnel abroad and the possibility of bankruptcy of the enterprise in force majeure circumstances (Voichuk, 2023). Theoretical and methodological issues underpinning business diversification were comprehensively addressed by Y.V. Kovtunencko (2019) and I.M. Manaienko & A.A. Kondratiuk (2018), who offered conceptual frameworks for evaluating and designing diversification strategies.

According to K.V. Trofymenko (2022), the main prerequisites for implementing the international diversification strategy are political and economic instability, high competition, the development of globalization, etc. I.I. Aleksieienko *et al.* (2022) noted that, despite the positive aspects of implementing this strategy, there are certain threats that arise during the development of new markets, namely: high costs of marketing research, intercultural differences and risks associated with an imperfect management system. Consequently, the process of relocating the company's capacities requires considerable effort and expense, but with a clear plan and coordinated actions of a professional team, the company will succeed in any market and industry (Volynets, 2023). A study was conducted by the authors M.V. Ruda & A.O. Pylypenko (2023), in which they analysed the implementation of the international diversification strategy on the example of the Ukrainian enterprise "Nova Poshta" LLC.

In March 2022, the management of Nova Poshta decided to expand its operations to European markets. The authors note that the main criterion for choosing countries to enter was the number of refugees in neighbouring countries and the need to transport their property. The first branches appeared in

the cities of Krakow, Wroclaw, Rzeszow and Poznan. However, it was noted that it was decided to open a branch in Poland using its own management, i.e. the company engaged its existing employees to study the specifics of the logistics industry in Poland (Molodan, 2023).

However, in the course of adapting to the local market, it became clear that the existing managers of Nova Poshta LLC did not understand the peculiarities of the Polish logistics system well enough, as this activity differs from the Ukrainian business model. As a newcomer, the company did not have a sufficient understanding of local peculiarities, which necessitated the formation of an international team. In this context, it was noted that the company should maintain its uniqueness, technological capabilities and high level of service, but at the same time take into account the preferences of the local population, legislative norms and economic peculiarities. On average, the cost of opening a Nova Poshta branch ranges from EUR 40,000 to EUR 60,000, which includes renting premises, repair costs, purchase of fixed assets, as well as legal, accounting and administrative support and other necessary expenses (Nova Poshta today, n.d.).

To enter the new business market, the company chose the strategy of attracting a local partner, as it is difficult to sell its services on its own. The main partner of Nova Poshta LLC is the Polish company InPost, which owns more than 20 thousand of its own post offices in Poland, which has significantly expanded the capabilities of the Ukrainian company. The Polish partner helps to deliver Ukrainian parcels both to the addresses and to those places where there are no Nova Poshta offices yet. Thus, it is this approach that now ensures full coverage of the country from a geographical point of view. Temporary displaced persons in Poland can now receive their parcels, and the cost of Nova Poshta's delivery to Poland has been halved (Nova Poshta today, n.d.).

Now, the management has decided to globalise the company and attract a highly qualified international team not only for market research but also for the further development of the post office.

It should also be added that in the context of using different diversification strategies and the conditions of European integration, in 2024, Nova Poshta announced a change in its corporate identity, in particular, the renaming to Nova. This step indicates a certain adaptation to international standards and increased competitiveness in the context of European integration (Nova Poshta, 2024). On the basis of the above information, the author has compiled Table 1 of the main differences and characteristics between diversification strategies: vertical, horizontal, conglomerate and international.

Therefore, in this regard, it is important to realise that the choice of a particular strategy depends on the specific goals and needs of the enterprise, its industry and competitive environment. The choice of a diversification strategy is a trade-off between the desire for risk spreading and the achievement of

operational efficiency. The right diversification strategy can provide a company with resilience, flexibility and new opportunities for growth in the face of constant changes in the market.

Table 1

**Comparative characteristics of business process diversification strategies
in the context of European integration**

The comparison aspect	Vertical	Horizontal	Conglomerate	International
Description	Expanding business along the production chain.	Expanding into new markets or industries.	Expanding into areas of activity that are not related by industry.	Expanding operations beyond the national market.
Potential benefits	Reduce costs and increase control over the production process.	Business-to-business synergies can lead to savings.	Access to different markets and industries ensures stability.	Expanding global operations and access to diverse markets.
Main risks	High dependence on internal and external suppliers.	Competition risk and dependence on market conditions.	High risks due to the diversity of industries. This is the highest-risk strategy.	Currency, political and economic risks of international business.
Concentration of financial expenditure	Usually high costs for own production and infrastructure.	Financial costs of acquiring new businesses or expanding production lines.	Significant costs of entering new markets and industries.	High financial costs for entering international markets and adapting to them.
Production control	High level of control from the supply of raw materials to the production of the product.	Reduced control over all aspects of the business due to diversity.	Minimal control due to the dispersion of activities.	The need for knowledge of diverse cultural and market characteristics
Peculiarities of using a marketing strategy	Integrated marketing strategies along the entire production chain.	An overall marketing strategy for all industries or markets.	It is difficult to develop a single strategy for different industries.	Adapting marketing strategies to different cultures and markets.
Business model flexibility	Limited flexibility as the company controls the entire production chain.	Provides flexibility in choosing business partners and the ability to change strategy depending on market conditions.	High flexibility, as the company can operate in various industries.	Provides flexibility in choosing markets and adapting to local conditions.

Source: created by the author.

Conclusions. Therefore, the study systemises and summarises the main diversification strategies (vertical, horizontal, conglomerate and international). The essence of each strategy is also considered and analysed, and their features and differences are highlighted. For example, vertical diversification involves expansion along the production or supply chain in order to optimise costs, while horizontal diversification involves expansion of activities at the same level of production to expand the range of products or improve quality. Conglomerate diversification involves expansion into new areas unrelated to existing activities to reduce risks and stabilise profits, while international diversification involves expansion beyond national markets. The advantages and risks of each strategy have been carefully considered in the article. For example, vertical integration can improve supply chain efficiency but increase the risk of unexpected costs, while horizontal integration can enhance competitiveness but may lead to conflicts between internal divisions. Conglomerate diversification can reduce the risk of dependence on a single market, but requires significant investment and management skills to manage different businesses, while international diversification can open up new markets but increase political and currency risks. The case study of Nova Poshta demonstrated that successful international diversification requires not only the transfer of internal competencies but also deep adaptation to local market conditions through partnership and team internationalisation. The company's experience highlighted the importance of balancing technological advantages with responsiveness to cultural, legal, and economic specifics of the host country to ensure sustainable market entry.

Further research may be aimed at analysing the effectiveness of different diversification strategies in specific industries or at developing new models and methods of diversification management for enterprises in different conditions of economic instability.

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