

Globalization as a Crisis Management Strategy: Mitigating Organizational Risks Through International Integration

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ANNOTATION. In an increasingly interconnected world, the impact of localized crises such as wars, natural disasters, and financial downturns often impact organizations all around the globe, affecting economic stability, social structures, and political landscapes. Despite the pervasive nature of these crises, their primary impacts often remain concentrated in specific regions or nations impacting limited number of local companies and organizations. This localized intensity of crises presents both a challenge and an opportunity to explore strategic organizational management solutions that transcend national boundaries. Globalization has reshaped the landscape of international trade, investment, and cultural exchange, creating an intricate web of interdependencies among nations and corporations. This global network has the potential to function as a buffer against the shocks of localized crises by redistributing resources, sharing risks, and maintaining operational continuities through cross-border collaborations and supply chains. The principle of diversification, central to risk management, is inherently enhanced by globalization, allowing for a more robust response to local disruptions. This article aims to critically analyse the role of globalization in crisis management. It explores how the strategic use of global networks and international integration can help mitigate the effects of localized crises, thus supporting the stability and resilience of global systems. By examining empirical data and case studies, this study seeks to provide insights into how globalized approaches can be effectively leveraged to not only manage but potentially pre-empt crisis situations. This article investigates the potential of globalization as a strategic tool for crisis management for organizations of different size. It examines how global integration of markets and operations can help organizations mitigate the impacts of localized crises such as wars, natural disasters, and financial downturns. The research synthesizes data from case studies and empirical research, focusing on the responsiveness of globalized networks during crises. It evaluates the performance of corporations in crisis scenarios. Findings indicate that globalized entities often experience enhanced resilience during localized crises due to diversified risks, access to a broader resource pool, and increased operational flexibility. The analysis highlights several instances where international cooperation and global market access have significantly mitigated the effects of localized adverse events. The study suggests that globalization, when effectively managed and strategically implemented, can serve as a vital component of crisis management frameworks for organizations of different types. It recommends that business leaders consider further integration of globalization strategies into their overall crisis mitigation plans to enhance resilience and sustainability of their organizations.

KEYWORDS: globalization, crisis mitigation, geopolitical crisis, business continuity, strategic framework, operational threats, relocation plan, employee welfare, business strategies, market adaptation, resilience and adaptability, cloud-based operations.

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Introduction

This article aims to address the gaps in existing research on globalization and crisis mitigation by conducting empirical studies to assess the effectiveness of specific globalization strategies for organizations of various sizes. By examining a case study of a multinational corporation that successfully navigated crises through globalization strategies, the study seeks to explore the relationship between globalization and crisis mitigation in depth. Data sources for this analysis will include case studies, expert interviews, and reports, analyzed through qualitative and systematic text analysis to identify common themes and strategies.

The article will feature a detailed case study of Intellias, an IT service company, which rapidly globalized during the crisis caused by the Russian invasion of Ukraine. Intellias, serving over 150 clients globally, faced significant operational threats due to the invasion, particularly in high-risk Ukrainian cities. In response, the company implemented a rapid relocation plan, moving 1,500 employees and their families to safer locations and expanding its offices in Poland while establishing new offices in Bulgaria, Croatia, Spain, Portugal, India, and Colombia.

Intellias' strategic actions included devising tailored benefits packages for each location, adapting pricing strategies, conducting orientation sessions, establishing comprehensive legal and tax frameworks, and providing relocation support. These efforts ensured business continuity and safeguarded employee welfare, showcasing the company's resilience and adaptability. This proactive crisis management positioned Intellias favorably for its planned IPO and serves as an exemplary model of effective crisis management and strategic planning.

The case study highlights best practices such as maintaining robust internal communication, developing scalable frameworks for new offices, providing psychological support, leveraging cloud-based operations, and long-term business continuity planning. These strategies enabled Intellias to navigate complex global challenges effectively.

