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Наука, інновації та підприємництво

Міжнародний симпозіум для студентів і молодих вчених
у рамках ініціативи «Дні науки»

Science, Innovation, and Entrepreneurship
International Symposium for University Students and Young Researchers
under the Days of Science Initiative

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Наука, інновації та підприємництво: Матеріали VI Міжнародного симпозиуму для студентів і молодих вчених в рамках ініціативи «Дні науки» (Київ, 17 травня 2024 року) / за заг. ред. проф. О. О. Романовського, Л. В. Жарової, Т. В. Мірзодаєвої – К. ; Українсько-американський університет Конкордія, 2024 – 210 с.

Science, Innovation, and Entrepreneurship: Proceedings of VI International Symposium for University Students and Young Researchers under the Days of Science initiative (Kyiv, May 17, 2024) / Editors O. Romanovskyi, L. Zharova, T. Mirzodaieva – K. : Ukrainian American Concordia University, 2024 – 210 p.

У виданні представлені тези доповідей учасників VI Міжнародного симпозиуму для студентів і молодих вчених в рамках ініціативи «Дні науки» (Київ, 17 травня 2024 року). Матеріали Розділу I висвітлюють актуальні питання соціально-економічного розвитку, відбудови економіки України, актуальних аспектів розвитку підприємств в умовах непевності євроінтеграції. Розділ II висвітлює питання сучасної військової та управлінської освіти, створення спільних програм навчання та професійного розвитку, консалтингу та співпраці, зокрема у сферах стратегії, управління та лідерства, високих технологій, потреб України в розширенні міжнародного співробітництва. Для науковців, викладачів, аспірантів, студентів закладів вищої освіти, економістів.

The proceedings present materials from the VI International Symposium for Students and Young Scientists within the "Days of Science" initiative (Kyiv, May 17, 2024). The materials of Section I highlight the contemporary issues of socio-economic development, reconstruction of the economy of Ukraine, and up-to-date aspects of the development of enterprises in conditions of uncertainty and euro integration. Section II highlights the issues of modern military and management education, the creation of joint training and professional development programs, consulting, and cooperation, particularly in strategy, management and leadership, high technologies, and Ukraine's need for expanding international cooperation. Materials could be helpful for scientists, teachers, graduate students, students of higher education

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**РОЗДІЛ 1. НАУКА, ІННОВАЦІЇ ТА ПІДПРИЄМНИЦТВО /
SECTION 1. SCIENCE, INNOVATION, AND ENTREPRENEURSHIP**УДК 339.923(4)
JEL F5**The European Union: A Resilient Power in a Changing World?***Selin Abdallakh**student, Ukrainian-American Concordia University*

The countries that make up the European Union's membership share laws, rules, a common market, and a common currency, and the organization is well known for its achievements in fostering regional integration. Still, the UK's plan to leave the EU and the emergence of nationalist and populist movements in certain member states have caused the EU to encounter some challenges lately. Considering these developments, the future makeup and scope of the European Union have been questioned.

Additional growth appears to be a likely outcome for the EU. Despite the UK's exit from the EU, other nations are still fighting to join, including Serbia, North Macedonia, Albania, and Montenegro. The region's democracy, stability, and rule of law would all be advanced if these Balkan countries united. A different choice would be to expand EU involvement in Georgia, Ukraine, and Moldova's "Eastern Partnership." The process of becoming a member can be drawn out and intricate, and all potential members are required to uphold high standards of democracy, human rights, and legality.

An alternative situation could involve the EU strengthening cooperation in specific areas, such as economic policy, defense, and foreign affairs. This might include increased alignment of national

policies, the formation of a European military, or the appointment of a European financial minister. Nevertheless, these suggestions are divisive, and certain member nations might oppose giving up additional control to the EU. Some member states are increasingly leaning towards renationalization and asserting their national sovereignty, potentially causing more division and discord within the EU.

Another option is for the EU to consider a more adaptable strategy towards integration, allowing some member states to progress at a faster pace than others in specific domains. This might result in the establishment of a "multi-speed" or "variable geometry" Europe, where certain countries engage in deeper integration in specific areas while others decide to not participate or stick to a lower level of integration. This method would enable the EU to meet the varied needs and preferences of its member countries, while also upholding a level of unity and togetherness.

In general, the EU's future will probably be influenced by various factors such as geopolitical changes, economic patterns, and social and cultural advancements. Despite the various obstacles the EU encounters, it still holds a prominent position as a key player in global politics and economics, with ongoing discussions and predictions regarding its potential growth or decline.

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JEL Q5

The Green Paradox: Balancing Environmental Benefits with Financial Risks

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Environmental issues such as the growth of renewable energy, resource depletion, greenhouse gas emissions management and global warming have recently received increasing attention. The transition to a greener economy is therefore becoming increasingly important. “Green economy” is characterized by minimal carbon emissions and optimal use of natural resources.

Many are convinced that the transition to a green economy can lead to: increasing human well-being, reducing environmental risks, environmental deficits, protecting and restoring terrestrial ecosystems and promoting their rational use, combating desertification, there are also targets to significantly increase financial resources from all sources for the conservation of ecosystems.

However, such projects are costly, and lack of funding is usually a barrier. To achieve the result, it is necessary to combine the forces of society, the state and business. Promotion of «green» investments faces several obstacles:

First, the difficulty of finding finance lies in the fact that an effective model of financing green growth has not yet been proposed, since the process of formation of this model is not yet complete, so investors risk investing in such projects.

Second, it is a widespread fear that with the transition to a green economy, there will be restrictions on market access.

Third, scientists have noted that these concepts are being promoted under the idea of countering the anthropogenic influence that has led to global warming and climate change, which is a highly controversial issue, so a rethinking of the concept is needed.

Fourth, green financing requires special technical knowledge and skills, in addition to knowledge of general issues related to finance. Financial institutions do not have special plans to improve the skills of the personnel needed to evaluate green projects and to carry out environmental risk assessment. There is no effective system to monitor and control financial institutions' compliance with the green financing policy. This fact reduces the initiative and activity of financial institutions in implementing such policies.

Thus, due to the novelty of technologies and little knowledge of the markets targeted by green products, green investment projects are more expensive and less predictable, which requires an additional incentive for investors to take risks on such projects. Government intervention can motivate not only government organizations and specially created development banks to finance, but they cannot do their role as a source of financing alone. The implementation of these directions will create a range of financial services required to make the necessary investments.

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JEL M42

Importance of audit services for a country

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An audit is an assurance engagement. An auditor's opinion on financial statements increases the level of confidence in them among users, including financial institutions, regulatory authorities, potential investors, founders of the audited entity, counterparties, etc.

The primary importance of the audit is to assess and further minimize the following risks: fraud, avoidance of controls by key management personnel, non-compliance with local laws, misstatement of financial information, going concern, subsequent events, and adequacy of management estimates and judgments. In addition, the audit plays a major role for the public in providing transparency and control over important enterprises in the economy. On the other hand audit also plays an important role for companies in optimizing operational processes and internal controls, as audit services help to identify weaknesses and allow to improve them for the efficiency of business activities.

It is worth noting that companies in Ukraine have the option of keeping accounting records and preparing financial statements in accordance with two general-purpose conceptual frameworks: International Financial Reporting Standards (IFRS) or Ukrainian Generally Accepted Accounting Principles (Ukrainian GAAP). Large companies are required to prepare IFRS financial statements in the eXtensible Business Reporting Language (iXBRL) format, and all companies are allowed to switch to IFRS. Thus, during the transition, a considerable number of transformational adjustments are reflected and accounting judgments are made in accordance with the new standards. When conducting an audit, a companies will be able to obtain an independent assessment of management decisions, classifications, adjustments, and accounting methods.

The audit process typically involves several stages, from planning and risk assessment to

gathering evidence and preparing the audit report. At each stage, auditors use a variety of methods and tools to evaluate a company's financial information and control systems.

Aside from the financial aspects, an audit promotes a culture of responsibility and ethics in business. It motivates the company's management to pay more attention to corporate governance, internal control processes and social responsibility, which ultimately contributes to the creation of stronger and more sustainable organizations.

Under the current conditions, auditors are the subjects of primary financial monitoring, which should be aware of national and international sanctions lists, pay attention to the possible impact of sanctions on the client through suppliers, distributors who may be physically located in russia, belarus or subject to sanctions, have links with politically exposed persons, and so on.

In view of the crucial need for further "inflow" of investors to Ukraine, national companies should also be interested in proactive audit of financial statements, as audited financial statements will open up additional ways for financing, tax optimization in case of detection of improper tax administration, improvement of financial management and understanding of flaws.

Furthermore, considering the unfavorable external environment, the issue of companies' ability to continue as a going concern is becoming particularly relevant. Thus, many challenges arise: the possibility of writing off inventories and fixed assets remaining in the occupied territories, significant losses due to the destruction of assets in the territory of military actions, a significant outflow of narrow specialists, frequent changes in management personnel, forced relocation costs, and compliance with numerous legislative changes introduced during the martial law period.

Every conscious Ukrainian citizen was shocked by the case of the Ministry of Defense of

Ukraine purchasing food at overstated prices, which was confirmed by the State Audit Service. As a personal example, let me add the case of detecting an inaccurate calculation of cash flows for determining the simplified tax (ukr. єдиний податок), which helped the client not to violate the Tax Code of Ukraine and the country to receive the УАН 3 million of taxes intended. These examples support the idea that it is necessary to perform audit procedures to obtain an understanding of whether the financial statements are fairly presented in all material respects.

Based on the information above, it can be concluded that an audit provides stakeholders, including investors, creditors and management, with objective information on which to base their decisions; helps to identify weaknesses in internal controls to optimize the company's performance and enables them to respond to identified risks and vulnerabilities. For the country, it provides an understanding of the accuracy and reliability of financial statements of companies and the private sector in general. The correlation between a developed economy and transparency of relations in the business environment is clear.

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JEL O40

How funding small and medium-sized enterprises can alleviate the post-war economic downturn

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The post-war period is an incredibly difficult period for any country. An increase in unemployment, rising prices, reduced number of businesses and production after the war, eventually lead the country to an abrupt economic activity decline. Such a situation, apparently, needs to be improved and, to do so, many solutions can be considered.

According to the analysis I have conducted, I can claim that sufficient financial allocation for small and medium-sized enterprises can be by far the most efficient solution.

Nhlanhla Dabengwa was conducting his own research on the topic of the importance of SMEs for the economy growth, in which he stated : "SMEs are generally thought to be the backbone of any healthy economy; they drive growth, provide employment opportunities and open new markets. SMEs already contribute more than 50% towards GDP, they also supply and anchor big retail businesses with products, services and even markets" (Dabengwa, N. 2023).

As I have mentioned before, a boom in unemployment in the country previously suffered from the war is the first thing affecting the country's economic issue. small and medium companies are known to be a crucial participant of the country's coffers taking the leading role in the workplaces provision, respectively. Subsequently, the fewer enterprises the country has, the higher level of unemployment will occur which happens usually during the war. A support provided for such enterprises initially decreases the index of employment shortages and as a result entails an improvement in the society's income (Tchakoute Tchuigoua & Durrieu, 2017).

The second advantage that should be mentioned is the diversity of employment and the subsequent independence of the state from large enterprises that such a solution provides. Small/medium businesses cover the different types of work industries commencing with beauty spheres and ending in agricultural production. Respectively, more people are going to be involved in being a part of economic development since

more interests will be erected and covered for the society (Tran & Jones, 2023). Tax turnover will consequently become more active, and due to this, the economic situation will become more stable. Dubai is an excellent example of the success of such a strategy. Despite the fact that the city itself is not a territory that was previously in war, the support of various types of enterprises from the state has brought the economy of the Arab Emirates to a new level (Jacinto & du Preez, 2018). Now it is the center of the country's economy, and the availability of oil is not a key in this case. Yes, Dubai and the United Arab Emirates in general have various programs and initiatives to support SMEs, including financing and financial assistance. For example, Dubai SME, an agency

specializing in the support and development of small and medium-sized businesses in Dubai, offers several financing and consulting programs for entrepreneurs. There is also the Ministry of Economy of the United Arab Emirates, which develops and implements policies for business development in the country, including support for small and medium-sized businesses.

Of course, one cannot completely rely on this system since different provisions and different initial economic situations must be taken into account. However, this is an excellent example of accelerated economic development that could be implemented to restore and balance the country in post-war conditions.

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JEL I25

Future of Post-COVID and War Education

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During all the challenges that people have to face nowadays radical changes in many of our so familiar and regular activities are inevitable. Once COVID occurred many changes were implemented to help us maintain the usual lifestyle and attend studies, meetings and jobs digitally, via online platforms, chats, and video calls. Since COVID turned out as an unexpectedly prolonged quarantine, and not long after that citizens of Ukraine had to face an armed attack on all their cities that kept growing and escalating - people didn't have a chance to fully get back to their normal lives, and it became obvious that all those changes that were perceived as strictly temporary and very unusual, eventually turned out to become our new lifestyle and the most common way to

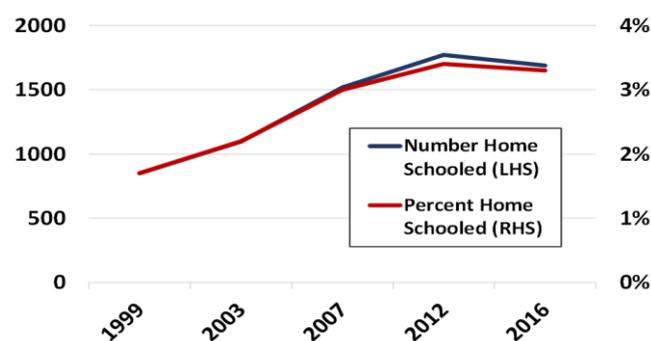
communicate and complete essential tasks (Kayyali, 2020).

Generally, online studying platforms and helpful softwares appeared in 1990, but they gained momentum only in 2000s. Approximately at that time thanks to the learning management systems (LMS) such as Moodle and Blackboard many universities were already able to provide studies completely online. As the years went by digitalization just kept growing, and all the challenging incidents just secured its success and fostered its progress.

The impact on home schooling serves like an indicator on how much people shifted to online education. Jason Schenker was exploring a topic of future education after the COVID pandemic and

provided an interesting example concerning home schooling in the United States (Al-Ansi & Al-Ansi, 2020).

Home Schooled Pupils in the United States (Thousands)



Source: Department of Education, The Futurist Institute

This figure shows the evolution of homeschooling from 1999. Homeschooling as a percentage of students in the United States between the ages of 5 and 17 appears to have peaked in 2012 and then slowed down in 2016.

There's a good chance that the universal mandate for homeschooling brought on by COVID-19 will lead to a rise in homeschooling in the US. After all, some students may even perform better as a result of their novel experience (Schenker, 2020).

Since then, online education has significantly expanded and improved, having many different approaches, different systems, evaluation methods, and treatments. Thanks to that the online education industry became very flexible and innovative, becoming an essential tool in anyone's professional life being helpful and applicable in any industry.

