



National Technical University of Ukraine
"Igor Sikorsky Kyiv Polytechnic Institute"



Community Empowerment:
Crisis-Ready Solutions



POZNAN UNIVERSITY OF TECHNOLOGY

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL TECHNICAL UNIVERSITY OF UKRAINE
"IGOR SIKORSKY KYIV POLYTECHNIC INSTITUTE"**

**RESILIENT COMMUNITIES - STABLE FUTURE:
UKRAINIAN-POLISH EXPERIENCE IN CRISIS
RESPONSE**

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RESILIENT COMMUNITIES - STABLE FUTURE: UKRAINIAN-POLISH EXPERIENCE IN CRISIS RESPONSE: Collection of scientific papers of the international scientific and practical conference, 18-19 November 2025. – Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2025. – 149 p.

The collection contains abstracts from the international scientific-practical conference "RESILIENT COMMUNITIES – STABLE FUTURE: UKRAINIAN-POLISH EXPERIENCE IN CRISIS RESPONSE", held within the framework of NATO SPS G6119 project "Increasing the Capacity of Local Communities to Counteract Crisis Situations", November 18-19, 2025. The publications present Ukrainian-Polish experience in building resilient communities under crisis conditions. Contemporary challenges and methodological approaches to sustainable community development, resilience models of Ukrainian communities and Polish municipalities, good governance and digital resilience practices, and the application of Data Science to counter threats are examined. The collection is intended for researchers, local government practitioners, and crisis management professionals.

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MEDIA RESILIENCE AS A FACTOR OF SOCIAL STABILITY IN THE CONTEXT OF A MULTIDIMENSIONAL CRISIS

Hlebets Kristina

first (bachelor's) level higher education student,

Ushenko Natalya,

Doctor of Economics, Professor of the Department of International Economics

Boris Grinchenko Kyiv Metropolitan University

Keywords: media resilience; information stability; crisis communications; audience trust; financial diversification; war in Ukraine; social cohesion.

The full-scale war in Ukraine has created a complex multidimensional crisis in which the media have become not only a source of information but also an active element of the national security system. Their activities are aimed at ensuring information stability, maintaining trust, coordinating citizens' actions, and countering disinformation. The level of media resilience determines society's ability to adapt to uncertainty, maintain social integrity, and keep communication processes functioning during times of extreme challenges.

Ukrainian editorial offices have developed “backup circuits” to maintain continuity of operations. These include autonomous power sources (generators, UPS, inverter “islands” for hardware and news), backup communication channels (Starlink satellite internet as a backup to mobile networks), as well as the creation of mirror sites and alternative CDNs. At the same time, BCP (business continuity plan) procedures were implemented: server and studio duplication, rapid migration to backup sites, and protocols for responding to cyberattacks or signal jamming. Such technical strategies reduce the risk of losing access to information, prevent panic, and support coordination between public and government structures.

After the advertising market declined in 2022 (see Table 1), the industry

adapted by transitioning to a mixed financial model that combines commercial advertising, grants, membership programs, crowdfunding, donations, and thematic special projects. This diversification increases financial stability and reduces dependence on individual sources.

Table 1. Data for all years

Media, Mln USD	2021	2022	%	2023	%	2024	%
TV	499,9	80,4	-83,9	118,1	+46,9	149,4	+26,5
Digital	1 180,8	634,7	-46,2	874,8	+37,8	1 075,1	+22,9
Outdoor	150,1	54,2	-63,9	88,7	+63,7	119,2	+34,4
Radio	31,3	10,3	-67,1	23,7	+130,1	26,7	+12,7
Press	58,6	10,6	-81,9	9,8	-7,5	10,0	+2,0
Cinema	1,0	0,1	-90,0	0,0	-	0,0	-

Note. Calculated by the author based on data [1].