By analyzing the Intellias case and other empirical data, the article aims to develop a strategic framework or guidelines that business leaders can use to leverage globalization for effective crisis mitigation. This study underscores the potential of globalization as a powerful tool for managing crises and ensuring organizational resilience in the face of geopolitical upheavals.

Literature Review

The literature on globalization and crisis management reveals various aspects of how global crises impact economic and social systems and the

strategies employed to manage these crises. Phillip McMichael details the crisis within the globalization project itself, highlighting issues such as inequality and weakening global institutions². H. X. Zhang explores the complexities of managing reputations and crisis across borders in a globalized world, stressing the technological and environmental challenges faced by organizations³. Charis Vlahos et al. provide a systemic perspective on global crisis management, integrating innovation and change management into the discourse⁴. Alexander S. Natsubidze et al. focus on the model of global crisis management for entrepreneurial activities, proposing an innovation-oriented model for enhancing effectiveness⁵. The strategies by which companies globalize and their impact on business operations are diverse, focusing on adaptation to market demands, innovation, and regional challenges. Yue Guo et al. analyse the strategic shifts in oil and gas companies driven by the dual challenges of economic globalization and climate change, emphasizing a move towards decarbonization in response to environmental and geopolitical pressures⁶. Xuejing Yang et al. highlight the implications of globalization strategies on managerial flexibility, indicating that multinational enterprises (MNEs) adapt their strategies based on regional cultural, institutional, and economic specificities⁷. Dr. Jaafar Baqer Al-Dujaili discusses strategic choices for entering foreign markets, focusing on aligning global company strategies with local market strengths and requirements⁸. Магна Gabriela Flores and Jackeline Dayana Flores analyze the impact of globalization on business strategies in Ecuadorian companies, underscoring the importance of adopting new technologies and innovating to enhance competitiveness⁹. Yao Kossi explores cultural-centric strategies for globalization, suggesting that understanding and integrating into local

² McMichael, Ph. "The Globalization Project in Crisis". *Alternate Routes: A Journal of Critical Social Research* 31, no. 1 (2020). <https://alternateroutes.ca/index.php/ar/article/view/22507>.

³ Zhang, H. X. "The Global Scale of Reputation and Crisis Management Across Multiple Borders". In *Reputations At Stake*, edited W.S. Harvey, 46-57. United Kingdom: OUP Oxford, 2023. <https://doi.org/10.1093/oso/9780192886521.003.0005>.

⁴ Vlahos, Ch., Deniozos, N., and Chatzinikolaou, D. "Global Crisis, Innovation and Change Management: Towards a New Systemic Perception of the Current Globalization Restructuring". *International Business Research*, 11, no. 8 (2018):9-29, <https://doi.org/10.5539/IBR.V11N8P9>.

⁵ Natsubidze, A.S., Likholetov, E.A., Malofeev, A.V., Zabaznova, T.A., and Patsyuk, E.V. "Model of Global Crisis Management of Entrepreneurial Activities". In *Overcoming Uncertainty of Institutional Environment as a Tool of Global Crisis Management. Contributions to Economics*, edited E. Popkova, 515-521. Springer, Cham, 2017. https://doi.org/10.1007/978-3-319-60696-5_65.

⁶ Guo, Yue, Yang, Yu, Bradshaw, M.J., Wang, Ch., and Blondeel, M. "Globalization and decarbonization: Changing strategies of global oil and gas companies". *Wiley Interdisciplinary Reviews: Climate Change*, 14, Iss. 6 (2023). doi: <https://doi.org/10.1002/wcc.849>.

⁷ Yang, X., Coeurderoy, R., and Duplat, V. "Managerial Flexibility Implications of Globalization Strategies". *Academy of Management annual meeting proceedings*, 1 (2022). <https://doi.org/10.5465/ambpp.2022.16349abstract>.