Digital technologies have become so indispensable that the transition to normal "physical life" began to seem impossible, and, furthermore, impractical. At some point many people were forced to move abroad to seek for new accommodation, safety, and protection. While actively moving to different countries, online education provided the opportunity to keep studying at the same university while living miles away, motivating people to completely switch to distant education. Same with employment, since the active progression of the new digital tendency and worsened situation in the country, many people started seeking for jobs online, to be able to work from home or from any place they could reside at while just having their laptop (Mark Brown, 2021). Respectively, enterprises and employers started implementing vacancies that could be fulfilled on a fully distant mode, which significantly affected the labor market. Such global changes in the world of labor, employment, and education changed the tendencies forever – having studies and jobs online through the laptop became the new normal lifestyle for us these days. If we compare online and social learning, we will see the huge changes in learning practices and policies.

At this point, digitalization has already progressed to such extent that I am certain we will not go back to our previous lifestyles and having half of our professional lives online will be and already is a new normal. During the post covid and war times innovation was the only possible solution, and now the role of it became not just a coping method, but an essential part of our lives.

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JEL F10

Сучасний стан та пріоритети впровадження національної системи торгівлі викидами в Україні

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Відповідно до зобов'язань в рамках Угоди про асоціацію між Україною та ЄС (далі Угода) [1], яка вступила в дію у вересні 2017 року, в Україні планується створити національну систему торгівлі викидами. Так, в Угоді зазначено, що питання щодо зміни клімату розглядаються у Статті 365 (с) Розділу V та у Додатку до Угоди. Ними визначено кроки для впровадження національної системи торгівлі викидами, зокрема:

- 1) ухвалення національного законодавства і призначення відповідальних органів;
- 2) створення системи ідентифікації певних установок і парникових газів;
- 3) розроблення національного плану розподілу дозволів;
- 4) створення системи видачі дозволів на внутрішній ринок між установками в Україні;
- 5) впровадження системи моніторингу, звітності, верифікації та забезпечення дотримання вимог, а також процесів громадських консультацій.

З огляду на такі аспекти Міністерство захисту довкілля та природних ресурсів України працює над створенням національної системи торгівлі викидами. Планується, що з 2026 року українські компанії будуть звільнені від сплати податку на викиди вуглецю при експорті продукції до Європейського Союзу. Тому, попри війну в Україні, потрібно поступово реалізувати завдання запровадження власної системи торгівлі викидами парникових газів [2]. Такі дії не лише дадуть можливість підтримати національну економіку, а й виконати зобов'язання України щодо імплементації Директиви 2003/87/ЄС [3].

На кінець 2024 року планується внесення до Верховної Ради законопроекту про торгівлю викидами, а також розроблення концепції системи торгівлі викидами. На наступний, тобто 2025 рік, у перспективах лежить запуск національної системи торгівлі викидами у

пілотному режимі, а вже офіційний запуск очікується провести у 2026 році.

Варто зазначити, що в процесі запровадження національної системи торгівлі викидами Україна може використати певні ідеї та напрацювання європейського законодавства щодо створення європейської системи торгівлі викидами. Крім того, також потрібно зауважити, що розроблення власної системи торгівлі викидами в Україні виступає важливим кроком вступу до Європейського Союзу. При цьому розробка такої системи має базуватися з урахуванням принципів, викладених у європейській системі торгівлі викидами. Однак, якщо акцентувати на тому, що у ході розроблення національного законодавства щодо української системи торгівлі викидами братиметься до уваги європейське законодавство, то тут варто враховувати дуже важливий аспект – розвиток економіки країн Європейського Союзу та України. Адже Україна та країни Європейського Союзу мають різні рівні економічного розвитку. Тому наразі в Україні за підтримки Європейської комісії та Світового банку триває процес із забезпечення компонентів конструкції системи торгівлі викидами, які враховуватимуть українські особливості.

Таким чином, потрібно зауважити, що створення системи торгівлі викидами в Україні є довгостроковим і поступовим процесом, який має базуватися на дорожній карті гармонізації такої системи з системою торгівлі викидами Європейського Союзу. Основна мета створення національної системи торгівлі викидами – це розробити економічні стимули для бізнесу щодо інвестування в енергоефективні технології з низьким вмістом вуглецю з ціллю зменшити викиди та уникнути придбання дорогих дозволів. Лише за таких умов можна побудувати національну систему торгівлі викидами, яка сприятиме швидшій

євроінтеграції України та досягненню її кліматичних цілей.

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JEL A29

Educational Transformations in Post-COVID and Wartime: Navigating the Future of Learning

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After the COVID-19 outbreak and in the midst of continuous events like the war in Ukraine, the educational landscape saw substantial changes. Due to these extraordinary obstacles, educational institutions now have to rethink established teaching methods, innovate, and change quickly. The present thesis investigates the complex effects of these crises on education and examines the approaches and prospects for educational reform in the post-COVID and post-war periods.

Impact of COVID-19 on Education

Global disruptions in education brought about by the COVID-19 pandemic included school closures, a move to remote learning, and the introduction of online learning environments. The necessity of fair access to technology and internet connectivity, as well as the significance of digital literacy skills for educators and students, were brought to light by this abrupt shift. The importance of reconsidering conventional educational paradigms has been highlighted by the difficulties in preserving academic continuity, guaranteeing student well-being, and tackling the digital divide.

Education in Times of Conflict

Education is essential for fostering understanding, tolerance, and peace in Ukraine's war areas. It takes inclusive and culturally aware curricula to promote social harmony and peace

across disparate cultures. To give teachers the tools they need to handle delicate subjects and encourage discussion in the classroom, conflict resolution and peace education training is essential. A sense of solidarity in the midst of chaos can be fostered and bridges between divided groups can be built with the help of education.

Harnessing Technology for Educational Transformation

In times of crisis, the nexus between technology and education offers both opportunities and challenges. Virtual and augmented reality, gamification, and artificial intelligence have the power to improve student engagement, raise learning standards, and open up access to education for people living in rural or conflict-affected places. By utilizing these technology tools, it is possible to create dynamic and interactive educational experiences that accommodate a variety of learning styles and close the gap between traditional and online learning.

Towards a Holistic Approach to Education

Education must take a comprehensive strategy that puts equity, inclusivity, and social justice first as we negotiate the challenges of the post-COVID and wartime era. A dedication to promoting safety and well-being for all parties involved students, instructors, and communities must serve as the

foundation for any changes made to education. Through the use of innovative pedagogical approaches, efficient technological use, and the

encouragement of a resilient and adaptable culture, education may help us create a more inclusive and sustainable future.

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 JEL M12

What are the best HRM Strategies for Effective Remote Teams in International Companies?

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The global landscape of work has undergone a dramatic transformation in recent years. The rise of remote work, accelerated by technological advancements and the global pandemic, has fundamentally altered how international companies operate. While managing remote and virtual teams across borders presents unique challenges, it also unlocks a wealth of diverse talent and perspectives.

The Human Resource Management department needs to come up with a plan for how to build a strong online team. Here, it's very important to encourage clear conversation. The HR department can come up with a communication plan that takes into account different time zones, cultural differences, and people's favorite ways to talk (for example, project management software, videoconferencing, and instant messaging).

1. Time Zone Awareness and Adaptability.

When you have foreign teams, time zones can be a problem. Being aware of and able to adapt to different time zones is essential for working together smoothly. Recognizing these differences and being flexible with meeting times and schedules makes the workplace more welcoming for everyone. Human Resources can set open work

hours and tell teams to plan meetings with time zone differences in mind. (Jooss Stefan, 2022).

2. Open Communication and Documentation. To avoid misunderstandings, it's important to keep lines of conversation open and often. This includes carefully writing down choices and the progress of the project so that everyone stays up to date and on the same page. The HR staff can set up communication platforms that make it easier for people to share information and work together, as well as rules for keeping track of important decisions and project updates. (Alavi & Leidner, 2001).

3. Technology Infrastructure. Technology plays a vital role in facilitating remote work. The HRM department should ensure a robust Technology Infrastructure is in place. Providing team members with reliable and secure tools for communication, project management, and file sharing allows for seamless collaboration despite physical distance (El Idrissi A, 2022). HR can play a role in selecting appropriate tools, providing training on their use, and ensuring proper data security measures are followed.

4. Employee Wellbeing. Companies should put the health and happiness of their remote

workers first and offer them support. To keep employees healthy and avoid stress, it is important to understand the value of work-life balance and offer mental health support systems (Litchfield Paul, 2016). The HR department can implement wellness programs, encourage healthy work habits, and establish clear boundaries between work and personal life for remote employees.

Lastly, companies should put the health and happiness of their remote workers first and offer them support. To keep employees healthy and avoid stress, it is important to understand the value

of work-life balance and offer mental health support systems.

The future of work will be worldwide and far away. International businesses can handle this change and use the power of teams that work in different places by adopting these best practices and creating a culture of openness, flexibility, and health. International companies will be more innovative and successful in the future, if they can build bridges across countries, make it easier for people to work together, and use the full potential of a diverse global workforce.

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 JEL O10

Educational transformations in the post-war and wartime era

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- The war and the pandemic have made the differences in Ukrainian higher education more obvious. This is seen not only in digitalization and equipment but also in international measures. There's also a divide within institutions, with some being deemed strong and others weak due to resource disparities.

- A difficult issue is the participation in the educational process of those students and teachers who remained in the temporarily occupied territory. Such individuals face not only an unstable or no Internet connection, but also security risks if the occupation authorities become aware that the

person is continuing his educational activities at a Ukrainian institution remotely.

- The Ukrainian higher education system faced substantial losses due to the armed invasion, but it managed to recover. The authorities found effective solutions to stabilize the system during these challenging times. The unity of the educational community, their determination to continue teaching and learning, and the internal policies of Ukrainian institutions played a crucial role in this process. International support for educators from Ukraine was also invaluable. Now, Ukraine needs to plan out how it will restore and transform its higher education system considering

the impact of the war. Priority should be given to educational institutions that suffered significant material. The higher education system in Ukraine endured significant losses from the armed invasion, but it managed to recover.

- The authorities found effective solutions to stabilize the system, with support from the Ukrainian educational community and international assistance. Ukraine needs to plan for the restoration and transformation of its higher education system considering the impact of war. Priority should be given to institutions that suffered major losses, but overall changes are necessary as well. The current conditions enable important decisions to be made.

Post-war recovery of the economy

- The most important thing is to focus on rebuilding and growing the production sector and services in Ukraine. At first, humanitarian aid is needed, but later on, it's crucial to attract foreign

investments, grants, and loans for businesses from international organizations. It's essential to protect economic freedom and liberalize tax and customs policies. In the transition period, we should prioritize Ukrainian enterprises for state procurement.

- Ukraine's economy will need to recover alongside making some changes as it aims to join the European Union. This will help strengthen the country's institutions and protect business rights and interests.

- The recovery process should consider where things are and what people can do. It looks like focusing on the western and central regions of Ukraine is a good idea. By using a cluster approach to develop the economy, we can create growth centers based on each area's resources. To support rapid industry growth, we'll need to set up industrial parks and special economic zones.

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 JEL F43

Harnessing Technological Innovations for Socio-Economic Development in Emerging Economies

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Emerging economies face unique challenges and opportunities in their pursuit of socio-economic development. With rapid technological advancements, these economies have the potential to leapfrog traditional development stages and achieve accelerated growth. That is why it is important to explore the transformative power of technological innovations by examining how they can be harnessed to address socio-economic disparities and promote sustainable development.

The Role of Technological Innovations in Economic Growth

Technological innovations are critical drivers of economic growth, particularly in emerging economies where traditional industries may be underdeveloped. By adopting new technologies such as artificial intelligence, blockchain, and the Internet of Things (IoT), these economies can improve productivity, enhance efficiency, and create new market opportunities. An example of

how tech innovations spur economic growth in emerging markets is the use of AI in agriculture in India. Precision farming technologies, powered by AI, are being used to optimize crop yields, reduce waste, and enhance resource management. The main advantages that it has is that it increases productivity, reduces costs, and enhances livelihoods. In 2020-2021, net income increased to "... \$800 per acre in a single crop cycle (6 months)... digital advisory services contributed to a 21% increase in chili yield production per acre. Pesticide use fell by 9% and fertilizers dropped by 5%, while quality improvements boosted unit prices by 8%" (Jurgens, 2024). With AI-driven tools farmers can make informed decisions that lead to better crop management and higher yields. Moreover, efficient use of resources like water and fertilizers reduces costs and minimizes environmental impact. As a result of higher productivity and reduced costs, farmers get higher incomes, which improves their quality of life and contributes to rural economic growth.

Poverty Reduction Through Technological Innovations

One of the most pressing issues in emerging economies is poverty. Technological innovations can play a significant role in alleviating poverty by creating job opportunities, improving access to education and healthcare, and enhancing agricultural productivity. For example, a mobile banking service M-Pesa that was launched in Kenya in 2007 has revolutionized financial access for millions of people in emerging economies. With this service, users were able to conduct various financial transactions, such as money transfers, bill payments, and even savings, using their mobile phones (Kagan, 2023). The impact that it has on poverty reduction is financial inclusion and income generation. M-Pesa allowed underserved populations, including those in rural areas where traditional banks are scarce, to get access to banking services. Also, by facilitating financial transactions, small businesses and entrepreneurs are able to more fully participate in the economy, which leads to income generation and poverty reduction.

Social Welfare Enhancement

Beyond economic growth and poverty reduction, technological innovations can significantly enhance social welfare. Improved access to information, better healthcare services,

and enhanced educational opportunities are some of the benefits that technology can bring. For example, Facebook in collaboration with various partners launched an initiative, Internet.org, which aims to provide free access to basic internet services in developing countries. In India and Zambia, Internet.org has partnered with local telecom operators to offer free access to essential websites and online services, like educational resources, health information, and news. For example, one of the available resources WRAPP – Women's Rights App, "...informs Zambians of women's rights, legislation around them, and steps to take if those rights have been violated" (James, 2015).

Sustainable Development and Renewable Energy

Sustainable development is crucial for long-term socio-economic growth. Technological innovations in renewable energy sources such as solar, wind, and hydroelectric power can help emerging economies reduce their dependence on fossil fuels, lower greenhouse gas emissions, and achieve energy security. The Serra Branca Wind Complex in Brazil is an example of one of the largest wind farms in Latin America, which has an installed capacity of over 1.2 GW. This project harnesses Brazil's favorable wind conditions to generate clean energy, which in return has an impact on energy security, economic growth, and environmental sustainability (Votalia, 2016). The wind power contributes to Brazil's energy mix, which enhances energy security and reduces reliance on imported fossil fuels. Moreover, the wind farm project has created thousands of jobs in construction, operation, and maintenance, which drives local economic development. And in addition, wind energy produces no direct emissions, helping Brazil to lower its carbon footprint and meet its renewable energy targets.

Policy Frameworks and Stakeholder Engagement

For technological innovations to be effectively harnessed for socio-economic development, supportive policy frameworks and active stakeholder engagement are essential. In India, the government held an initiative National Digital Health Mission, which is aimed at creating a digital health ecosystem that leverages technology to improve healthcare delivery. The NDHM envisions the establishment of a National Health ID for every

citizen, which links digital health records and facilitates seamless access to healthcare services. The benefits of such initiative is policy support, improved healthcare access, and stakeholder engagement. The Indian government has established regulatory frameworks and guidelines to ensure data privacy, security, and interoperability within the digital health ecosystem. Also, by digitizing health records and integrating healthcare services, NDHM enhances access to quality healthcare, especially in remote and underserved areas. And lastly, the initiative

involves collaboration with various stakeholders, including healthcare providers, technology companies, and civil society organizations, which ensures a comprehensive and inclusive approach to healthcare innovation (Mishra, 2023).

