



# The new role of industrial organization during crisis

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CEO IAB Ukraine since 2019

Former COO of ukrainian-british communication group Razom communication (IPG&Havas), CEO adpro/isobar, CDO Dentsu Ukraine

18 years of managerial experience, 15 years in digital, 11 years as digital industry activist

Strategic business consultant, certified consultant of Ichak Adizes methodology  
Implemented 5 company transformations, digital business transformation practitioner

An author of 20 trainings and 8 books

I am from Ukraine and this is the first time I left Kyiv since the outbreak of the war

## ● What is my story about?

- Challenges for NGO in Ukraine
- Social, communicational and supporting functions
- Informational resistance
- Managing dispersed team
- Unsolved tasks and future challenges: local and global





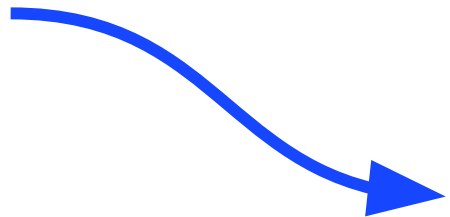
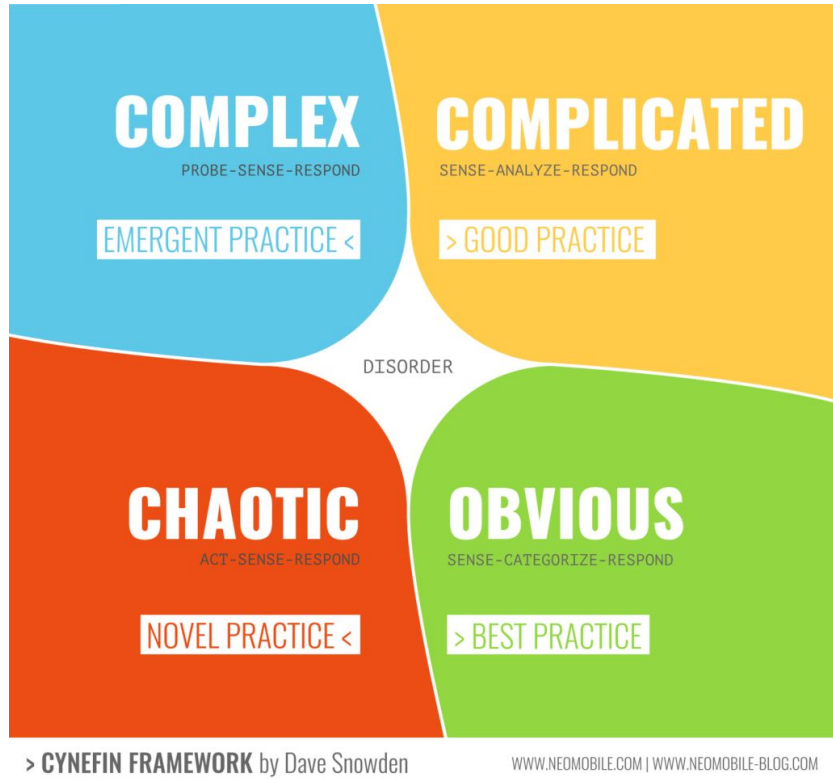
# New challenges for NGO in Ukraine

- On the February 24<sup>th</sup>, 2022 all of Ukrainians woke up not from the usual alarm sound...