⁸ Al-Dujaili, Dr. J. B. "Globalization and its Impact on Human Resource Management". *International journal of research in social sciences and humanities* 13, no.1 (2023):129-145. <https://doi.org/10.37648/ijrssh.v13i01.012>.

⁹ Gabriela, M., Flores, J., and Flores, D. "Impacto de la globalización en las estrategias de negocios en las empresas ecuatorianas". *E-IDEA Journal of Business Sciences* 3, no. 11 (2021):1-14. <https://doi.org/10.53734/EIDEA.VOL3.ID88>.

cultures can significantly increase a company's profitability¹⁰. The literature on how companies become more competitive through globalization highlights various strategies and impacts. This study¹¹ illustrates that globalization has transformed international business strategies and operations, expanding market access and growth opportunities. However, it also presents challenges like increased competition and cultural differences that companies must navigate. Olga Reshetnikova, Viktoria Danylenko and Tatiana Diadyk¹² analyses the role of branding in international marketing, indicating that successful global branding can significantly enhance a company's competitiveness in foreign markets by leveraging brand identity and marketing strategies. One more study¹³ discusses the effects of globalization on organizational and management practices, emphasizing the necessity for flexibility and adaptation to maintain competitive advantage in a globalized business environment. Mirjana Radović-Marković, Aidin Salamzadeh and Slađana Vujičić¹⁴ explores how organizational models and competencies need to evolve to enhance competitiveness in a global setting, stressing that innovation and adaptability are crucial regardless of company size. These papers collectively reveal that globalization offers significant opportunities for businesses to enhance their competitiveness by accessing new markets, utilizing global branding, and adapting to global market demands. However, to fully capitalize on these opportunities, companies must overcome challenges such as cultural differences, competition, and the need for constant innovation and flexibility. Pankaj Ghemawat in his AAA model outlines three distinct strategies that companies can use to approach globalization: Adaptation, Aggregation, and Arbitrage¹⁵. Companies often use a combination of these strategies to maximize their global potential. The AAA framework provides a comprehensive approach for companies to navigate global markets by considering how best to adapt, aggregate, and arbitrage across different geographical locations. This model is particularly effective in guiding multinational corporations in their globalization efforts, helping them balance local differences with global efficiencies. Cohen and

¹⁰ Kossi, Y. "Cultural-Centric Globalization Strategies for Increasing Companies". *Walden Dissertations and Doctoral Studies* 7688 (2019). <https://scholarworks.waldenu.edu/dissertations/7688> Profitability.

¹¹ Agarwal, P. "The Impact of globalisation on international business strategy and operation: A cross sectional study of expert's Opinion". *Psychology and Education* 55, no. 1 (2018):56-64. <https://doi.org/10.48047/pne.2018.55.1.02>.

¹² Reshetnikova, O., Danylenko, V., and Diadyk, T. "Expediency of brand globalization formation in the modern international marketing environment". *Economichnyi prostir* 178 (2022):7-11. <https://doi.org/10.32782/2224-6282/178-1> [In Ukrainian].

¹³ Stojanović, S. "Globalization of the world economy and changes in the organization and management". *Knowledge International Journal* 28, no. 5 (2018):1511-1519. doi: <https://dx.doi.org/10.35120/KIJ28051511S>.

¹⁴ Radović-Marković, M., Salamzadeh, A., and Vujičić, S. "Selection of organization models and creation of competences of the employed people for the sake of competitiveness growth in global business environment". *International Review* 1-2 (2019):64-71. doi: <https://doi.org/10.5937/INTREV1901064R>.

¹⁵ Ghemawat, P. "Ghemawat's "AAA" Global Strategy Framework". In *Fundamentals of Global Strategy*, Ch. 3.1. Saylor Academy, 2012. https://saylordotorg.github.io/text_fundamentals-of-global-strategy/s05-01-ghemawat-s-aaa-global-strategy.html.