To summarize it, technological innovations play a vital role in driving socio-economic development in emerging economies by fostering economic growth, reducing poverty, enhancing social welfare, promoting sustainable development, and necessitating supportive policy frameworks and stakeholder engagement.

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Innovations for socio-economic development

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Innovations are essential in today's world to maintain steady and long-term socioeconomic development. The purpose of this article is to examine the basic ideas and practices of using innovations to improve the economy and society. (Huebner, Oct 18, 2021)

Let's consider the most important ones:

1. The Importance of Innovations in Socio-Economic Development: Innovations are the driving force behind progress, encouraging the creation of new goods and services that improve

citizens' quality of life and the effectiveness of economic operations.

- Using creative solutions to healthcare, education, and other social services enhances the population's access to and quality of services, promoting human capital development and general well-being.

2. Innovations in Infrastructure and Social Services - Making use of cutting-edge technologies in the delivery of social services enhances the population's access to and quality of healthcare, education, and other social services.

- Creating infrastructure with cutting-edge technologies guarantees sustainable economic growth while also improving citizen comfort and safety.

3. Creative Methods for Economic and Business Development

- Assisting creative start-ups and businesses increases competitiveness, boosts employment, and advances economic expansion.

- Productivity is increased and costs are optimised when digital technologies, artificial intelligence, and other cutting-edge solutions are integrated into production processes.

4. The Promotion of Innovations through the Role of International Organisations and Government

- A key element in promoting innovative development is government support for entrepreneurship, scientific research, and the creation of novel technologies.

- Collaborative efforts to develop new technologies and markets, as well as the sharing of knowledge and experiences, are made easier by international cooperation in the field of innovations. (Adamiv, December 2023)

In summary, innovations are essential for fostering the economy's and society's sustainable development. In order to guarantee prosperity and dynamic advancement in the modern world, it is essential to comprehend and encourage innovative initiatives.

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 JEL F29

The role of foreign investment in reconstructing Ukraine's economy

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On February 24, 2022, Russia launched a full-scale invasion of Ukraine. The war is still going on and is causing considerable damage to the country, in particular to the economy, population and welfare in general. “As of September 1, 2023, the total documented direct damage to Ukraine’s infrastructure caused by a full-scale Russian invasion has reached \$151.2 billion (at replacement cost). The ongoing war continues to result in the destruction of residential buildings, educational institutions, and infrastructure, leading to an increase in the overall damage.” [1]

Ukraine, like any country experiencing complex socio-economic challenges and crises, needs effective strategies for the recovery and development of its economy. One of the key factors

that can contribute to this process is the attraction of foreign investments. Foreign investments can become a key factor in this process, contributing to the stability, growth and modernization of the national economy. “Ukraine's economic recovery depends on foreign investments and loans. A UN-backed study estimates the reconstruction and recovery costs for war-torn Ukraine at \$486 billion over the next decade. Immediate funding is crucial to sustain businesses, compensate for war damages, and stabilize employment. Without such support, another wave of migration is inevitable, exacerbating military understaffing and labor shortages.” [2]

Foreign investments can provide additional financial resources for the restoration and

development of the country's infrastructure. Large infrastructure projects, such as the construction of roads, railways, airports and other facilities, not only improve the quality of life of citizens, but also contribute to the growth of economic activity and the country's attractiveness for foreign investors. In the future, this will contribute to the growth of the country's attractiveness for business and tourism. Moreover, the restoration of roads will affect the improvement of logistics and ensure more efficient movement of goods. This, in turn, will lead to an increase in trade and an increase in the country's income.

In addition to this, foreign investment can become a catalyst for the development of domestic production and services. Foreign companies, investing capital in domestic enterprises, contribute to their development, modernization and increased competitiveness. This can lead to the creation of new jobs, higher living standards and increased production for domestic consumption and export. This will help Ukraine to recover its economic position faster, integrate more actively into the global economy and increase the flow of money to the country's budget.

Over and above, foreign investments can bring new technologies and better management practices to the Ukrainian economy. This will help increase production efficiency and improve product quality,

which in turn will contribute to the growth of export flows and the country's competitiveness on the world market. As a result, Ukraine will have the opportunity to develop high-tech industries, which will lead to an increase in the country's GDP.

However, in order to successfully attract and retain foreign investment, Ukraine needs to improve its investment climate. This includes creating a stable political and economic situation, ensuring legal stability, fighting corruption, simplifying administrative procedures and ensuring the protection of investors' rights. "Ukraine's outstanding potential and its positive political image in the world make it one of the most attractive targets in the region, and many potential foreign investors express their readiness to start cooperation with Ukrainian partners as soon as favourable conditions are created for this." [3]

In conclusion, foreign investments have a huge potential for the reconstruction of the economy of Ukraine. Their role is not only in financial support, but also in stimulating economic growth, technological development and improving the standard of living of the population. In order for this potential to be fully utilized, it is necessary to take steps to improve the investment climate and ensure sustainable economic development of the country.

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 JEL G40

Nudging Towards Progress: Leveraging Behavioral Finance for Socio-Economic Innovation

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Behavioral finance has emerged as a crucial area of study that intersects the disciplines of

psychology and economics to explain why and how people make seemingly irrational financial

decisions. Traditionally, economic theories assumed that all participants in an economy are rational actors who make decisions aimed exclusively at maximizing their utility. However, this assumption often falls short of explaining real-world economic phenomena. Behavioral finance seeks to bridge this gap by incorporating psychological insights into economic models, thus offering a more nuanced understanding of financial markets and the behaviors of investors and consumers.

One of the key contributions of behavioral finance is its ability to shed light on the cognitive biases and emotional reactions that influence financial decisions. These include overconfidence, loss aversion, herd behavior, and anchoring, among others. By understanding these biases, policymakers, financial planners, and economists can design strategies and policies that not only anticipate irrational behaviors but also steer individuals and communities towards more optimal economic outcomes. This is particularly relevant in the context of socio-economic development, where behavioral insights can be applied to promote savings, investment, and responsible financial planning among underserved populations.

Innovations in behavioral finance can significantly enhance socio-economic development. For instance, the use of nudge theory [1], pioneered by Richard Thaler and Cass Sunstein, involves indirect mental shifts that encourage people to make decisions that are in their broad self-interest, without restricting freedom of choice. An example of a nudge could be an automatic enrollment of employees into pension plans, with the option to opt out, rather than requiring them to opt in. Such strategies have proven effective in increasing savings rates, thereby improving financial security and economic stability.

Moreover, behavioral finance principles are influential in the development of financial products tailored to the biases and behavioral patterns observed in different populations. Microfinance institutions, for example, often use group lending models that capitalize on peer pressure and collective responsibility to ensure repayment of loans. These models not only facilitate access to credit in regions where formal banking is limited but also promote financial literacy and empowerment.

Another area where behavioral finance is making an impact is in the realm of digital finance. With the rise of fintech, several platforms have started to incorporate behavioral nudges into their user interfaces. Features such as automatic tracking of spending, notifications about unusual transaction patterns, and visual tools for budgeting can help individuals make better financial decisions. These tools are especially powerful in emerging markets, where mobile banking has come over traditional banking infrastructure.

Furthermore, behavioral insights are being used to tackle complex challenges such as climate change and sustainable development. Financial decisions, such as investments in renewable energy, often require upfront costs and provide long-term gains. Understanding the psychological barriers that deter such investments can lead to more effective policies and incentives that accelerate the adoption of green technologies.

In addition to individual-level interventions, behavioral finance can inform broader policy initiatives that aim to enhance economic stability and growth. For instance, insights from behavioral economics have influenced the design of economic stimulus packages, where direct cash transfers may be more effective than other forms of aid in boosting consumption and stimulating economic activity during downturns.

To maximize the impact of innovations in behavioral finance, it is crucial for ongoing research to explore how these principles can be effectively integrated into economic policies and development programs. This includes rigorous testing of behavioral interventions in diverse socio-economic contexts to understand their efficacy and scalability.

In conclusion, behavioral finance offers a rich toolkit for addressing some of the most pressing challenges in socio-economic development today. By blending traditional economic models with insights from psychology, innovations in this field can lead to more effective and sustainable economic policies and practices. As the global economy continues to evolve, the integration of behavioral insights into finance and development strategies will be crucial in fostering economic resilience and promoting sustainable growth.

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JEL G2

Integrating Security Measures into Investment Practices

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In light of the current state of the financial landscape, it is very necessary to incorporate security measures into investment activity. Investments are growing increasingly susceptible to cyber dangers as the use of digital banking becomes more widespread. Consequently, it is of the utmost importance to have robust security procedures in place in order to protect assets. Not only does the implementation of these procedures guarantee the protection of financial data, but it also helps to improve investor trust, which is an essential component in ensuring the continued stability of the banking and financial markets.

At this point in time, cybersecurity is an indispensable component of modern investment strategy. There is a potential risk to investor data and financial assets as a result of the growing digitalization of investment platforms, which increases the likelihood that these platforms could be subject to cyber assaults. As a means of mitigating the effects of these dangers, businesses are increasingly implementing advanced encryption technologies, secure authentication procedures, and ongoing monitoring systems to safeguard their operations. A study that was carried out by the Global Cybersecurity Institute demonstrates the necessity of investing in comprehensive cybersecurity measures. The study showed that businesses who implement such

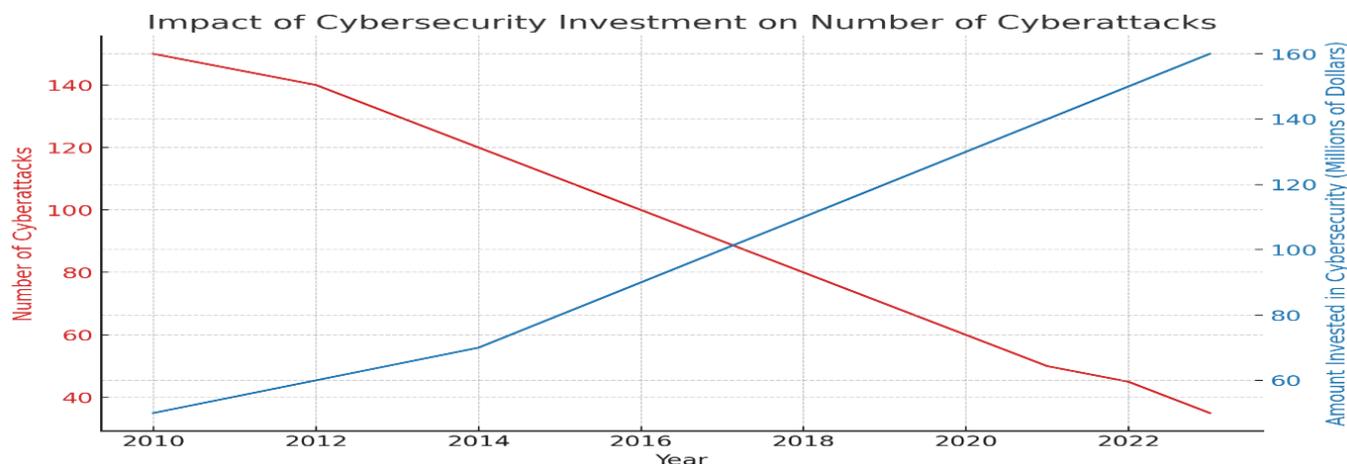
measures experience fewer incursions and achieve faster recovery times (Smith, 2021).

To add insult to injury, compliance with regulations is very necessary in order to guarantee the safety of investment processes. Financial institutions are required to comply with a variety of rules that are designed to protect investors and preserve the integrity of the market. In order to prevent fraudulent actions and protect the interests of investors, the Sarbanes-Oxley Act, for example, mandates that financial reporting be subjected to stringent monitoring. The observance of these norms not only lessens the likelihood of encountering legal issues, but it also boosts the confidence of investors in the financial system (Johnson, 2022).

The incorporation of safety precautions into investment activities is significantly impacted by the advancements in technology. The implementation of blockchain technology offers a number of advanced security features, such as decentralized ledgers, which reduce the likelihood of fraudulent activity and increase the transparency of financial transactions. When it comes to industries like real estate and commodity trading, where it is of the biggest importance to guarantee the authenticity of asset ownership and the dependability of transactions, this technology has a considerable impact (Williams, 2023).

In the end, the implementation of security precautions into investment strategies is absolutely necessary in this day and age of digital technology. In order to protect financial assets and maintain the confidence of investors, it is essential to have effective cybersecurity measures, to comply with

regulatory regulations in a stringent manner, and to include cutting-edge technologies. In order to protect against the growing number of cyber attacks, these security measures will become increasingly important as the investment landscape continues to evolve.



Pic. 1.1 - Impact of cybersecurity investment on the number of cyberattacks Source: <https://www.ncbi.nlm.nih.gov/>

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 JEL Q56

Landscape of Sustainable Investments in US

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Over the course of the last ten years, there has been a substantial advancement in the landscape of sustainable investments in the United States. This development is a reflection of the growing realization of the economic opportunities that are given by sustainability. An increasing number of investors are looking for possibilities that not only offer to provide financial profits but also promise to enhance environmental and social well-being. This trend is being driven by both ethical considerations and the possibility for financial

returns. This phenomenon is not only a trend; rather, it represents a fundamental shift in the manner in which investments are conceived of, evaluated, and made.

There is a growing awareness of environmental challenges such as climate change and resource scarcity, which is one of the essential aspects that is fueling the rise of sustainable investments. Because of this awareness, an increasing number of investors are taking into consideration the influence that their investment

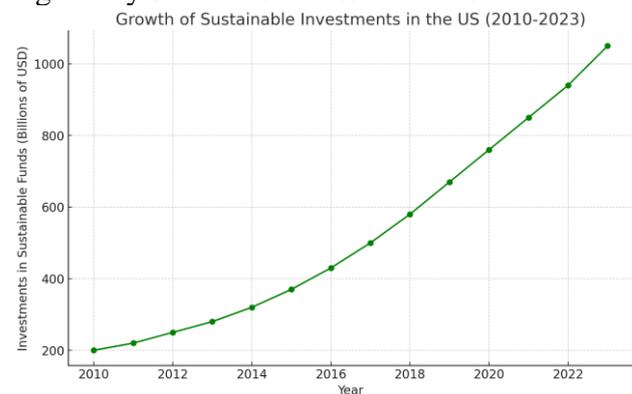
choices have on the environment. Considering that renewable energy, sustainable agriculture, and conservation projects are regarded as crucial in minimizing environmental hazards and fostering long-term sustainability, the data demonstrates that investments in these areas have experienced significant growth in recent years (Green & Fisher, 2021). Furthermore, regulatory frameworks, such as guidelines on green bonds and laws for sustainable finance, have been improved, which has resulted in the provision of clearer routes for investments and an increase in investor confidence in these sectors.

The financial performance of sustainable investments is another important factor that contributes to the popularity of these assets. Studies conducted in recent years have shown that sustainable investment funds frequently perform on par with or even better than standard funds, which is contrary to the long-held view that sustainable investments provide poorer returns. According to Hawkins and Klein (2022), this performance can be attributed, in part, to the decreased risks associated with regulatory compliance and reputation, as well as the growing profitability of environmentally friendly technologies and sustainable business strategies. As a consequence of this, a wide variety of investors, ranging from major institutional investors to individual retail investors, are increasingly devoting funds to investments that are environmentally responsible.