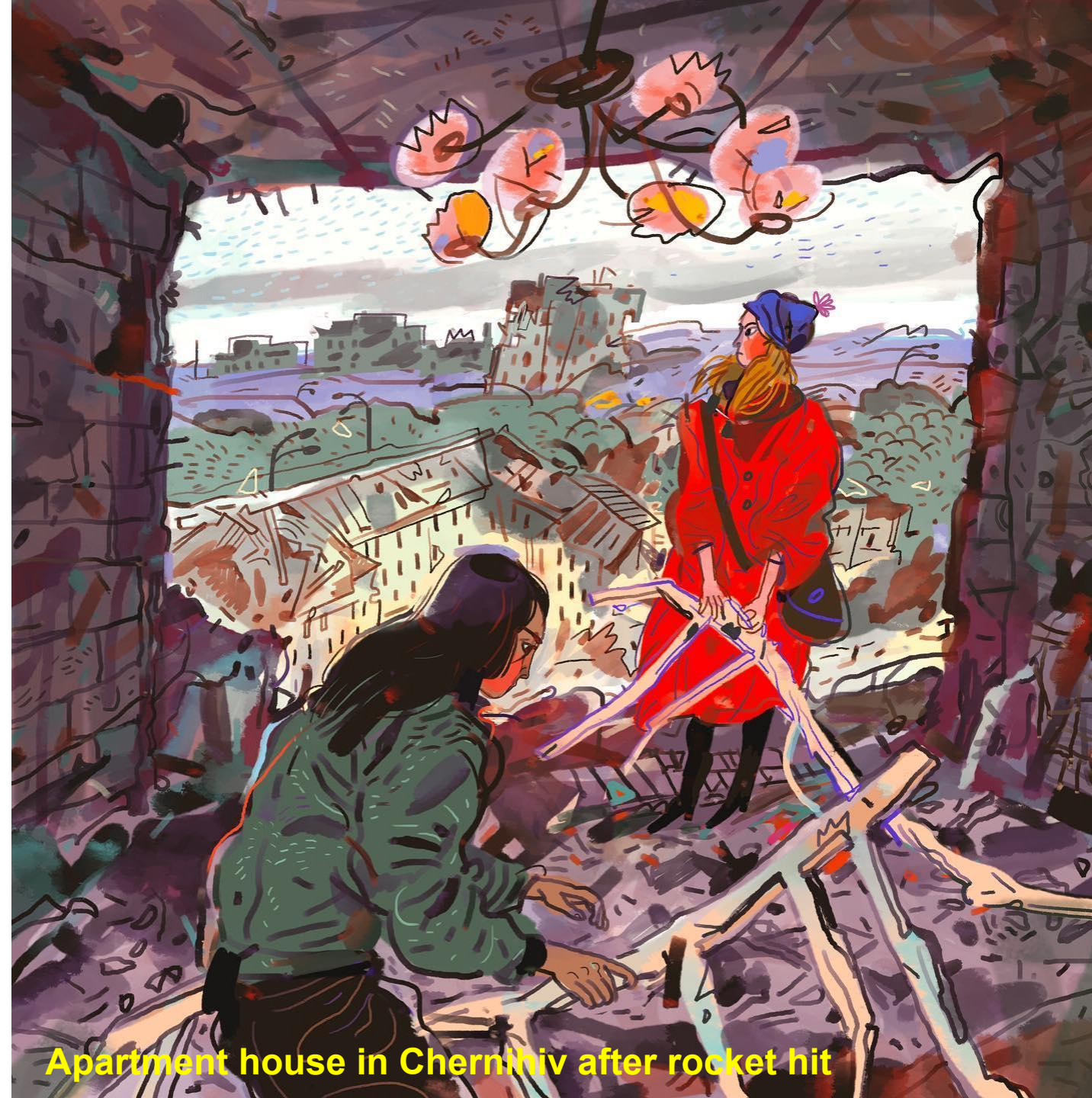
**Air raid sirens in Kyiv**

- Moving from the theory to reality in 1 day



## ● Managing chaos?

- Industry expectations changed dramatically:  
from representation and media advocacy to integration and support center solving a wide variety
- Ah, no, just surfing the chaos



Apartment house in Chernihiv after rocket hit

# Social, communicational and supporting functions



# 0

## Package standard

- Market volume estimation
- Digital agencies rating
- War Barometer
- Digital professions classificatory and salary level check
- Standards
- Networking



Typical shelter - bathroom

# 1

## Social

- Collaboration with Ministry of Digital transformation, President`s Office
- Industry credentials
- Digital specialists employment



# 2

## Communication

- Country size agency: Informational resistance campaign to Russia and Belarus
- PR: Interviews to European and UA media, representing not only industry, but the whole country