Kouvelis revisit the attributes of the best-performing supply chains, extending the Triple-A framework to include robustness and resilience (Triple A & R), reflecting on disruptions faced by global supply chains over the last two decades¹⁶. The study proposes enhancing agility with robustness and adaptability with resilience, aiming for a realignment of incentives for a new normal in consumer preferences and business models. This research highlights the need for global supply chains to evolve beyond traditional AAA capabilities to address the increasing frequency and severity of disruptive shocks. Pescaroli in his work discusses cascading crises in global systems and the importance of understanding vulnerability paths to mitigate these crises effectively. While it emphasizes the interconnectedness and the complex nature of cascading crises, there is less focus on specific globalization strategies that can mitigate such crises at a global scale¹⁷. Emilova explores anti-crisis management within the context of global integration, emphasizing the need for new management thinking that integrates various approaches. The paper outlines the conceptual requirements for anti-crisis management but lacks empirical data on the effectiveness of these strategies across different global contexts¹⁸. Gallea analyses how globalization can reduce the risk of conflicts in strategic locations, using a game-theoretic model to support the findings. Focuses primarily on conflict mitigation without extensive exploration of how these findings could inform broader crisis management strategies¹⁹. McMichael discusses the crisis within the globalization project itself, including economic instability and geopolitical shifts. Provides a critique of globalization's effects but lacks a clear linkage to actionable crisis mitigation strategies that organizations or governments can adopt²⁰. Cole proposes a formal model to analyse resilience and manage resources effectively in the face of multiple crises, emphasizing the need for equitable resource management. While it introduces a novel model for resource management, the application of this model in practical, real-world global settings is not detailed²¹. Analysis of decision-making process which

¹⁶ Cohen, M. A., and Kouvelis, P. "Revisit of AAA Excellence of Global Value Chains: Robustness, Resilience, and Realignment". *Production and Operations Management* 30, no. 3 (2021):633-643. <https://doi.org/10.1111/poms.13305>.

¹⁷ Pescaroli, G., Nones, M., Galbusera, L., and Alexander, D. "Understanding and mitigating cascading crises in the global interconnected system". *International journal of disaster risk reduction* 30 (2018):159-163. doi: <https://doi.org/10.1016/J.IJDRR.2018.07.004>.

¹⁸ Emilova, I. "The Anti-Crisis Management in The Process of Global Integration". *LUMEN Proceedings* 18 (2022):45-50. <https://doi.org/10.18662/lumproc/gidtp2022/05>.

¹⁹ Gallea, Q., and Rohner, D. "Globalization mitigates the risk of conflict caused by strategic territory". *Proceedings of the National Academy of Sciences of the United States of America* 118, no. 39(2021). doi: <https://doi.org/10.1073/PNAS.2105624118>.

²⁰ McMichael, Ph. "The Globalization Project in Crisis". *Alternate routes: a journal of Critical Social Research*, 31, no. 1(2020). <https://alternateroutes.ca/index.php/ar/article/view/22507>.

²¹ Kostyuchenko, Y. "Multi-crisis resilience gain: on the sustainable model-based paradigm of resource governance". *EGU General Assembly 2023* (Vienna, Austria, 24–28 Apr 2023), EGU23-6920. <https://doi.org/10.5194/egusphere-egu23-6920>.

could be used for crisis circumstances was conducted by Turlakova and Lohvinenko in their research²².

Despite numerous research of this topic, it was identified set of gaps in analysed literature. There is a need for more empirical research to validate the theoretical models and strategies of how globalization can help mitigating the crisis. Many studies discuss theoretical aspects of integration of globalization strategies with practical crisis mitigation without connecting them to practical, actionable strategies that can be implemented globally. While some papers address economic or conflict-related crises that impacts organizations of different types here is less focus on how globalization can help mitigate other types of global crises such as environmental disasters or pandemics. There is a gap in research that integrates insights from various disciplines to offer a holistic view of organization crisis mitigation in the age of globalization.