The position of sustainable investments in the financial landscape has been further strengthened as a result of the incorporation of ESG (environmental, social, and governance) criteria into investment analysis and decision-making processes. Investors are able to discover companies that are not just experts in sustainability but also less likely to incur environmental liabilities or governance crises, both of which have the potential to impact the companies' profitability and stock prices. ESG criteria are a useful tool for investors. According to Barnes and Wilson (2023), this integration has been assisted by better access to trustworthy and standardized environmental, social, and governance (ESG) data, which has enabled more informed investment decisions.

However, despite these encouraging developments, there are still obstacles to overcome. The absence of standardized criteria and definitions for what defines a "sustainable" investment is a fundamental obstacle that poses a substantial challenge. This lack of clarity can result in greenwashing, which is when businesses make misleading claims that they engage in environmentally responsible practices in order to attract investment without actually having a significant influence on the environment or society. Furthermore, the transition to a sustainable investment framework is not uniform across all sectors and regions in the United States. Certain industries are falling behind due to technological and regulatory constraints (Thompson & Yamada, 2023). This is a problem because the transition is not uniform across all sectors and locations.

The landscape of sustainable investments in the United States is characterized by rapid growth and tremendous potential, as stated in the conclusion. Sustainable investments are becoming increasingly regarded as essential for the future financial stability and growth of the economy. This perception is being driven by increased environmental awareness, robust financial performance, and the incorporation of environmental, social, and governance (ESG) criteria into investment processes. On the other hand, in order to fully achieve this potential, it is very necessary to solve the challenges that are already present, such as the requirement for standardized definitions and more uniform regulatory standards across all industries.



Pic. 1 – Growth of sustainable investments in the United States

Source: <https://www.ft.com/>

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Foreign economic activity of agricultural business: realities of the third year of the war

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Ukrainian entrepreneurship, despite the courage and zeal during the martial law, continues to fight for its right to prosperity. Agribusiness usually faces significant challenges and obstacles in military conflicts such as the current war.

The third year of the full-scale invasion has begun, and every sphere of business needs an analysis of the real state of development and a plan for the upcoming, hopefully, victorious year. In the context of this issue, it is worth outlining some realities that arise in agricultural business:

Safety and stability: There may still be a high risk of harm to workers and property. Priority must be given to the protection of workplaces and production facilities, which may lead to increased security costs.

Transport and logistics: the transportation of agricultural products is complicated by the presence of hostilities, roadblocks and traffic restrictions. This leads to delays in deliveries, increased logistics costs and even loss of agricultural products.

Economic and financial challenges: war leads to worsening economic conditions, reduced demand for products, higher credit costs, and rising inflation. This complicates the financial situation of agricultural enterprises and increases financial risks.

Instability of markets and prices: War conditions lead to instability in agricultural markets. Changes in demand, access to markets,

etc., increase price fluctuations for agricultural products.

Social challenges: increase in the number of refugees, unemployment and other social problems.

In general, agribusiness faces significant challenges in wartime, and its success directly depends on the ability to adapt to new conditions, ensure the safety of its workers, efficient use of resources and risk management.

In their report, the World Bank staff estimated the losses suffered by Ukrainian agriculture as a result of the large-scale invasion at \$80.1 billion.

Part of the land was inaccessible, the enemy deliberately sabotaged warehouses and agricultural machinery.

Since February 2022, four seaports have been occupied - Kherson, Skadovsky, Berdyansky and Mariupol, the share of the total volume of cargo handled by all seaports of Ukraine in 2021 was 7.2%, respectively, which is equivalent to 11.1 million tons per year.

Another six ports – Belgorod-Dnistrovskiyi, Odesa, Mykolayivskiyi, Chornomorsk, Olvia and Pivdenniy – are not operating at full capacity due to navigational hazards and bomb threats. [1]

In addition, the high risk of damage to infrastructure and machinery throughout the country makes direct investment in the agricultural sector unlikely.

Despite the fact that the biggest problem is liquidity, an equally important factor is limited access to agricultural logistics and, therefore, higher costs.

Despite the difficulties with the occupation of a significant part of the land, supply, etc., the world demand for Ukrainian agricultural products, for objective reasons, continues to grow.

For example, almost no sunflower is grown in Europe, so our country will continue to be a leader in the European sunflower oil market.

By the way, only in 2023/24 (from July 1 to December 17, 2023) the European Union imported more than 1 million tons of Ukrainian sunflower oil, which is 13% more than in the same period of 2022.

Not only Europe, African countries are one of the main importers of Ukrainian agricultural products in 2023.

At the same time, the share of Europe in the overall export structure of the agricultural sector of Ukraine is growing.

If in 2021 Europe accounted for 32%, then according to the results of 10 months of 2023 this indicator increased to 59%.[2]

The reason is always an obstacle: port congestion, so delivery routes change.

In total, since the beginning of the year, almost 14,000 agricultural enterprises have received 75

billion hryvnias in bank loans for development. After all, since the beginning of the war, our government is trying with all its might to motivate the owners of agrarian businesses to develop this sector of activity as dynamically and qualitatively as possible.[2]

Now in its third year of war, the agricultural industry faces serious challenges, including rising costs of production, limited access to resources and markets, and threats to the safety of workers and property.

Despite this, manufacturers continue to explore innovative solutions and strategies to ensure business stability in martial law. Entrepreneurs who have lost a significant amount of agribusiness infrastructure and equipment find new options every day to revive their own business and, even more, to do it much better than before the war in the country. Fortunately, Ukrainians are a people who, even in the most difficult times, know how to rise from their knees and fight not only on the front line, but also in the middle of our country, for the support and development of businesses and enterprises, in particular, the agricultural sector. We are still confidently developing our foreign economic activity and, taking into account all the circumstances, we are only moving forward!

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International Supplier Quality Management in the Post-War Economic Recovery: Challenges and Opportunities for European Integration

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The war in Ukraine has significantly disrupted global supply chains, posing a major challenge to

European economic recovery. Effective international supplier quality management (ISQM)

will be crucial in rebuilding and strengthening these chains. This paper examines the challenges and opportunities presented by the post-war landscape for European integration and its impact on ISQM practices.

Challenges:

- **Disrupted Supply Chains:** The war has severed or weakened existing supplier relationships in key sectors. Rebuilding trust and establishing new partnerships with reliable suppliers will be essential.

- **Geopolitical Uncertainty:** The ongoing conflict and potential for further geopolitical tensions create uncertainty for businesses, making long-term planning for supply chains difficult.

- **Increased Costs:** Rising energy and raw material prices, along with potential trade restrictions, can lead to higher production costs and necessitate adjustments to quality management strategies.

- **Labor Shortages:** Skilled labor shortages in some European countries can hinder the implementation of advanced quality management systems.

Opportunities for European Integration:

- **Standardization and Harmonization:** Strengthened collaboration within the EU can lead to greater standardization and harmonization of quality management practices across member states, facilitating smoother supplier integration.

- **Joint Investment in Innovation:** Collaborative research and development efforts

focused on innovative quality management technologies and methodologies can benefit all EU member states.

- **Building a More Resilient Supply Chain Network:** The EU can work together to diversify supplier bases and create a more geographically dispersed and resilient supply chain network.

The Impact on ISQM Practices:

- **Greater Focus on Risk Management:** ISQM strategies will likely prioritize risk mitigation by diversifying suppliers geographically and by product type.

- **Increased Emphasis on Sustainability:** The EU's commitment to a green economy will likely lead to a greater focus on sustainable practices throughout the supply chain, requiring adjustments to quality management systems.

- **Digitalization and Traceability:** The digitalization of supply chains and enhanced product traceability will be crucial for ensuring quality and transparency.

In conclusion, the post-war economic recovery presents both challenges and opportunities for European integration and its impact on ISQM practices. By working together, EU member states can leverage this period to strengthen their economic ties, build a more resilient supply chain network, and implement innovative quality management strategies that contribute to long-term sustainable growth.

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JEL F29

Challenges faced by Ukrainian businesses when conducting export activities

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The export potential of Ukrainian enterprises has faced significant challenges in recent years, stemming from both internal factors within the country and external forces in the global environment. This paper examines the key obstacles hindering the international activities and competitiveness of Ukrainian exporters.

Undoubtedly, the full-scale Russian invasion of Ukraine in 2022 has enormously disrupted the operating environment for Ukrainian businesses. Martial law conditions, damage to infrastructure and manufacturing facilities, and employee conscription into military service have severely constrained export-oriented production for many firms. Companies engaged in tender processes for public procurement contracts have also faced heightened corruption risks that unfairly undermine their competitiveness. Ukraine's transition from legacy Soviet-era legal and regulatory frameworks to alignment with EU laws and standards remains an ongoing process that creates uncertainty for exporters. Disparities between domestic and international trade regulations can make it difficult to ensure full compliance across all jurisdiction. Currency volatility poses major risks for Ukrainian exporters whose input costs are denominated in the highly unstable Ukrainian hryvnia while their foreign sales revenues are received in harder global currencies. The COVID-19 pandemic's economic shocks exacerbated these forex challenges through supply chain disruptions and shifting demand patterns [1].

Limited access to investment capital hampers productivity improvements and modernization needed to enhance competitiveness. Although foreign direct investment (FDI) inflows to

Ukraine's agricultural sector reached \$580 million in 2018, this covers only a fraction of the estimated \$5 billion in annual investment required over 10 years to raise Ukrainian agribusiness to European standards. Ukraine's export marketing efforts can be hindered by cross-cultural barriers and skill deficiencies. For instance, under current martial law regulations, Ukrainian males above age 18 are prohibited from traveling abroad, complicating in-person business negotiations. Lack of foreign language fluency, especially English, among staff is another common hurdle that restricts access to global markets. Although Ukraine has free trade agreements providing preferential access to the EU market, very limited duty-free import quotas remain for many Ukrainian agricultural exports to Europe. Moreover, many producers still lack the capacity to ensure their goods meet stringent EU technical, sanitary and phytosanitary standards required for export certification. Frequent border delays, road blockades, and other supply chain breakdowns have increased logistical costs and complicated timely delivery of Ukrainian exports to global customers. Upgrading transportation infrastructure remains a priority need for the country [2].

To sum up, for boosting export competitiveness, Ukrainian enterprises require comprehensive support across numerous fronts – from capital investment to supply chain efficiencies, regulatory harmonization, workforce skills development and promotion of stability in both the political and economic environment. Only through sustained, wide-ranging improvements can Ukrainian businesses unleash their full export potential.

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JEL Z32

Tourism economic planning for sustainable growth in an integrated Europe

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Through promoting cooperation among countries, European integration has changed economic situation worldwide. A significant area of focus for economic planning and growth as Europe seeks for greater integration is the tourist industry. Analyzing various options for sustainable success and development, this thesis explores the relationship between European integration and tourism economic planning.

The European Union along with other integration measures have been able to break down trade and travel difficulties, creating a foundation for a growing tourist industry. Europe has grown popularity as a place to visit because of the freedom of movement of people and goods across borders (Weston et al., 2019). Cross-border collaboration has been made easier by European integration, by allowing countries to take advantage of each other's resources and cultural variety to make traveling experience more interesting (Florek, 2018). Traveling has been simplified as result of the integration between border controls and visa regulations, allowing travelers to visit multiple EU countries more freely (Florek, 2018). As a result, the number of tourists visiting European nations has increased dramatically, supporting regional economic development and cross-cultural interaction.

To ensure sustainable growth and fulfill the entire potential of the tourist industry, effective economic planning is essential. To promote tourist

competitiveness and attract investment, this requires strategic measures including laws and regulations, marketing campaigns, and infrastructure development (Stepova, 2002). Economic planning requires efforts to protect natural resources, take care of cultural treasures, and enhance tourist experiences (Zhang et al., 2023). This will help the tourism industry stay flexible and profitable over a longer period.

The tourist industry in Europe has a bright future because of increased disposable income and tourist demand, developments in technology. Economic strategies that focus on the marketing of destinations and upgrading infrastructure can take advantage of these developments and open possibilities for income generation, employment growth, and community development (Stepova, 2002). Thus, there is a lot of potential in this industry.

Collaboration and economic planning strategies in the travel industry can open new opportunities in the long run for development. To maximize the potential of tourism, comprehensive economic planning will be necessary as Europe navigates the difficulties of integration. Europe has potential to become a worldwide leader in tourism by boosting economic growth and improving the standard of living for people, by paying attention to ecological sustainability, and cross-border collaboration.

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JEL Q01

Empowering workforce motivation as a pathway to Sustainable Development

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8th goal of the Sustainable Development Goals (SDGs) is "Decent Work and Economic Growth" and Motivation is undoubtedly a pivotal element within its framework. A comprehensive understanding of motivation's intricate dynamics is crucial in fostering inclusive economic growth, full employment, and decent work opportunities. While traditionally depicted through simplistic models, contemporary perspectives, as proposed by Lévy-Leboyer (2006), emphasize the complexity of motivation, integrating both its initiation and fulfillment. Moreover, the evolution of motivation in the workplace, from group-centric approaches in the 1930s to contemporary strategies that blend individual and organizational dimensions, underscores its adaptability and significance (Morin et al., 2007).

In the realm of work efficiency, motivation emerges as a pillar, that is significantly influencing organizational outcomes. The correlation between employee motivation and organizational goals underscores the necessity of robust motivation theories. The theories of Maslow's hierarchy of needs and Herzberg's two-factor theory, as proposed by Maslow (1943) and Herzberg (1959), respectively, offer insightful frameworks. Maslow's hierarchy highlights the connection between remuneration and the fulfillment of

higher-order needs, while Herzberg's theory emphasizes the distinction between hygiene factors and motivators in remuneration design.

The case of Trader Joe's serves as an exemplification of the transformative impact of motivation on organizational success. Through managerial support, empowerment, job rotation, and recognition, Trader Joe's cultivates a culture of motivation, leading to exceptional employee satisfaction and customer experiences. Additionally, recognition and intangible incentives, as discussed by Diez and Carton (2013), emerge as potent tools in nurturing motivation. The recognition of individual achievements and the provision of training support elevate employee morale, foster innovation, and strengthen organizational resilience.

In essence, integrating motivation into the basis of 8th goal of the Sustainable Development Goals "Decent Work and Economic Growth", involves recognizing its multifaceted nature and leveraging diverse strategies to cultivate a motivated workforce. By aligning remuneration practices with motivational theories, organizations can enhance productivity, reduce turnover, and promote inclusive economic growth, thus contributing significantly to the attainment of sustainable development objectives.

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JEL Q42

Transitioning to Renewable Energy: Geopolitical Challenges and Opportunities for Nations

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The global transition to renewable energy represents a monumental shift in the energy landscape, driven by imperatives of sustainability, climate change mitigation, and energy security. However, this transition is not devoid of geopolitical implications, as it reshapes the relationships between nations and redefines power dynamics on the global stage.

One prominent challenge in the transition to renewable energy is the potential disruption to existing geopolitical dynamics centered around fossil fuel resources. According to the International Energy Agency (IEA), in 2020, fossil fuels accounted for approximately 80% of global energy consumption, underscoring their central role in the global energy landscape. However, as countries increasingly shift towards renewable energy sources, the geopolitical significance of oil-producing nations may diminish. For example, in the Middle East, which holds approximately 48% of the world's proven oil reserves, this transition poses significant challenges to countries heavily reliant on oil revenue for economic stability and political influence.