Railway station

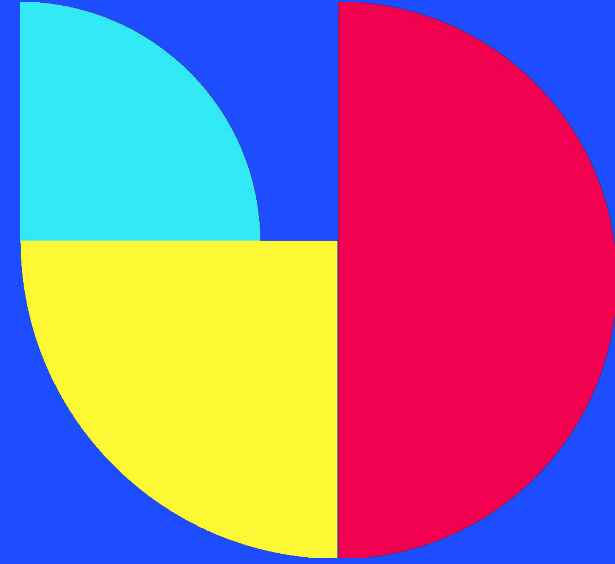
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## Supporting team&members

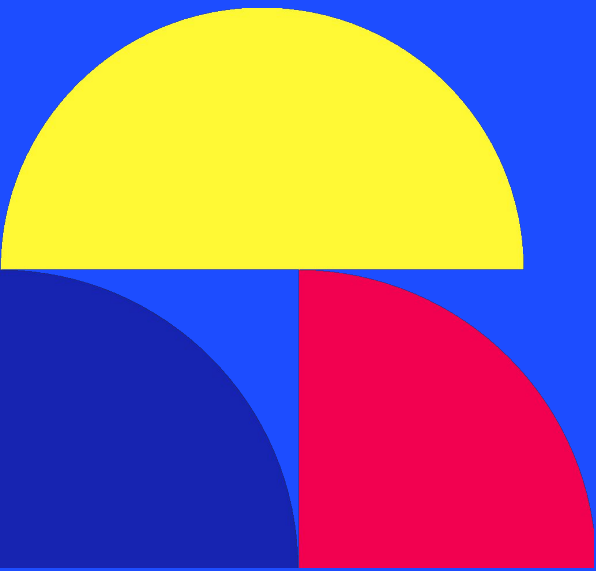
- Tuesday+Thursday calls as status for informational campaign, but in fact a psychological support to our members
- At least 10 hours weekly to speak with members
- Re-start of 10/11 Committees from April
- Re-start of webinar activity from June