Main part

To contribute effectively to the existing knowledge on globalization and crisis mitigation, in this article it is planned to address the identified gaps in the research papers via empirical studies to assess the effectiveness of specific globalization strategies in crisis mitigation for organizations of different sizes. This includes case study of multinational corporation that have successfully navigated crises through globalization strategies. To explore the relationship between globalization and crisis mitigation effectively, the following data sources will be utilized detailed case study of specific corporation that have utilized globalization strategies during crises. The analysis will be conducted using the qualitative analysis and systematic analysis of text data from case studies, expert interviews, and reports to identify common themes and strategies in the use of globalization for crisis mitigation. As a direction of further research is to develop a strategic framework or set of guidelines that business leaders can use to leverage globalization for effective organizational crisis mitigation.

In this article will be reviewed a case study of Intellias' IT-service company which rapidly globalized during crisis caused by Russian invasion to Ukraine. Company Profile: Intellias is an IT service company dedicated to providing a wide range of services to over 150 clients globally, with a particular focus on markets in the US, UK, EU, and the Middle East. In 2022, the company has around 2500 employees and had established offices in Ukraine and a smaller office in Poland. The sudden onset of the Russian

²² Turlakova S., Lohvinenko B. "Artificial Intelligence Tools for Managing the Behavior of Economic Agents at Micro Level". *Neuro-Fuzzy Modeling Techniques in Economics* 12 (2023):3-30. <http://doi.org/10.33111/nfmte.2023.003>.

invasion of Ukraine in February 2022 posed significant threats to Intellias' operations, particularly in cities like Kharkiv, Zaporozhie, Dnipro, and Kyiv, which were at high risk of occupation. The company needed to quickly relocate employees to ensure their safety and maintain uninterrupted services to its clients to protect its business reputation and client relationships. Intellias initiated a rapid relocation plan within the first two weeks of the invasion, moving 1500 employees, their families, and approximately three hundred pets to safer locations using hundreds of buses sourced from across Ukraine. This involved complex logistics with the chartering of buses across Ukraine to safer locations or neighbouring countries. Simultaneously, to support ongoing operations and accommodate employee relocations, Intellias expanded its existing office in Poland and opened new offices in Bulgaria, Croatia, Spain, Portugal, India, and Colombia. Intellias already had a small presence in Poland, the office was expanded rapidly. Tasks completed included finalizing local hire costs, integration into security systems, and the establishment of a complete operational base. Offices in Bulgaria and Croatia were set up with local hires, including the appointment of permanent location managers. Intellias secured office spaces and aligned them with local labour laws, including creating standardized employment contracts. Efforts in Spain and Portugal focused on the legal incorporation. In Spain, a co-working space was secured to facilitate immediate operational capacity before establishing a permanent office. Colombia and India locations saw a slower setup due to complex local regulations but made significant strides in legal incorporation and local hiring. The company implemented several strategic components in its operational model to facilitate this transition:

- A tailored benefits package was devised for each location, taking into account local standards and regulations to maintain Intellias' position as a top employer.
- Adapted for local economic conditions to maintain profitability under time and material contract structures. Intellias developed a "Cost to Serve Calculator" for each location to adapt pricing strategies based on local economic conditions, tax structures, and labour costs.
- Country-specific orientation sessions were conducted to help new and relocated employees integrate into Intellias' corporate culture and understand local workplace norms.
- Comprehensive legal and tax frameworks were established to comply with each country's regulations, ensuring smooth operations and reducing potential legal hurdles.
- Job Descriptions for Country Heads: Local hires were tasked with establishing operations and recruiting top talent in new locations.
- Relocation Support: Included legal and employment facilitation for about 500 relocated employees.

- **Soft-Landing Services:** Helped employees adjust to new environments through orientation sessions.

Over the months, Intellias successfully set up operational frameworks in each new location, as detailed in monthly reports to the CEO from April to August 2022. The efforts included:

- **Legal and Regulatory Compliance:** Registration of legal entities and obtaining necessary tax numbers and employment office registrations in multiple countries.