Yet another obstacle emerges from the unequal dispersion of renewable energy resources. Sub-Saharan Africa, for instance, is blessed with abundant sunlight, averaging between 2,000 to 4,000 hours annually, positioning it as one of the sunniest regions worldwide. Nevertheless, numerous countries in this region grapple with inadequate infrastructure and financial capabilities to harness solar energy efficiently. Consequently, energy poverty persists, with an estimated 600 million individuals in sub-Saharan Africa lacking

electricity access, as highlighted by the International Energy Agency (IEA).

However, amidst these hurdles, the shift towards renewable energy offers nations significant avenues to bolster their geopolitical influence. China serves as a prime illustration of this trend. As per the Renewable Energy Policy Network for the 21st Century (REN21), China emerged as the global frontrunner in renewable energy investment in 2020, channeling a total of \$83.4 billion into the sector, marking a 12% surge from the preceding year. This assertive pursuit of renewable energy dominance has not only catapulted China to the forefront of clean energy technology but has also augmented its sway on the global platform.

Moreover, regional cooperation on renewable energy initiatives can foster diplomatic relations and promote stability. The European Union serves as a noteworthy example of this approach. According to Eurostat, in 2020, renewable energy accounted for 20.8% of the EU's gross final energy consumption, surpassing its target of 20% by 2020. Through initiatives such as the European Green Deal, EU member states have committed to accelerating the transition to renewable energy, driving economic growth, and reducing dependence on external energy sources. For example, the European Green Deal stands as a bold and all-encompassing policy initiative, crafted by the European Union with the ambitious goal of transforming the continent into a climate-neutral entity by 2050. This landmark initiative is designed to not only combat climate change but also to invigorate economic growth and enhance societal

well-being through implementation of renewable energy sources.

In conclusion, I would like to mention, that the global shift towards renewable energy brings about a mix of geopolitical hurdles and prospects for nations worldwide. While moving away from fossil fuels may unsettle current power structures and worsen resource disparities, it also provides

opportunities for countries to amplify their geopolitical sway, cultivate regional collaboration, and fulfill sustainable development objectives. By addressing these challenges and capitalizing on the openings presented by renewable energy, nations can play a crucial role in fostering a world that is more peaceful, prosperous, and sustainable.

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 JEL O29

The Role of Poland in the Post-War Recovery of Ukraine

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As Ukraine continues to fight a deadly and destructive war against the Russian aggressor, the question of recovery constantly looms on the horizon, and while complete victory might still be years away, it is necessary to consider and develop the economic, political, and social models necessary to rebuild Ukraine's infrastructure, housing, and economy with great speed and efficiency. Poland is Ukraine's strongest allied neighbor—both in economy and military—and has proven a critical component of humanitarian, economic, and military efforts. The country's membership in the EU and NATO, as well as a perfect geographical position, made Poland the key logistical hub for aid deliveries to Ukraine, a key country in the humanitarian and refugee response, while also enabling it to provide critical military support, such as repairing damaged military equipment (Axe, 2023). However, Polish support for Ukraine doesn't end with facilitating logistics,

hosting refugees, and repairing war machines. Poland has also stated that it is interested in providing close and continuous support to Ukrainian post-war recovery efforts. While urgent military and humanitarian assistance will remain a priority for the foreseeable future, both the Polish government and the business sector have stated clear interest in the recovery of the embattled Ukraine.

In early 2024, during a visit to Ukraine, Polish Prime Minister Donald Tusk announced the appointment of a special commissioner for Ukraine recovery (European Pravda, 2024), which signals the seriousness and long-term intent of the Polish government's pledges of recovery support. Poland is, of course, interested in helping Ukraine as much as it can, as a thriving and strong Ukraine will likely prove both a good trade partner and an important strategic geopolitical ally. In a future where Ukraine becomes an integrated part of both

the EU and NATO, Poland is greatly socially, politically, and—in the long term—economically incentivized to help ensure a smooth and effective recovery for the country. For example, most goods manufactured in Ukraine bound for the European Union will transit through Poland, which may boost its economy through increased demand for logistics and delivery services.

Polish businesses are also interested in helping Ukraine. According to recent information from the Polish Economic Institute, around 27% of all Polish companies are interested in assisting Ukraine in its post-war recovery. This is a mutually beneficial arrangement, as attracting workers and businesses from abroad—and especially Poland due to its geographical proximity and cultural similarity—will greatly increase the quality, speed, and efficiency of the recovery efforts while also, directly and indirectly, strengthening the Polish economy. Even now, as certain Polish demographics, such as farmers and truck drivers, are voicing concerns over increased competition coming from Ukraine, the Polish economy

continues to grow (Brzeziński, 2024) and overall may even be proven to benefit from the added competition, although it is now too early to assess this relation. It is, however, undeniable that the increased demand for logistics, construction, materials, insurance, and other recovery-related goods and services will propagate to all nearby markets, especially Poland.

Such partnerships, however, are never a given and are always at risk of deterioration or outright collapse if not nurtured and maintained. A close and strong relationship with Poland is a very important component of the efficient post-war recovery of Ukraine. In order to retain such a high level of economic and political cooperation, it is very important for the governments of both countries to remain in constant contact and resolve any issues that arise. It is only through mutual understanding and fair compromise that lasting and fruitful cooperation can be achieved, and a victorious Ukraine can be rebuilt from the ashes of war and destruction.

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JEL O15, J24

Role of Human Resource Management for social-economic development

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Social-economic development is primarily defined as the advancement of social, political, and technological systems employed in operations in order to improve the welfare of everyone who benefits. Such policies assist countries and

corporations in developing the lifestyles of their stakeholders. They have the choice of receiving educational assistance, increasing income, improving employee skills, and finding more suitable job. According to Martin (2009), economic

development represents the growth of people's income levels, whereas human resource development describes the development of people's skills, knowledge, and potential. The approach primarily focuses on different employee welfare actions implemented by corporations. To encourage and satisfy stakeholders, a variety of personal lifestyle requirements must be met. Factors such as "economic, social, political, cultural, educational, physical, biological, mental, and emotional traits of the peoples related to any organization or country economy" are primarily included in HR development plans (Kurihara, 2008). A negligible part of managing human resources is income. People have different demands, which affect employee happiness and motivation.

Socioeconomic development policies are becoming more and more popular among globalized organizations as HR management techniques. The strategy for managing human resources has a unique and significant impact on how the sustainable development concept is put into practice. Employees may have creative ideas that the business may use in the future. Furthermore, human factors in the contemporary information society can have both positive and bad effects on the sustainable growth of a corporation.

The primary tool for sustainable enterprise development, corporate knowledge will be formed by employees' increased personal competitiveness, which should be prioritized in HRM processes alongside operational activities. This will be achieved through the establishment of corporate universities and E-learning platforms.

Businesses are leveraging their corporate social responsibilities to improve the welfare of

their workforce. The main components of CSR are knowledge development, training, and improvements to educational systems. Modern technology and infrastructure advancement are essential components of social development (Reinert, 2004). It aids businesses in raising employee engagement and productivity. Appraisal, efficient remuneration, value-added offerings, and environmentally sound tactics are vital duties for HR managers in multinational corporations.

Human Resource Management contribution to economic growth keeps growing as national economies converge into a single, more global one. HRM interventions can take on more responsibility in the fight to end global challenges from an ethical and economic standpoint. This necessitates tight collaboration between all governmental and organizational channels to promote the implementation of policies aimed at assisting individuals negatively impacted by ongoing change and economic instability. The need for improved interpersonal and other work-related skills has increased due to ongoing changes in global markets, technology improvements, labor transitions, and other factors that have made working contexts more complex.

Therefore the research confirms that HRM is a significant factor in social-economic development. Since HRM is oriented on the company's employees' health and development, it contributes to individual and personnel formation and produces a pool of qualified employees. It has not only a positive impact on the process of concentrating business, but also on the preparation of the business in handling challenges in the global market and enhancing the quality of a particular society.

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JEL Q01

Sustainable development, green economy, and climate change

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In the 21st century, there is a huge crisis caused by humans such as burning of fossil fuels and sustainable agriculture which leads to the problem of climate change. Climate change refers to long term shifts in temperature and weather patterns. It also creates rising sea levels and flooding which in return is a huge threat to first of all people, nature and economy (Western Cape Government, n.d.).

The direct impacts of climate change are clearly already visible in a province of South Africa called Western Cape. High temperatures, more often heatwaves, less rainfall and rising of the sea level are included. These direct impacts in turn have a numerous indirect results and consequences. Businesses, for example, may be harmed by extreme weather events, such as infrastructure damage or disrupted supply chains. Industries, particularly agriculture, are adversely impacted by the changing climate. Crop failures by droughts or increased pest infestations are severely limited in the production of food. Heat stress, air pollution and the spread of diseases are very problematic for human health, due to the increase in heat (Western Cape Government, 2023).

The importance of solving climate change is supported by scientific evidence demonstrating that the concentration of greenhouse gases in the Earth's atmosphere is closely related to global temperatures. Since the Paris agreement in 2015, there has been progress made. Despite those progresses, emissions remain high and must be significantly reduced to reach the goals it sets for limiting global warming. Its goal is to reach more than 70% of global emission by zero carbon solutions till 2030. By reducing greenhouse gas emissions and taking measures to adapt to a changing climate is a way we can slow down climate change and prevent worst impacts that could be accrued (United Nations, n.d.).

Action is required at the global, national, and local levels. The formulation and implementation

of a comprehensive strategy, such as that undertaken by the Department of Environmental Affairs and formulation Planning in the Western Cape region, is the way forward in dealing with the present situation. In charge of establishing, reviewing, and coordinating the Western Cape Climate Change Response Strategy is the Climate Change Directorate of the Department of Environmental Affairs and Development Planning. This strategy provides as a guide for coping with both the acute challenges and the opportunities that climate change presents. It seeks to identify and strengthen existing programs to prepare for droughts, heat waves, and floods, while also ensuring that we capitalize on possibilities that climate change may create. For example, this may imply spending more in clean energy to emit less harmful gases into the atmosphere while creating new jobs in this industry (Western Cape Government, 2023).

Concluding the review on sustainable development, green economy, and climate change, it is important to mention that to deal with climate change, there are several comprehensive approaches required. Globally, governments must enhance commitments to agreements like the Paris Agreement and there should be policies that have priority such as, clean energy, energy efficiency, and sustainable agriculture. Global pollution, nature, and economics are threatened by climate change which is driven by humans that for example burn fossil fuel and unsustainable agriculture. The Western Cape in South Africa is already suffering but other countries, cities and towns too. This has a significant impact in our life. Reducing greenhouse gas emissions and reacting to the consequences are crucial. Global agreements, such as the Paris Agreement, are essential but effective action requires significant efforts at all levels of cooperation.

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JEL O13

The role of the energy transition within the framework of the oil and gas trade

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Anything that has a connection with energy's transition, oil or gas has a huge impact and role in our world and daily life. Energy is basically everything we use starting of with households to hospitals, schools and businesses and even all living things need energy as well. We use it in our daily life and to make and have an easier living. So is oil and gas a crucial thing, it as well has plenty of benefits. The global energy landscape is shifting dramatically toward renewable sources, challenging the dominance of fossil fuels such as oil and gas.

The energy transition describes the shift from conventional energy systems such as coal, oil, and gas to renewable energies like solar, wind, and water. This change is highly significant for reducing greenhouse gas emissions, thereby contributing to combating climate change. Through a variety of conceptual ideas, a comprehensive framework can be formed for nations and communities, with the aim of shaping the future sustainably. For example, by reducing carbon dioxide emissions, increasing energy efficiency, promoting energy sovereignty, and applying principles of the circular economy (IEA, 2020).

International development known also as global development, is a broad understanding and concept that stands for the fact that different cultures and countries have different economic level or human developmental on an international level. Climate change is an example that has a huge

impact on economic Siberians geopolitical factors, which as well includes the role of oil and gas in the global energy landscape. Traditional energy sources like oil and gas are having changes that are driving a non-stop energy revolution that could be replaced by cleaner and more sustainable alternatives (Asia Natural Gas & Energy Association, n.d.).

A significant burden is created for oil and gas importing countries and also will cause disruption as with an average yearly rate of 2.6%, renewable energy he been identified as the fastest growing source of global energy. Historically significant for economic development and geopolitical influence are the transitions from fossil fuels to renewable energy sources (Walker, 2012).

The conducted research based on the study of "AkkuPlus GmbH & Co. KG" showed the existence of the critical relationship between customer behaviour and operational excellence. This relationship plays important role in determining success in the renewable energy sector of the firm. AkkuPlus GmbH & Co. KG has created a model based on transparency, sustainability and innovation, this model helps the firm to keep focus on consumers demand and preferences. The firm modernized its operations through advanced analytics and commitment to operational efficiency. Additionally, it has advanced confidence and reliability among its clients. Furthermore, its commitment to environmental

consciousness and diversity demonstrates a forward-thinking approach to reducing market uncertainty which comes along with guaranteeing long-term profitability. AkkuPlus GmbH & Co. KG is actively participating in clean energy generation and developing meaningful partnerships with customers and communities (Akkuplus, 2023).

Based on conducted research, transitions to cleaner energy sources either by countries or firms are correlated with oil and gas trade. Hence, transitions forced by climate change or geopolitical

shifts require international cooperation to assure energy security, environmental sustainability, and social justice. Case study of "AkkuPlus GmbH & Co. KG" displays how by prioritizing customer needs, sustainability and innovation, firms could improve its performance in the renewable energy sector. Consequently, this path demonstrates the value of resilience, innovation, and sustainability in managing the complexity of the energy transition toward more ecologically friendly future of the business and the whole planet.

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JEL: Q20, Q21

Science, Innovation, and Green Economy of European Countries

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The progressive movement of the countries of the European Union towards an economy without carbon emissions and emphasis on the use of energy from renewable sources is one of the key tasks of our time. The European Commission has responded to this challenge by reorganizing the legal framework that will facilitate the energy transition. Legislative reform and policy renewal in this area will help attract investment, both public and private, creating European value and helping to tackle the global challenge of climate change.

In order to demonstrate its leadership in the fight against climate change, the European Commission adopted the legislative package "Clean Energy for All Europeans" (Clean Energy for All Europeans) (European Commission, 2016), which defines ambitious goals: achieving a 32% share of renewable sources in the EU's energy balance by 2030 (the preliminary plan for 2020

provided for 20%) and the energy efficiency indicator at the level of at least 32.5%.

This package of draft laws, presented in November 2016, includes eight legislative acts aimed at forming the Energy Union and fulfilling obligations under the Paris Agreement. This package was reviewed on May 23, 2019. The main elements of the package include the updated Energy Efficiency (European Parliament, & Council of the European Union, 2018) and Renewable Energy Directives (European Commission, 2020), as well as the Energy Union and Climate Action Regulation (EU) 2018/1999 (Ministry of Energy of the Republic of Lithuania, 2020), which provides simpler, safer and more transparent governance, strengthening investor confidence and promoting cooperation between states to achieve the EU's international obligations by 2030.

The legislative package defines two new goals for EU member states by 2030: in the field of renewable energy, achieving a 32% share in the total energy balance of the countries and in the field of energy efficiency, achieving an indicator of 32.5%, with the possibility of revising these indicators until 2023.

The "clean" energy package will ensure increased competitiveness of EU industry, increased production, creation of new jobs, lower energy prices, overcoming energy poverty and improving the environment.