Evacuation by personal transport



# Informational resistance

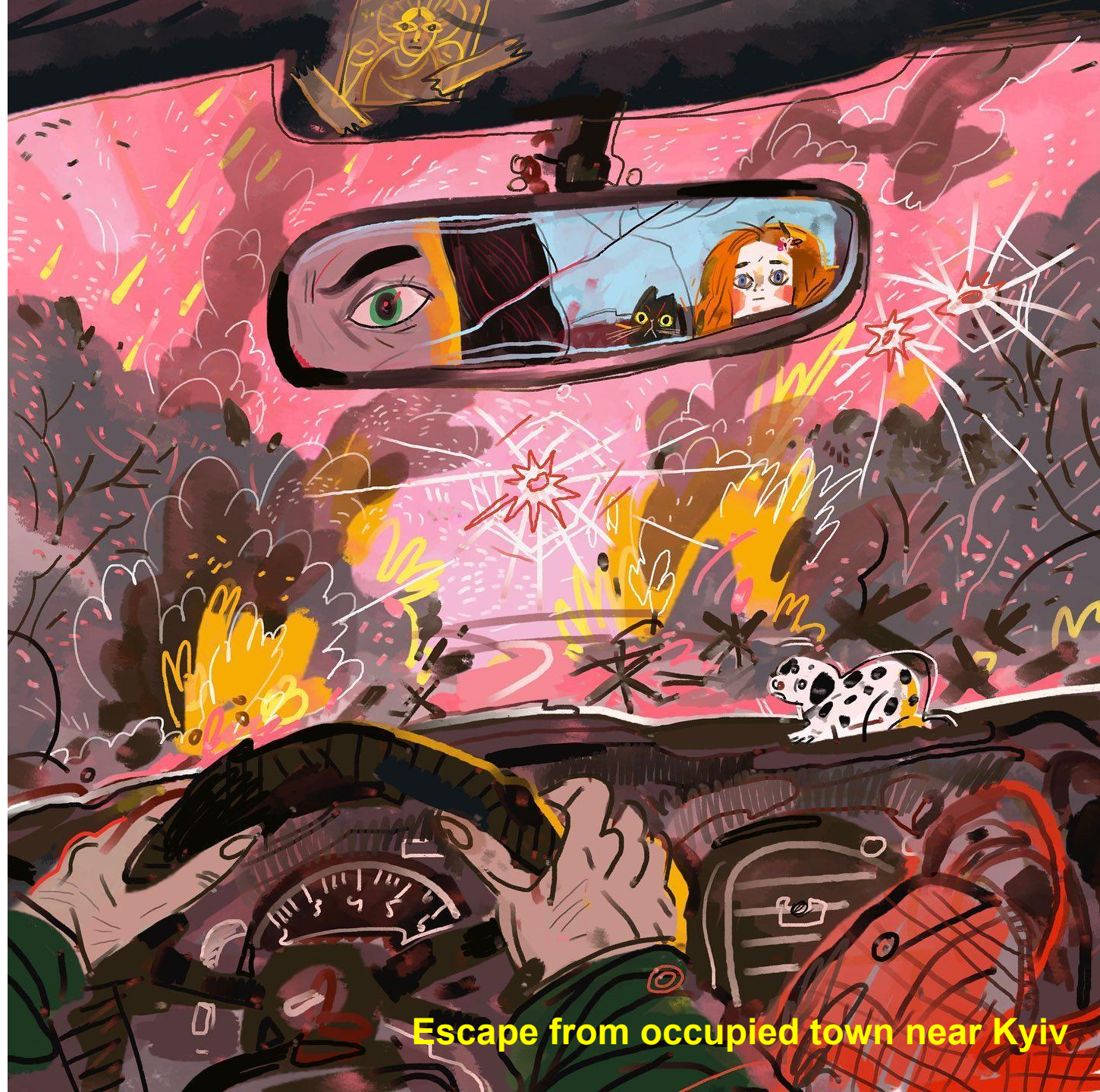


- Ukrainian communication industry spent not less than 1.2 of their own funds for informational resistance since Feb 24th