- **Infrastructure Setup:** Establishment of office spaces and IT infrastructure to support relocated and new local teams.

- **Employee Integration:** Implementation of integration programs, including English mentorship in Bulgaria and support for digital nomad visas in Croatia.

Intellias' proactive and swift actions in response to the crisis not only safeguarded its employees but also ensured business continuity across new geographies. By relocating employees from high-risk areas and setting up new offices, Intellias ensured both employee safety and the continuity of services to its clients, a crucial factor in maintaining its market reputation. The expansion and proactive crisis management have positioned Intellias favorably showcasing robust operational capabilities and a resilient business model. Intellias' response to the crisis is a testament to its agile management and commitment to its employees and clients. The strategic expansion into new markets not only mitigated risks but also positioned the company for future growth and stability. This case study serves as a significant example of effective crisis management and strategic planning in the face of geopolitical upheavals, providing valuable insights for businesses aiming to maintain operations amid global uncertainties. Some of the best practices used by Intellias:

- **Communication Frameworks:** Maintained robust internal communication through regular town halls led by the CEO and bi-weekly strategy meetings between the COO and Intellias local office country heads.

- **Scalable Framework for New Offices:** Developed a standardized checklist and guidelines that expedited the process of setting up offices in new countries, demonstrating a scalable and repeatable model for rapid expansion.

- **Employee Support and Cultural Transmission:** Relocated employees played a crucial role in embedding the company's culture in new locations, which was pivotal in maintaining organizational unity and morale.

- **Psychological Support:** The company engaged over 40 online psychologists to support employees traumatized by the war, helping them focus on work as a coping mechanism.

- **Cloud-based Operations:** To facilitate mobility and remote working, Intellias leveraged cloud technologies, ensuring that all employees, irrespective of their location, had access to necessary resources and support.

- Long-term Business Continuity Planning: Documented in the provided "Business Continuity Plan," which outlined potential scenarios and preparedness strategies to ensure sustainability and resilience.

Intellias continues to increase its footprint outside Ukraine, aiming for a balanced geographical distribution to mitigate future risks. Intellias' proactive and comprehensive response not only safeguarded its workforce but also ensured business continuity and client trust during a tumultuous period. This case study exemplifies effective crisis management, organizational agility, and strategic foresight in navigating complex global challenges. The case of Intellias provides compelling evidence supporting globalization as an effective crisis management tool. Here's how the evidence from Intellias' strategic actions during the geopolitical crisis underscores the efficacy of globalization in managing business continuity and safeguarding employee welfare.

As we see from Intellias case globalization allows companies to spread their operational and geopolitical risks across multiple regions, reducing dependency on any single market. In the case of Intellias, distributing operations across countries like Bulgaria, Croatia, and Spain mitigated the risks associated with the conflict in Ukraine, ensuring business continuity. Operating in multiple countries offers access to diverse markets, which can stabilize revenue streams and provide new growth opportunities during regional instabilities. For Intellias, entering new markets meant not only safeguarding existing operations but also exploring new client bases and revenue streams. Diversified locations for operations fortify the organization against localized economic crashes or political upheavals. The swift relocation of Intellias' workforce to safer regions showcased how geographical diversification contributes to overall organizational resilience. Globalization facilitates the movement of employees to safer and potentially more prosperous environments, which can be crucial for retaining top talent during crises. Intellias' ability to move its employees across borders not only ensured their safety but also helped in spreading the company culture, aiding in talent retention and acquisition in new regions. Managing operations across multiple countries introduces complexity due to differing legal, cultural, and business environments. For companies like Intellias, aligning operations with the local regulations and cultural norms of each new location required significant effort and resources. Setting up and maintaining operations in multiple countries can lead to increased costs, including legal fees, taxes, and higher wages in developed markets. The initial investment and ongoing operational expenses can strain financial resources, particularly during a crisis when revenue might be uncertain. Global operations often rely on interconnected supply chains that can be vulnerable to disruptions from global events like pandemics or trade conflicts. Any disruption in one part of the world can have cascading effects on operations