It is said that the implementation of these goals in full by the EU countries will allow to reduce the level of greenhouse gas emissions by 45% (instead of the previously expected 40%) from the level of 1990 to 2030. At the moment, the EU has just started this process, with a view to the future implementation of the long-term strategy to achieve climate neutrality by 2050 (2050 Long Term Strategy) (European Commission, 2018).

The introduction of the new EU legal framework will take place through National Energy and Climate Plans (NECPs), which provide regulatory certainty and promote investment in the energy sector. Thanks to the involvement of the public, business and local authorities, consumers become active participants in the transition to "clean" and "green" energy.

According to the Regulation on the management of the Energy Union and climate action, by December 31, 2018, all member states have submitted draft energy and climate plans that identify and assess investment needs until 2030 (National Energy and Climate Plans) (European Commission, 2018).

These plans should cover five key aspects of the Energy Union:

- energy security,
- internal energy market,
- energy efficiency,
- decarbonization of the economy,
- research, innovation, and competition for the period 2021-2030 years and for each subsequent 10-year period.

Countries were required to submit draft NECPs by December 31, 2018, and final plans by December 31, 2019, with subsequent progress reporting, preferably every two years. The European Commission will monitor the implementation of these plans and assess the needs of EU countries in climate and energy investments, in particular in the annual reports on the Energy Union.

In general, it is worth noticing that a number of EU member states, in particular the Baltic States, are already implementing a strategy of carbon neutrality in the energy sector and, thanks to their desire for energy self-sufficiency and the sustainable development of renewable energy, are showing significant progress.

In conclusion, it can be said that these days green economy is extremely important not just for the European countries but for the whole world. I strongly believe that the integration of the European Union in the field of "clean" energy, in particular through legislative initiatives such as the "Clean Energy for All Europeans" package, determines a clear direction of development for the member states. I think that these initiatives not only contribute to significant performance in renewable energy and energy efficiency, but also establish a strong foundation for the long-term sustainability of energy systems, which is absolutely essential.

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JEL: A13

Charting the Course: Ethics, Technology, and the Ever-Expanding Scientific Frontier

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What is the true origin of the universe? Is it possible to fully replace the human body with a mechanical bioskeleton? Can a medicine be created capable of curing cancer and eradicating hunger forever? Scientists in various fields and areas of human life are asking themselves these fundamental and more down-to-earth questions. Despite the constant variables called "people," the scientific community depends heavily on the intellectual development of society, its moral norms, and the level of technological advancement. Humanity is not standing still, which is why periodic assessments of the prevailing conditions and external factors will remain relevant and play a key role in forecasting the development of humanity.

This research aims to identify the factors that have the strongest impact, assess each of them, and categorize them in the context of challenges and prospects for developing the scientific field in modern realities.

Scientists think universally, decide objectively, have a high ethical responsibility, are intellectual, responsible for the whole of humanity and nature, are open to criticism, and have encouragement, to tell the truth [1].

The gradually developing intellect endowed humans with consciousness, and along with it came a sense of morality and ethics, which usually act as a restraining factor rather than a catalyst for the development of the technical aspect of the issue.

Thus, even in medieval times, physicians engaged in the study of human anatomy on corpses, which, despite the colossal benefit and contribution to the development of the science of anatomy, was strongly condemned by the church. In England, scientists were officially allowed to conduct research only in the 1830s [3], before which they were provided with the bodies of criminals in small quantities. In the early 21st century, trends such as tolerance, increased awareness, and the value of human life are loudly emphasized, which, however, seems somewhat paradoxical against the backdrop of wars. Contemporary scientists are constrained by strict regulations, and legal research is permitted on cadavers—individuals who have donated their bodies to science—or by relatively new means such as "body farms," where science can meticulously study human anatomy. Even though scandal may erupt in the community over the inhumane treatment of bodies, for example, of a prisoner, underground activity still exists in the form of a black market, human trafficking, and illegal experiments.

The level of technological advancement is the second-most important component when assessing the challenges and opportunities of the scientific environment. Starting with the gradual development of the microscope from a simple lens to a device that allows the viewing of atomic images, and ending with space satellites that enable the exploration of space beyond Earth,

technologies serve as tools to satisfy human curiosity and the desire to use new resources in the most advantageous ways. Studying these methods and algorithms allows for proposing and implementing methods of influencing natural conditions in the context of sustainability. Thus, the creation of solar panels and wind turbines, the principles of which are based on basic physics, contributes to the global goal of reducing the impact of global warming, a question raised at the United Nations Framework Convention on Climate Change. Additionally, studying microorganisms that can biologically desalinate saltwater provides an opportunity to address local issues with freshwater in arid regions of Africa.

The other side of the coin, and a weak aspect of technological advancement in the scientific context, lies in both funding and the overall economic stability of the region, as well as government prioritization. Consequently, short-term thinking and the high risk of uncertainty diminish funding for narrowly focused projects that lack government support or where support is inadequate.

However, even with a financial foundation in place, the government plays a crucial role. Perhaps the most vivid example is the United States, whose experiments still spawn conspiracy theories to this day, such as Reptilians and Area 51. Another equally colorful example is North Korea. Despite its flourishing totalitarianism and primary prioritization of militarism, due to its closed nature, this country and its scientists, compelled to adhere to state directives and trends, can rely only on their scientific base, the achievements of which are

constantly showcased at annual demonstration parades. Returning to the ethical side of the issue, it is also worth highlighting the dark spots in human history manifested in nuclear weapons testing. This aspect falls under the category of threats, as the tests were conducted with questionable safety for workers and were subsequently employed in the infamous atomic bombings of Hiroshima and Nagasaki, although these events became yet another catalyst for opposition to the use of nuclear power [2].

Thus, against the backdrop of human evolution and increasing awareness, modern ethical norms serve as a kind of anchor, slowing down the pace and speed of studying various fundamental questions. However, these norms also serve as a guarantee to reduce the likelihood of repeating truly horrifying experiences, such as the use of nuclear weapons or, for example, the legalization of concentration camps, which initially involved the application of simple knowledge of physics and anatomy. Nevertheless, even against this backdrop, technological development provides vast arrays of opportunities for the development of various spheres of human activity, allowing us to study and apply not only algorithms and methods of the molecular world but also to influence natural processes on the planet Earth, such as climate impact and desalination of seas and oceans, addressing the problems of access to drinking water for many future generations. Science is capable of unlocking boundless possibilities and knowledge about the world, but the existence of these possibilities and human desires will always remain a dangerous and stirring combination.

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JEL O10

The after-war economic recovery

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The Russian invasion of Ukraine is without a doubt the most devastating happening that has occurred to the country since its inception. For over 2 years now, people are living in shock and terror because of the unpredictability and uncertainty that the war has brought. Many governments around the world are doing what is possible to sponsor Ukrainian government, while many others are wondering about not just the current events in the war, but also about its consequences and the means to recover from them.

One of the most serious challenges for Ukraine after war is the infrastructure and the amount of damage that it has withstood. Almost every major city in Ukraine has once been attacked by the Russian forces, while the ones that are closer to the northeast borders had withstood even more damage to their buildings. This is without even considering cities like Mariupol, the majority of which infrastructure were completely wiped.[1] After the war, Ukraine will have to rebuild majority of the destroyed infrastructure in order to prevent overpopulation in specific areas, prevent collapse of damaged buildings, and in general to promote habitability in their cities. Considering the longevity of the war and the scale of Russian attacks, this will likely be one of the most costly steps for recovery. To facilitate recovery in this area, Ukraine will likely require financial aid from abroad. Luckily, many nations have already stated that they will personally aid in reconstruction of the lost infrastructure.[2] Only time will tell if their promises are honest.

Another major problem that will directly hit and is already hitting the economy of Ukraine is the humanitarian crisis. Interestingly, Ukrainian population has been declining since 1991 when the

state gained its independence. It has long been a concern to many, but the Russian invasion has caused this problem to grow in times compared to its previous scale. From the 43 million in 2021, the population has fallen down to 33.4 million by 2024, an almost 10 million difference. This means that Ukraine has lost almost a quarter of its population in a matter of several years.[3][4] These losses are mostly due to large amounts of people leaving the country. Many have done so in a search of better job opportunities due to local market having less opportunities, or to completely avoid being drafted. One thing for sure is that they have left in a search of a better life.

If Ukraine hopefully manages to end the war on its territory, the humanitarian crisis will have a lasting after effect. While buildings can be theoretically rebuilt if given the funds, refilling the gap in the population is a much harder challenge. The Ukrainian government will need to find a way to encourage people to return, demonstrating that as a noble deed in helping the country to recover. To better encourage Ukrainians to return from abroad, the government should also be advised to improve its market opportunities by bringing back those foreign brands that have left due to the dangers of war.

To conclude, even if Ukraine manages to end the war in the nearest time, the after effects will not be less stressful and demanding than people want to imagine. It will take an enormous amount of time, finances, and willpower to reconstruct the infrastructure and balance the demographics. However, these challenges still pale in comparison to what is still happening in Ukraine, and the faster this terrible invasion is ended, the less harmful the consequences will be.

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 JEL Q01

Utilizing Green Competences for Sustainable Development and Innovative Technologies

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Abstract:

This paper aims to explore the intersection of sustainable development, green competencies, and innovative technologies. Sustainable development has become a global concern, that directly affects different areas of entrepreneurship and businesses. Therefore, industries adjust to new standards and norms by adopting environmentally friendly practices I will further elaborate on. This thesis also explores the importance and types of green competencies, referring to the skills and knowledge necessary for sustainable development initiatives; green comp plays a crucial role in driving innovation across various sectors, therefore knowing how to apply them can lead a positive dynamic for a company. By incorporating green competencies, organizations can develop innovative approaches to address environmental challenges while fostering economic growth and social well-being.

Introduction:

Sustainable development encompasses the pursuit of economic prosperity, social equity, and environmental preservation to meet the needs of the present without compromising the ability of future generations to meet their own needs. In recent years, the concept of green jobs has gained prominence as a key strategy for achieving sustainable development goals. Green jobs, which involve work that contributes to preserving or restoring the environment, have the potential to drive economic growth while reducing carbon emissions and promoting resource efficiency.

Thesis Statements:

1. Utilizing Green Competences for Innovation

Green competencies [1] refer to the skills, knowledge, and behaviors that enable individuals and organizations to operate sustainably and minimize their environmental impact. The best examples of green competencies businesses can start to incorporate now are

- >Energy Efficiency Skills:
 - Training employees to conduct energy audits to identify areas of energy wastage.
 - Implementing energy-efficient technologies such as LED lighting, motion sensors, and smart thermostats.
 - Encouraging employees to turn off lights, computers, and equipment when not in use.
 - Investing in renewable energy sources such as solar panels or wind turbines for on-site power generation.
- >Waste Reduction and Recycling Skills:
 - Providing training on waste segregation and proper recycling practices.
 - Setting up recycling stations throughout the workplace for paper, plastic, glass, and electronic waste.
 - Partnering with suppliers who use minimal packaging or offer take-back programs for their products.
 - Repurposing or donating old office furniture and equipment instead of sending them to landfills.
- >Water Conservation Skills:
 - Educating employees on water-saving techniques such as fixing leaks and using low-flow faucets and toilets.

- Installing rainwater harvesting systems to collect water for landscaping or toilet flushing.
- Implementing water-efficient processes in manufacturing or production operations.
- Utilizing drought-resistant landscaping to reduce outdoor water usage.

->Sustainable Supply Chain Management Skills:

- Assessing suppliers based on their environmental performance and sustainability practices.
- Collaborating with suppliers to reduce the carbon footprint of transportation and logistics.
- Encouraging suppliers to use eco-friendly materials and production methods.
- Implementing circular economy principles by designing products for reuse, refurbishment, or recycling.

->Green Marketing and Communication Skills:

- Training marketing teams to effectively communicate the company's sustainability efforts to customers.
- Incorporating eco-friendly messaging into advertising campaigns and product packaging.
- Using digital platforms and social media to raise awareness about environmental issues and promote sustainable lifestyles.
- Participating in green certifications or eco-labeling programs to demonstrate the company's commitment to sustainability.

->Environmental Compliance and Risk Management Skills:

- Ensuring compliance with environmental regulations and obtaining necessary permits for business operations.
- Conducting risk assessments to identify potential environmental hazards and implementing mitigation measures.
- Training employees on emergency response procedures for environmental incidents such as spills or leaks.

- Establishing a culture of environmental responsibility and accountability throughout the organization.

2. Examples of the businesses that state “every job is a green job”

In this paragraph, I would like to focus on 2 organizations as examples of implementing green compo and positively contributing to the environment.

First one is ReMiDa [2]. Remida was created as a safe platform for children, women who suffered from domestic violence. The touching story behind explains why the organization uses the surplus fabric to create stylish goods and uses them as a fundraising mechanism. The lifespan of the organization started in 1990 continues alongside with the enlargement of the initiative and international growth. The organization contributes to the community by supporting terminally ill patients, hosting charity events, and relying on renewable resources.

The second organization with an incredible example of sustainability is the Bicycle House [3]. On their emblem, they have four tiny houses, and each represents one of their specialties→ Café, Repair & Bicycle shops, and bike tours they organize. The Bicycle House was created because a group of people noticed that in Napoli, literally every human uses either a motorcycle or an auto. This environmentally harming problem was solved by the creation of this organization. They connect Italians from all over the place and promote a healthy lifestyle. The inspiring story behind it highlights the importance of acting locally while thinking globally; therefore, the bicycle house is an incredible example of a company that adopted a green mindset and executed green competencies in daily life work.

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JEL Q16

New approaches to the creation of energy-efficient and ecologically clean technologies for agriculture

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Agriculture plays an important role in ensuring food security and sustainable development of society. However, traditional agricultural practices are often characterized by high energy consumption and harmful environmental impacts. In modern conditions, the issue of development and implementation of innovative, energy-efficient and environmentally friendly technologies in the agricultural sector is acute.

The introduction of developed energy-efficient and environmentally friendly technologies into Ukrainian agriculture will have a significant positive impact. The developed innovative technologies will reduce production costs and the cost of agricultural products by reducing energy consumption and reducing emissions of harmful substances. This will increase the competitiveness of Ukrainian agricultural producers in the domestic and foreign markets. The use of environmentally friendly technologies will minimize the harmful effects of agriculture on the environment, such as soil, water and air pollution. This will contribute to the sustainable development of the agricultural sector of Ukraine.

Impact of the Global Sustainable Development Goals, adopted by the United Nations, are a key guideline for ensuring sustainable development in all areas, including the agricultural sector. The introduction of developed energy-efficient and environmentally friendly technologies in Ukrainian agriculture will contribute to the achievement of such important SDGs as Goal 2 “Overcoming hunger, achieving food security, improving nutrition and promoting sustainable agricultural development.” The developed innovations will improve the productivity and efficiency of agricultural production, ensuring a stable supply of safe and nutritious food. And Goal 7 “Ensure access to

affordable, reliable, sustainable and modern energy for all.” Reducing energy consumption thanks to the proposed technologies will help improve energy security and the availability of energy resources for farmers. Goal 12 “Ensuring the transition to optimal consumption and production patterns.” Green technologies minimize the negative impact of agriculture on the environment, promoting sustainable production models. Goal 13 “Take urgent action to combat climate change and its impacts.” Reducing greenhouse gas emissions and rational use of resources, thanks to developed innovations, will help mitigate the effects of climate change. Thus, the introduction of energy-efficient and environmentally friendly technologies in Ukrainian agriculture will contribute to the achievement of key global sustainable development goals, which will be important for ensuring food security, preserving the environment and improving the socio-economic situation in the country.