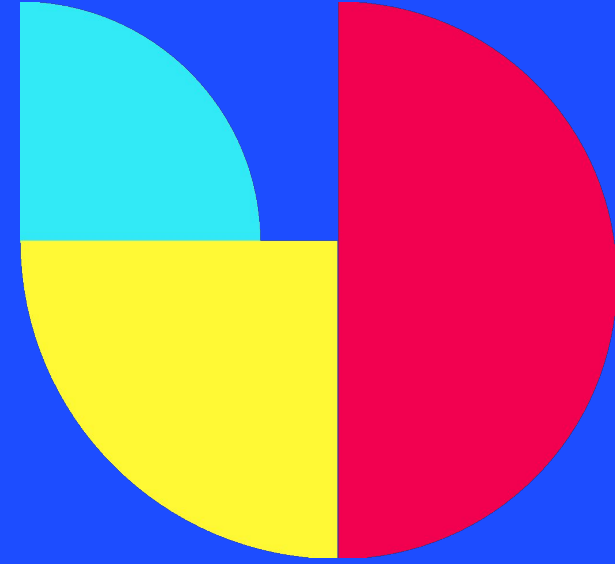
> \$1,2 mil

## ● What is informational resistance?

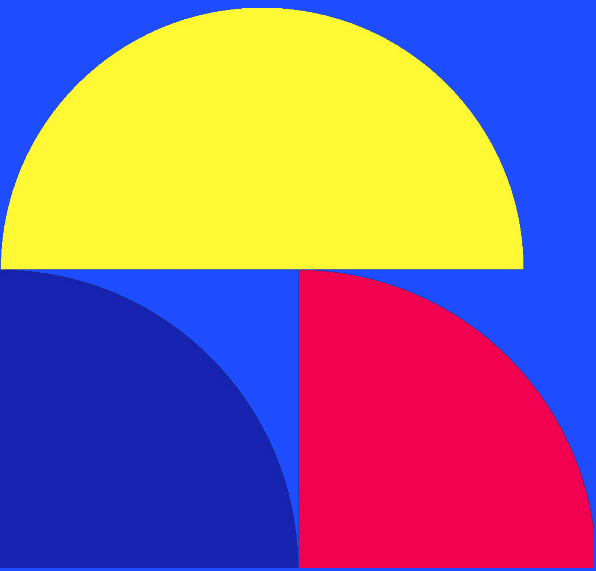
- At least 4-5 activists groups
- Russia, Belarus audiences
- Messages concerning: real losses, sanctions, soldiers` mothers appeal, destructive impact on economy, inflation, exchange rate etc.
- Why do we believe it was effective?
- Roskonadzor briefings



Escape from occupied town near Kyiv



# Managing dispersed team





# ● This is IAB Ukraine team



**Olena Vasiukova**  
Industry project manager



**Daria Rymar**  
Project manager



**Aliesya Tkach**  
Coordinator



front office



**Anastasiya Baydachenko**  
CEO



back office

**Sofiya Predko**  
PR assistant



**Maryna Voitkova**  
Lawyer



**Anastasiya Shostak**  
Accountant

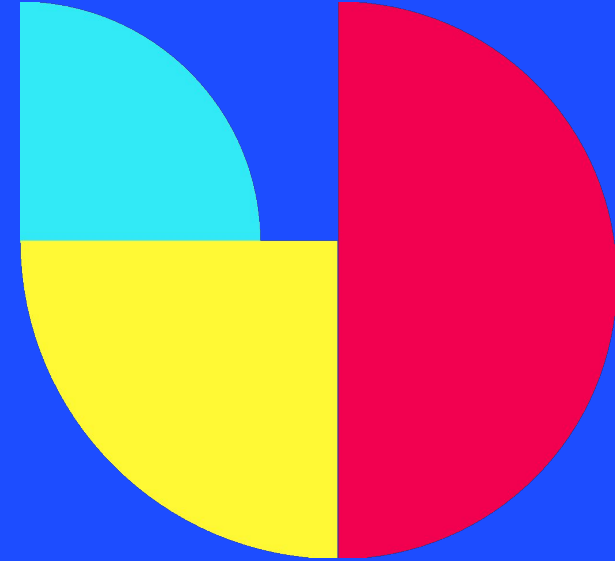



## ● Team key learnings

- Lost 30-50% of avg performance
- Need more time for psychological support
- Must be ready for frequent force majors
- Expect leader to demonstrate the highest level of confidence



Evacuation train to the Western Ukraine



# Unsolved tasks and future challenges: local and global

## ● NGO war lessons

- to audit and transform or launch new global organization in order to meet new time challenges effectively
- to develop crisis structure (strategy, media, creative) reacting to any emergency: war, ecological disaster, pandemic etc.
- to lobby vacancy in President Office able to brief communication industry properly
- to accept plans and project teams of high level of flexibility
- Working processes digitalization is a



**Ukrainian Mom writes name and contact details on her daughter back before evacuation from occupied territories**

## ● My personal lessons

- Under the stress circumstances industry needs more a kind of “Industry Mom” instead of Integrator and Project Manager
- Keep your spirit, sense of humor and ability to be grateful for small joys
- We could not forecast all threats, but we should have the map of scenarios and action plans. **And we will have it.**





thank you!