globally, complicating crisis response and recovery. Companies operating in foreign markets may face challenges in fully understanding and meeting local consumer needs and expectations. Misalignment can lead to inefficiencies and missed opportunities, which can be particularly detrimental during a crisis when local market insights are crucial. Integrating into new cultural environments can be challenging for relocated employees and the organization, potentially affecting employee satisfaction and productivity. Intellias had to invest in psychological support and cultural training, which, while beneficial, also represents an additional cost and operational challenge. Companies should consider geographic diversification as part of their risk management strategy to mitigate the effects of localized crises. Effective crisis management plans should include provisions for rapid deployment to alternative locations, ensuring uninterrupted operations. Accessing different markets can stabilize and even expand revenue streams during crises, providing economic stability. Organizations should cultivate a presence in varied markets to leverage different economic cycles and consumer behaviors, enhancing financial resilience. While globalization can safeguard against operational risks, it introduces complexities in managing diverse cultural, legal, and business practices. Businesses need robust integration strategies that address local regulations, cultural nuances, and operational alignments to ensure seamless transitions during crises. Proactive measures in employee relocation and support, such as psychological assistance and cultural integration programs, were crucial in maintaining productivity and morale. Crisis management strategies should prioritize employee well-being to retain and motivate the workforce during disruptive periods. Organizations must develop agile crisis response strategies that include detailed business continuity plans, like those Intellias had, which outline specific actions based on various potential crisis scenarios. Investing in cloud technology and other IT infrastructures that support remote operations can be a game-changer in ensuring business continuity. Strategies that focus on employee safety and morale can not only help in retaining talent but also ensure that the workforce remains engaged and productive during crises. Understanding and integrating into local cultures is not just about compliance but about building trust and rapport with both local teams and consumers, which can be crucial during expansions necessitated by crises. While expansion and diversification can safeguard against crises, they must be balanced with sound financial management to avoid overextension. The adoption of a standardized operational model for opening new offices allowed Intellias to replicate its success in multiple locations swiftly. This model included everything from legal registrations to setting up IT infrastructure, which could be adapted quickly to different regulatory and economic environments. The scalability and replicability of Intellias' operational strategy across different countries highlight how globalization can be a potent tool

for crisis management. The ability to quickly adapt and replicate proven strategies across new markets can significantly enhance a company's responsiveness to crises.

Recommendations for companies to prepare for globalization as part of risk mitigation:

- Develop and streamline regulations that facilitate international business operations and crisis response activities. This includes simplifying the process for opening foreign offices, easing visa restrictions for relocated employees, and standardizing cross-border legal and financial transactions.

- Encourage bilateral or multilateral agreements to support economic cooperation and ensure business continuity during crises. This can include agreements on trade, labor movement, and technological cooperation that help stabilize supply chains and labor markets.

- Invest in robust digital infrastructure that supports international business operations, such as high-speed internet networks and secure cloud services. This infrastructure is vital for businesses to operate seamlessly across borders, especially during a crisis when physical operations might be compromised.

- Provide resources and training programs for businesses to develop global crisis management capabilities. This includes workshops on cultural competence, legal compliance in different jurisdictions, and strategic planning for international operations.

- Regularly conduct risk assessments that consider the political, economic, and environmental factors affecting their international operations. This framework should help identify potential crisis scenarios and prepare appropriate responses that leverage their global presence.

- Create supply chains that are not only robust but also flexible enough to shift operations among different regions quickly. This might involve diversifying suppliers and logistic options to reduce dependency on any single country or region.

- Invest in understanding and adapting to the cultural and legal environments of the countries they operate in. This includes training local managers and staff in headquarters' policies and practices and vice versa to ensure cohesive operations.