Investing in innovations and science in the field of agriculture is extremely important, because energy-efficient and ecologically clean technologies will allow to reduce production costs and the cost price of agricultural products, which will increase their competitiveness both on domestic and foreign markets. The implementation of scientific developments in agriculture will help to increase productivity, the resistance of crops to adverse conditions and increase the volume of food production, which is critically important for guaranteeing the country's food security. Reducing the dependence of the agricultural sector on traditional energy resources thanks to the introduction of energy-efficient technologies will increase Ukraine's energy security. Investments in innovations for agriculture will contribute to the achievement of such important UN sustainable development goals as overcoming hunger, ensuring

sustainable production and consumption, combating climate change, etc. Therefore, investing in scientific developments and innovations in the field of agriculture is strategically important for Ukraine, as it will increase the competitiveness of the agricultural sector, ensure food and energy security, improve the environmental situation and promote sustainable development.

In conclusion, the development and

implementation of energy-efficient and environmentally friendly technologies in Ukrainian agriculture is important for ensuring food security, sustainable development of the agricultural sector and environmental conservation. It is expected that the implementation of this research will create innovative solutions that will increase the competitiveness of Ukrainian farmers, improve the environmental situation and contribute to the socio-economic development of rural areas.

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The after-war economic recovery

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In developing and refining Ukraine's reconstruction plan, government officials and experts studied the post-war reconstruction experience of other countries and tried to adapt best practices to new challenges and tasks. Particular attention was paid to the need for innovation in identifying priorities and tools, taking into account national capacity, assistance from international partners, and damage and needs assessments. Significant attention was paid to the development of comprehensive recovery plans at the national and local community levels, as well as to monitoring and supporting recovery processes.

Looking at the recovery projects, one can see that the main task of post-war recovery in the Ukrainian context would be to create an economic basis for intensifying the process of Ukraine's European integration. Therefore, this plan may have a narrower scope and fewer direct funding opportunities than a full-fledged national recovery plan, but it should be aimed at Ukraine's multi-level reintegration into pan-European processes, supporting and facilitating reforms necessary to achieve the goals of candidate and active

membership in the EU. The post-war economic recovery plan should be developed jointly by Ukraine and the European Union, under the auspices of the European Union and with the participation of key EU stakeholders, and adopted within the framework of the EU legal mechanisms [1]. The plan should involve a wide range of European stakeholders. Thus, the plan for the post-war economic recovery of our country should clearly define the areas and measures that are mutually beneficial for Ukraine and its European partners, as well as ensure the creation of a stable and predictable business environment for European companies to operate in the Ukrainian market and participate in economic recovery projects. In addition, it is necessary to create effective financial mechanisms to channel international financial support for Ukraine's reconstruction, to define Ukraine's place in the future European Community with a focus on solving common European problems, and to develop common areas of cooperation between Ukraine and the EU in the framework of reconstruction tasks. In addition, priority should be given to technical assistance to

the government and local authorities in implementing European practices and providing opportunities for cooperation in the development of institutional arrangements between Ukraine and the EU.

The economic and social recovery of Ukraine, as part of the international recovery plan, is aimed not only at reforming and strengthening the engines of economic development on the European continent, but also at compensating for the losses caused by the loss of Russian markets and supplies. This process aims to create new competitive advantages for European businesses, establish new ties between the EU and Ukrainian partners, and increase Ukraine's investment attractiveness, which will continue after the main recovery period [2].

Although the political and economic environment today is different from the post-World

War II period, many of the core principles of the Marshall Plan still apply. These include promoting investments in infrastructure, energy, education and innovation, as well as supporting the development of entrepreneurship and small and medium-sized enterprises. However, a successful interpretation of this plan for Ukraine requires not only financial support from international partners, but also good internal governance and the fight against corruption. The plan should be implemented with due regard to the specific needs and characteristics of Ukrainian society to ensure sustainable and balanced economic development.

So, a modern interpretation of the post-war recovery plan for our country can become an important tool for Ukraine's recovery and development, taking into account the specifics of current challenges and opportunities.

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Delve into the dynamic relationship between science, innovation, and entrepreneurship

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The Science, Innovation and Entrepreneurship Conference serves as a platform for researchers, academics, policy makers and industry professionals to explore and discuss the intersections of science, innovation and entrepreneurship in driving economic growth, social development and technological progress. This abstract provides an overview of the key topics and issues that will be addressed during the conference. Science, innovation, and entrepreneurship are interconnected pillars that play a vital role in shaping the future of economies and societies around the world. The conference aims to delve into the dynamic relationship

between these three areas, exploring how scientific discoveries and technological breakthroughs drive innovation and entrepreneurship, leading to transformative change in various sectors and industries. One of the central themes of the conference is the role of science in the development of innovation and entrepreneurship. Scientific research and discovery form the foundation on which innovation is built, providing the knowledge and ideas needed to develop new products, services, and processes. The conference will examine how advances in fields such as biotechnology, artificial intelligence, materials science, and renewable energy are catalyzing

innovation and entrepreneurship across sectors. In addition to exploring the role of science, the conference will also focus on the process of innovation and the factors that contribute to its success. Innovation is not only about generating new ideas, but also about effectively translating those ideas into tangible results that create value for society. Sessions will focus on topics such as innovation management, technology commercialization, intellectual property rights, and open innovation strategies, shedding light on best practices and emerging trends in building a culture of innovation in organizations.

Entrepreneurship is another key theme of the conference, which will examine how entrepreneurs use scientific knowledge and innovative ideas to create new businesses and stimulate economic growth. Sessions will address entrepreneurial thinking, startup ecosystems, access to finance, and the role of public policy in supporting entrepreneurship and creating an environment conducive to startup success. By bringing together experts from diverse fields, the event aims to

encourage the cross-pollination of ideas and facilitate partnerships that can lead to groundbreaking solutions and ventures. Discussions will emphasize the significance of collaborative networks, both within academia and between academia and industry, as well as the role of international cooperation in addressing global challenges through innovative and entrepreneurial approaches. Another critical aspect of the conference is the focus on policy and its impact on innovation and entrepreneurship. Policymakers play a crucial role in shaping the environment that enables scientific research, technological advancement, and business creation. The conference will provide a platform to discuss how regulatory frameworks, funding mechanisms, education policies, and infrastructure development can support or hinder innovation and entrepreneurial activities. By examining case studies and best practices from different regions as a result it aims insights for creating policies that foster a robust and dynamic innovation ecosystem.

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Role of scientific research

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The 21st century is a landscape full of challenges that require solutions that push the boundaries of human ingenuity. In this dynamic environment, the symbiosis of science, innovation, and entrepreneurship is becoming a powerful driver of global progress. This essay explores this important interplay, where scientific discoveries ignite revolutionary ideas and entrepreneurial people translate them into real-world solutions that improve people's lives and transform industries. At the heart of this synergy is the crucial role of scientific research. Basic and applied research lays the foundation for innovation. Advances in fields ranging from biotechnology and artificial

intelligence to materials science and climate change mitigation are creating unprecedented opportunities for entrepreneurs. These new discoveries are fueling a flood of ideas that have the potential to transform industries and improve people's lives. Imagine, for example, how a breakthrough in gene editing could lead to the development of personalized medicine, or how advances in clean energy technologies could pave the way for a more sustainable future. However, a thriving entrepreneurial ecosystem is necessary to unlock the full potential of scientific discovery. Beyond scientific inquiry, a spirit of creative thinking, risk-taking, and problem-solving is

essential. This essay argues that creating an environment that supports start-ups and empowers individuals is crucial to turning scientific discoveries into commercially viable products and services. This includes fostering a culture that celebrates calculated risks, encourages collaboration across disciplines, and provides the resources and mentorship needed for budding entrepreneurs to navigate the complexities of bringing an idea to market. To illustrate this point, consider the rise of the “biotech garage” phenomenon. These small, flexible startups, often founded by scientists themselves, are pioneering new applications for cutting-edge biotech research. Their success stories emphasize the importance of bridging the gap between science and business. This conference aims to address this need by facilitating discussions on intellectual property management, securing funding, and building effective partnerships between scientists and entrepreneurs. The future of science, innovation and entrepreneurship promises to be even more dynamic. Emerging trends and disruptive technologies, such as quantum computing and synthetic biology, have the potential to fundamentally change the way we approach global challenges and create entirely new industries. By fostering a culture of collaboration and open exchange of ideas, we can harness the power of scientific discovery to shape a more sustainable,

equitable, and prosperous future. One critical challenge in this interplay lies in effectively communicating complex scientific concepts to the public and potential investors. Entrepreneurs need to translate the jargon-filled language of research into compelling narratives that resonate with a broader audience. This bridge between the technical and the relatable is essential for garnering public support and securing funding for groundbreaking ideas. Furthermore, ethical considerations must be carefully navigated throughout this process. As scientific advancements accelerate, the potential for misuse or unintended consequences increases. Responsible development and deployment of these innovations require ongoing dialogue between scientists, entrepreneurs, policymakers, and the public. By fostering a culture of transparency and open discussion, we can ensure that scientific progress serves the greater good and benefits all of humanity. In conclusion, the 21st century presents a unique opportunity to leverage the combined power of science, innovation, and entrepreneurship. By nurturing a supportive ecosystem, fostering open communication, and prioritizing responsible development, we can translate scientific breakthroughs into real-world solutions that address global challenges and create a brighter future for generations to come.

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Digitalization and Inclusivity in Ukrainian Education

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Ukraine's education system is at a critical turning point. Digitalization provides significant opportunities to enhance learning results, expand availability, and equip students for the requirements of a technology-focused society. Nevertheless, inclusivity should be a key focus alongside this advancement. This study examines the present status of digital transformation in education in Ukraine, emphasizing its benefits and

its ability to worsen existing disparities. It suggests ways to guarantee that digital transformation supports inclusive learning environments for students of all socioeconomic backgrounds, locations, or disabilities.

The 21st century requires a competent and flexible workforce ready to navigate a world that is becoming more digital. Education systems around the globe are currently going through a change by

adopting digital technologies to improve the way students learn. Ukraine is no different. The continuous conflict with Russia has highlighted the importance of adaptable and distant learning choices, pushing digitalization to the forefront of educational changes. Digitalization provides numerous advantages for the education system in Ukraine (Bohomaz & Koreneva, 2022). Online platforms and learning resources offer students the opportunity to reach a broader selection of educational materials, without being limited by their geographic location. This is especially important for students living in areas affected by war or in remote rural areas with little access to traditional schools. Moreover, digital resources have the ability to customize educational experiences based on each person's unique learning preferences and speed.

Even more, technology is able to boost student participation with the help of interactive tools, gamified learning experiences, and immediate feedback. This promotes a livelier learning atmosphere that is able to enhance motivation and retention of knowledge (Bohomaz & Koreneva, 2022). Ultimately, the process of digitization can simplify administrative duties in educational institutions, enabling teachers to allocate additional time towards tailored teaching and assisting students (Klochko & Herasymenko, 2022).

Inclusive education in Ukraine faces major obstacles due to the advancements of digitalization, despite its benefits. Unequal technology access and infrastructure are the major barrier. Students from low-income households or rural regions might not have access to dependable internet connections, computers, or tablets, or the necessary technical assistance to use them proficiently. The digital gap could lead to more exclusion of students facing obstacles and worsening educational disparities. Another significant issue relates to the availability of online learning resources. Specialized software and tools are necessary for students with disabilities to fully engage in online learning. The educational system must incorporate accessibility features such as screen readers, text-to-speech software, and closed captions in order to guarantee that all students can take advantage of digital resources.

Moreover, the transition to online learning necessitates educators to acquire fresh pedagogical skills. Teachers require instruction on how to effectively use technology, seamlessly incorporate it into their teaching strategies, and modify traditional methods for online settings. Lack of adequate support can make the shift to digital learning challenging for teachers and result in less-than-ideal learning results for students. Several strategies are required to guarantee a truly inclusive digital transformation of Ukrainian education.

First and foremost, it is essential for the government and educational institutions to make bridging the digital divide a top priority. Achieving this goal is possible by implementing programs like providing financial support for internet access and technology devices to families in need. Moreover, setting up technology hubs or computer labs in schools can give students the necessary resources. Secondly, it is essential to place a strong emphasis on ensuring accessibility. Educational content and online platforms should be created with inclusivity in consideration, following global accessibility guidelines. This includes adding functions such as screen readers, customizable text size and color contrast, and descriptive text for images. It is also crucial to train teachers in developing accessible learning materials.

In addition, it is crucial to provide teachers with opportunities for professional development. Educators require instruction in effectively utilizing digital tools, creating online teaching methods, and incorporating technology into current pedagogical strategies. This training must cater to diverse learner needs and provide teachers with tools for inclusive online teaching.

The digitization of Ukrainian education offers a great chance to update it and provide students with the necessary skills for success in the 21st century. Nevertheless, this change should be all-encompassing, guaranteeing that every student is able to utilize and gain advantages from digital learning materials and techniques. By focusing on improving infrastructure, ensuring accessibility of learning materials, and enhancing teacher training in inclusive digital pedagogy, Ukraine can establish a digitalized education system that empowers all students.

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JEL H7

The after-war Economic Recovery in Ukraine

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Due in large part to its prolonged conflict with Russia and geopolitical concerns, Ukraine has had severe economic difficulties (IMF, 2023). Exacerbating already existing economic vulnerabilities, the violence has resulted in significant destruction of infrastructure, population relocation, disruption of trade routes, and loss of production (IMF, 2023; World Bank, n.d.). The war has had a significant negative economic impact, discouraging foreign investment and impeding economic expansion (IMF, 2023). Despite these difficulties, researching the post-war economic recovery of Ukraine is essential for comprehending perseverance in the face of hardship and guiding global initiatives to assist development and reconstruction (IMF, 2023; World Bank, n.d.).

The considerable damage that the fighting has caused to assets and infrastructure is one of the most urgent problems (Deloitte, n.d.). The destruction or loss of factories, roads, bridges, and other vital infrastructure has hampered efforts at restoration and economic growth (Deloitte, n.d.). Furthermore, the violence has caused population relocation, which has resulted in the loss of skilled labour and human capital (Deloitte, n.d.). This has made the difficulties in recovering and rebuilding even more severe.

In addition, the conflict and its aftermath have left Ukraine vulnerable to inflation and economic instability (IMF, 2023). Volatile economic conditions have been exacerbated by supply chain disruptions, productivity losses, and conflict uncertainty (IMF, 2023). Rising inflation has reduced purchasing power and made things more difficult financially for both individuals and companies (IMF, 2023).

In order to promote sustainable development and long-term recovery, policy changes and economic reforms are necessary (IMF, 2023). Ukraine has implemented structural changes in an effort to draw in investment, strengthen the business climate, and improve governance (IMF, 2023). The objectives of these reforms are to strengthen accountability and transparency, solve structural flaws, and foster an atmosphere that supports economic expansion (IMF, 2023).

Furthermore, entrepreneurship and participation in the private sector are essential for promoting economic dynamism, innovation, and job creation (World Bank, n.d.). Key elements of Ukraine's recovery strategy include promoting entrepreneurship, aiding small and medium-sized businesses (SMEs), and encouraging private sector investment (World Bank, n.d.). All things considered, encouraging recovery and reconstruction efforts in Ukraine requires a mix of public policies, foreign aid, economic reforms, and private sector involvement.