Strengthening the financial base enables the media to maintain the quality and regularity of content, which directly affects the level of public trust. Thus, economic resilience translates into social resilience, forming a long-term capacity for effective crisis communications. Audience trust is a critical intangible asset that determines the effectiveness of crisis communications. A high level of trust reduces the transaction costs of message perception, enhances their legitimacy, and accelerates decision-making. A decline in trust, on the contrary, increases information entropy. After peaking in 2022, a trend toward information fatigue has been observed (see Figure 1), which requires a change in communication formats.

The media respond to this by switching to short, service-oriented formats: FAQs, maps, chatbots, digests, and infographics, which reduce cognitive load and maintain audience attention. Centralized debunking (coordinating fact-checking through partner networks) and localizing content in collaboration with communities create a multi-layered structure of trust.

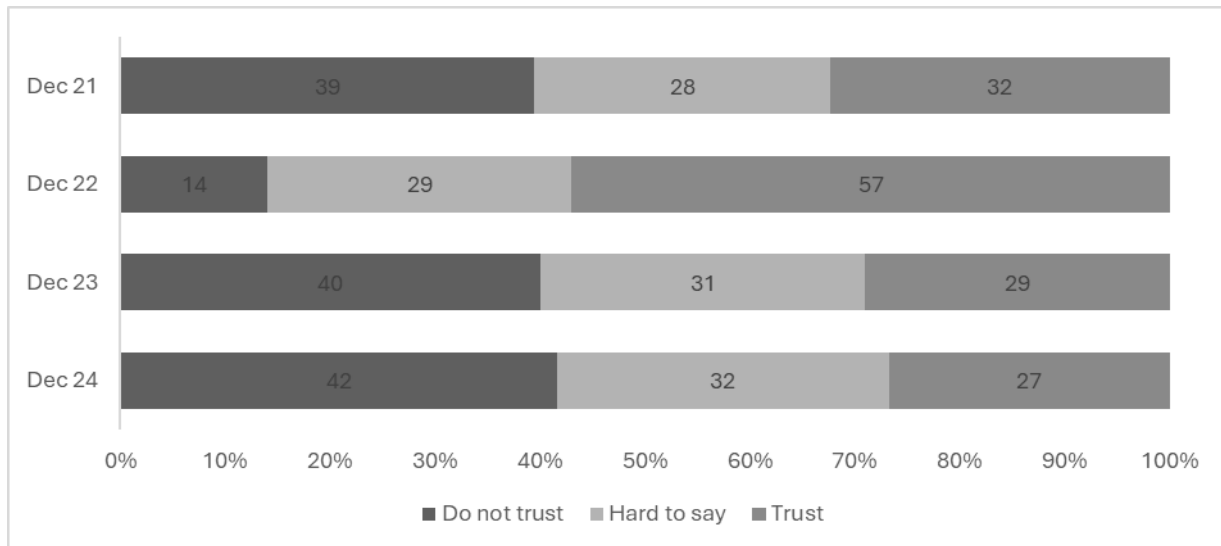


Figure 1. Trend in trust in the media in Ukraine (% , 2021–2024)

Note. Compiled by the author based on data [2].

This strategy combines global coordination with local immersion, which is an effective tool for combating disinformation. In 2024, the level of trust in Ukrainian media was 25% in the West, 30% in the Centre, 23% in the South and 32% in the East of our country. Despite declining trust in state institutions, the high ratings of the Armed Forces and volunteers and the stability of the media testify to their key role as a channel of communication between citizens and the state.

The experience of Ukrainian media gained during a period of full-scale war can serve as a universal model for building information resilience in times of crisis and armed conflict. The war has been a catalyst for the development and implementation of comprehensive approaches to ensuring continuity of broadcasting, protecting information infrastructure, and maintaining public trust. The Ukrainian approach demonstrates the effectiveness of integrated strategies in which technological readiness, organizational adaptability, financial diversification, and ethical communication function as a single system of resilience. Such practices not only ensure the resilience of the media to external threats, but also strengthen social cohesion, which is critically important in times of war. In summary, the Ukrainian

experience proves that a combination of technical, managerial, and social solutions creates an effective model of media resilience that can be adapted in other countries facing crises, conflicts, or hybrid threats.

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