- Leverage technology to enhance connectivity and operational efficiency across borders. This includes implementing standardized IT systems that can operate across different legal frameworks and integrating advanced communication tools to manage teams remotely.

- Maintain a flexible financial strategy that allows for rapid reallocation of resources in response to a crisis. This includes setting aside emergency funds that can be accessed quickly to support crisis-affected areas or to ramp up operations in new regions.

Conclusion

The Intellias case vividly demonstrates that globalization can be a formidable crisis management tool. By leveraging global networks and spreading operations across various regions, companies can enhance their resilience against local disruptions, protect their workforce, and ensure continuous business operations. The strategic use of globalization not only safeguards against current crises but also prepares organizations for future uncertainties, making it an essential component of modern business strategy. Globalization has increasingly been regarded as a crucial strategy in crisis management, particularly for businesses with the ability to distribute their operations and workforce internationally. Reviewed Intellias case showed the benefits of globalization in crisis contexts. While globalization presents significant advantages in distributing risk and accessing new opportunities, it also introduces challenges that require careful management. The key to leveraging globalization effectively in crisis management lies in strategic planning, cultural sensitivity, robust legal and financial frameworks, and ongoing adaptation to local markets conditions. The case of Intellias and the broader analysis of globalization's role in crisis management reveal several key findings and implications for how companies can effectively navigate crises through strategic global expansion. The insights derived from the Intellias case study underscore the importance of strategic planning, the integration of technology, and the focus on human capital as pillars of effective crisis management. As businesses increasingly operate in a globally interconnected environment, the ability to rapidly adapt and manage diverse operations becomes essential to navigating and thriving in crisis situations. These findings can guide organizations in strengthening their resilience against future uncertainties. To effectively integrate globalization strategies into crisis management plans of the organizations of different size businesses need to consider a coordinated approach that emphasizes resilience, agility, and connectivity. Integrating globalization into crisis management requires both strategic foresight and operational flexibility. By preparing for a wide range of scenarios and fostering a supportive regulatory and operational environment, businesses can enhance their resilience and adaptability, turning global operations into a strategic advantage in crisis situations. Promising directions for further research on how modern technologies can help companies and organizations to globalize include the exploration of artificial intelligence (AI) and machine learning to optimize global supply chains, enhance decision-making processes, and predict economic trends. Future research can focus on integrating AI-driven predictive analytics in global trade and investment strategies, examining its impact on efficiency, risk management, and market expansion. Another important area is blockchain technology, which has the potential to improve

transparency, security, and efficiency in international trade and finance. Studies can examine case studies where blockchain has streamlined cross-border transactions, reduced fraud, and improved trust among global business partners. Big data and analytics support globalization by providing insights into global markets, consumer behavior, and economic trends. Research can explore how companies leverage big data to make informed decisions, optimize operations, and identify new market opportunities on a global scale. Additionally, the importance of robust cybersecurity measures in protecting global digital infrastructures is paramount. Future studies can analyze the challenges and solutions in securing international data transfers, preventing cyber threats, and ensuring the integrity of global communication networks. Cloud computing enables businesses to operate seamlessly across borders by providing scalable, flexible, and cost-effective IT solutions. Research can focus on the adoption of cloud technologies in multinational corporations, examining the benefits and challenges of global cloud deployments. The impact of digital platforms and online marketplaces in connecting buyers and sellers worldwide is another promising area. Studies can investigate how platforms like Amazon, Alibaba, and eBay facilitate global trade, entrepreneurship, and economic integration. Remote work technologies play a significant role in supporting globalization, especially in the post-pandemic world. Research can explore the adoption of virtual collaboration tools, remote work policies, and their effects on global workforce management and productivity. Lastly, sustainable technologies and practices contribute to globalization by promoting eco-friendly business operations and international environmental collaborations. Research can focus on the implementation of green technologies in global supply chains and their impact on reducing carbon footprints and enhancing sustainability.

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