Infrastructure rehabilitation is a crucial investment that should be made in order to improve post-war recovery. Funds should be allocated towards the repair and reconstruction of infrastructure, including public buildings, roads, bridges, and utilities. In order to ease economic activity and restore key services, this urgent step is required. In order to provide relief to displaced people and refugees and guarantee their access to basics like food, shelter, healthcare, and education, it is also imperative to support humanitarian assistance programmes. Working together with NGOs and international organisations is essential to meeting the urgent needs of impacted populations.

In addition, encouraging economic diversity is crucial for lowering reliance on industries susceptible to interruptions brought on by conflicts. Creating plans to diversify the economy through investments in manufacturing, technology, tourism, agriculture, and other sectors can boost growth and provide jobs. It is essential to make financial resources more accessible by putting in place systems to support companies, entrepreneurs, and conflict-affected individuals financially. This can be done through promoting investment and entrepreneurship using low-interest loans, grants, and microfinance programmes.

Establishing global cooperation and alliances is crucial for coordinating resources, knowledge,

and assistance for post-conflict rehabilitation initiatives. Maintaining regional stability and fostering cooperation on cross-border issues can be achieved through interacting with international funders, partners, and stakeholders. Planning is also essential for long-term development and rehabilitation. It is essential to create comprehensive, long-term strategies that give social welfare, sustainable development, and inclusive growth top priority. For recovery projects to be implemented and monitored effectively, coordination between public and private sector organisations, civil society organisations, and government authorities is crucial.

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Approaches for green energy companies expanding to the global market

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Green energy companies are increasingly seeking to expand their operations to global markets in response to growing environmental concerns and the need for sustainable energy solutions. This trend is exemplified by companies like COR-Energy, which have successfully navigated international markets to establish a strong global presence. This paper explores the strategic approaches used by green energy companies, focusing on COR-Energy, to expand globally. It examines key success factors and challenges faced by these companies, providing

insights for other green energy firms looking to internationalize their operations.

Expanding overseas can be daunting for renewable energy companies, as they need help evaluating return on investment and accurately targeting customers abroad. However, opportunities in foreign markets can lead to significant growth, as demonstrated by Europe's recent energy storage business boom (Hill & Hunt, 2023).

Incorporating sustainability practices is vital for green energy companies expanding into global

markets. By implementing renewable energy solutions and ensuring the sustainable sourcing of materials, companies can reduce their carbon footprint and appeal to environmentally-conscious consumers. Additionally, adopting sustainable packaging solutions and engaging in corporate social responsibility initiatives can further demonstrate a commitment to sustainability, attracting ecological consumers and contributing to a more sustainable future (Lozano, 2011).

The global green energy market is experiencing rapid growth, propelled by increasing environmental consciousness and government initiatives promoting sustainable energy sources. As green energy companies expand into new markets, they must navigate intricate regulatory landscapes and diverse cultural environments. Comprehensive market research and analysis are essential for understanding target markets and tailoring products and services to meet the unique needs of customers. Conducting a SWOT analysis enables companies to assess their internal strengths and weaknesses, as well as external opportunities and threats, informing their market entry strategies.

Moreover, successful entry into global markets requires careful consideration of entry modes, strategic partnerships and alliances, adaptation to local preferences and regulations, adherence to regulatory requirements, effective risk management strategies, continuous monitoring and evaluation of market performance, and the

development of a strong global brand image. Additionally, companies should prioritize R&D investments, enhance partner management frameworks, and adopt nuanced approaches to regulatory compliance and risk management. By aligning with global energy trends and leveraging strategic market analyses, green energy companies can enhance their competitive position and contribute significantly to global sustainable development goals (World Trade Organization, 2022)

Success overseas for green energy companies requires a strategic approach, including a strong brand strategy, access to industry ecology resources, and a talent pool meeting local needs. These key elements are essential for establishing a presence in foreign markets, navigating market complexities, and ensuring operational efficiency (Hill, 2023).

The expansion of Ukrainian green energy companies into the global market presents challenges and opportunities. To succeed companies must adopt a structured approach encompassing thorough market research, strategic analysis, and careful planning. By aligning with global energy trends, Ukrainian green energy companies can enhance competitiveness and successfully expand internationally, promoting sustainable practices and contributing to global energy transition efforts.

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JEL F10

NGOs and Their Big Role in Making a Better World

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Non-Governmental Organizations (NGOs) are vital in our quest for a sustainable future. They're involved in major discussions and actions, addressing climate change, conservation, and equality. NGOs bridge the gap between governments and communities, ensuring that local perspectives influence global policies. Their innovative projects, often set up quickly and adaptable to different settings, reflect their deep connection with communities. This positions NGOs as leaders in promoting environmental care and social fairness. As the world grows more complex, NGOs are increasingly essential in shaping a safe, just future. (Perumal Koshy, 1 Jun 2022)

Understanding Sustainable Development

Sustainable development is essentially about finding a harmonious way to grow economically while making sure everyone has fair access to social benefits and taking care of our planet. It's like walking on a tightrope where we have to keep our balance between making money, treating people right, and not using up all the natural stuff we have around us. The goal is to make sure that the world is a good place to live not just for us, but for all the kids and grandkids that will come after us. We want to leave them a world where they can enjoy clean air, fresh water, and enough resources to live their lives without having to worry about running out. (POLICY AND ADVOCACY, 2024)

Below, we take a closer look at each strategic approach that NGOs use to promote sustainable development:

- **Policy Advocacy:** NGOs act as the voice of the planet, constantly knocking on the doors of power. They talk to politicians and big companies, urging them to make and follow rules that protect nature. It's like they're the guardians who make sure those with power don't harm our environment. They fight for laws that support green practices and

hold those who break them responsible. (UN , 2024)

- **Education and Outreach:** NGOs spread knowledge about how to live sustainably like how a gardener spreads seeds. They organize workshops, give talks, and hand out information, helping people understand why it's important to live in a way that doesn't hurt the planet. They believe that when people know better, they do better, so they focus on teaching everyone from kids in schools to adults in offices about the importance of sustainability. (Shantanu Nagdeve, Apr 4, 2024)

- **Community Empowerment:** NGOs get down to the grassroots level, working hand-in-hand with local people. They help small towns and villages find ways to make money and live well without damaging the environment. This could mean setting up a local market for farmers or teaching people how to use solar panels. They strengthen communities so they can stand up to challenges like climate change and keep improving their standard of living.

- **Innovation and Collaboration:** NGOs are like connectors, uniting various groups to develop solutions for Earth's protection. They foster teamwork and knowledge-sharing to address global environmental challenges. Essentially, NGOs are dedicated to ensuring a balanced world where economic growth, fairness, and ecological well-being coexist. (Martin Scicluna, 18 October 2023)

In the following section, I would like to explain more about the challenges and opportunities faced by non-governmental organizations as well as their role in sustainable development:

The Challenges and Opportunities

NGOs often find themselves in a tough spot because they don't always have enough money to do everything they want to do. They also bump into

problems when politicians or big companies don't agree with them. But, NGOs are like quick-thinking ninjas; they can move fast to tackle new problems as they pop up. Plus, people trust them, which means they can get lots of folks to rally behind good causes, like making sure we all live in a way that's kind to the planet.

NGOs are like the MVPs of our world's care team. Think of them as the versatile players in a cricket match who can bat, bowl, and field really well. They tackle the big issues—like fighting climate change, making sure we don't use up all our

resources, and working towards fairness for all. In the future, we'll rely on NGOs to keep uniting people to shape a world that's secure and just for everyone, everywhere. To put it simply, NGOs are the quiet heroes of today, always busy making Earth a better place for us to live. They're committed and smart in their approach, which is crucial for creating a healthier, fairer planet. As we look forward, the continuous efforts and enthusiasm of NGOs will be essential in paving the way to a world where everyone has the opportunity to succeed. (Bond, SIX ,19 April 2016)

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The after-war economy recovery

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In the aftermath of conflict, societies face multiple challenges beyond the battlefield. Ceasing violence is crucial for stability, but war leaves lasting scars, including economic ruin, fractured communities, and uncertain futures. Rebuilding becomes paramount, involving physical reconstruction and restoring social cohesion, economic vitality, and governance structures. This thesis explores post-conflict economic recovery, aiming to understand its complexities and identify strategies for sustainable development.

War leads to economic dislocation, requiring immediate humanitarian aid and long-term

recovery efforts. Rebuilding infrastructure, like transportation and housing, is crucial, but it must consider sustainability and resource distribution. Economic stability also depends on reintegrating displaced populations, promoting entrepreneurship, and diversifying economies to reduce vulnerability. Inclusive growth efforts must address systemic inequalities, ensuring marginalized groups have equal opportunities. Moreover, the attainment of economic stability hinges upon effectively reintegrating displaced populations into the workforce, nurturing an environment conducive to entrepreneurship, and

fostering economic diversification to mitigate vulnerability. Crucially, endeavors towards inclusive growth must confront entrenched systemic inequalities head-on, ensuring that historically marginalized groups are afforded equitable access to opportunities for advancement.

Post-conflict recovery is tied to transitional justice, governance reform, and regional integration. Truth commissions and reconciliation initiatives address past injustices, while governance reform strengthens institutions and promotes transparency. Regional integration fosters economic growth and stability. However, challenges like violence, corruption, and external interference complicate recovery efforts, requiring tailored approaches. By learning from past experiences and fostering partnerships, societies can navigate post-war recovery and build a prosperous, peaceful future.

In conclusion, the journey of post-war economic recovery is multifaceted and complex, marked by both challenges and triumphs. From the devastation of conflict emerges the opportunity for renewal and growth, as nations come together to

rebuild shattered economies and forge new paths forward. Through innovative policies, international cooperation, and resilient determination, countries have demonstrated their ability to overcome adversity and chart a course towards prosperity. While the road to recovery may be arduous, the lessons learned from history remind us of the resilience of the human spirit and the transformative power of collective action. In navigating the complex terrain of post-conflict recovery, it is imperative to recognize that the journey towards stability and prosperity is fraught with challenges, yet also ripe with opportunities for transformative change. By embracing a holistic approach that addresses not only the tangible scars of war but also the intangible wounds etched upon the social fabric, societies can aspire towards a future characterized by resilience, inclusivity, and sustainable development. As we reflect upon the trials of the past and chart a course forward, let us remain steadfast in our commitment to building a world where the ravages of conflict yield to the promise of peace, and where the resilience of the human spirit prevails over adversity.

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JEL F35

Strings Attached: The Political Maneuvering Behind Foreign Aid

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Foreign aid nowadays is anything but just aid. A kind of bribe, a form of blackmail, an overall geopolitical tool and never simple charity. I see it as a way of globally communicating the country's interests.

The True Cost of Foreign Aid. Debt, Dependency, and Diplomacy

Foreign aid is never given away without further intentions, meaning various political and economic benefits for the donor country. The same thing with multilateral aid. Roughly half of all foreign aid for development is tied, meaning that recipient nations must use it to purchase products and services from the donor country. Donor states often get more interest payments from recipient nations than they have originally provided in the form of so-called aid. While developing nations become financially crippled by the accumulation of debt resulting from loans, which constitute a significant component of foreign aid.

The Accompanying Benefits of Foreign Aid

Another aspect of foreign aid, probably the most harmless one, is that it may be provided to create a more prestige image of a donor country.

Some nations would love to be seen as generous global citizens. Apart from that, countries may use it to achieve a variety of foreign policy objectives, such as fighting terrorist threats, helping strategically necessary nations and promoting humanitarian objectives such as poverty reduction or democracy promotion.

The Nowadays Foreign Aid

Instead of being a tool for the economic development of poor countries, foreign aid became a multitool. Given the divergent motivations for foreign aid, it is not surprising that questions about whether aid has a future continue to arise. Speaking of redesigning the foreign aid system, it's worth considering reducing the number of conditions applied. There should be more flexibility in the use of funds by recipient countries. Most conditions only benefit the interests of donor countries, while practically ignoring the needs of recipient ones. Hence, debt relief initiatives and fair trade agreements should definitely be considered in terms of rethinking the whole concept of today's foreign aid.

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JEL F47

The impact of geopolitical tensions on international trade in Central and Eastern Europe

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Central and Eastern Europe has become a significant player in international trade in recent decades. The prosperity of the region's economy has always been closely linked to geopolitical stability and countries' independence. Rising military tensions pose significant challenges to the continued growth of international security and trade around the world. This is particularly evident in Central and Eastern Europe (CEE), a region marked by a complex interplay of historical legacies, strategic interests, and shifting alliances.

Central and Eastern Europe is a geopolitical crossroads where global powers intersect. The region is characterized by a delicate balance of interests among the European Union, Russia, NATO, and emerging powers like China. Geopolitical tensions manifest in various forms, including territorial disputes, energy politics, and military posturing, each exerting a distinct influence on international trade.

The main cause of geopolitical tension in Europe, particularly in the CEE region is Russia. This terrorist country has been occupying sovereign regions of other countries, including The Chechen Republic of Ichkeria, Georgia, Moldova and Ukraine. Due to such threatening politics, the EU, along with the other countries, has imposed strict economic and political sanctions against Russia in order to limit international trade and war sponsoring. They restrict trade in various sectors, with a particular focus on natural gas, aiming to cripple the Russian economy and pressure its government. The effectiveness of these sanctions is still being debated. While they have caused economic hardship in Russia, they've also driven up energy prices globally and disrupted supply chains, impacting economies in Central and Eastern Europe reliant on Russian goods and as a transit route for trade. Recently, the EU has further tightened its grip on Russia by enacting stricter sanctions. They could result in hefty fines or even

imprisonment for individuals or entities engaging in prohibited trade of goods or services with Russia. (Europarlament, 2024).

Another global issue is the disruption of supply chains. Geopolitical tensions are leading to sanctions, trade restrictions, and increased scrutiny at borders. These factors are causing delivery delays, raising transportation costs, and limiting access to essential goods and materials. For instance, the ongoing war between Russia and Ukraine has disrupted the flow of goods across the region, impacting industries reliant on raw materials and finished products from both countries. (Freshfields Bruckhaus Deringer).

Furthermore, global disputes erode investor confidence. Businesses are hesitant to invest in regions perceived as unstable or unpredictable. This can stifle economic growth and limit the development of new trade partnerships. The war in Ukraine has undoubtedly cast a shadow over the economic outlook for CEE, potentially deterring foreign investment in the short term. (C. Goes and E. Bekkers, International Monetary Fund).

Beyond these immediate threats, a prolonged war in Europe could have long-term consequences for international trade in CEE. The destruction of infrastructure and economic instability could take years to overcome, hindering the region's ability to attract investment and participate effectively in global markets. Additionally, the potential for political and social unrest could further destabilize the region, creating an environment even less conducive to international trade.

However, CEE countries have been finding ways to overcome intimidating challenges and restrictions in trade by finding alternative logistics ways, implementing more cybersecurity measures, and protecting crucial production systems. Diversifying trade partnerships can mitigate the risks associated with geopolitical tensions. By forging stronger economic ties with new partners

beyond traditional allies, CEE nations can lessen their dependence on any single market and ensure a more resilient trade network.

Consequently, the impact of geopolitical tensions on international trade in Central and Eastern Europe is multifaceted, presenting both challenges and opportunities for businesses and economies in the region. By navigating the complexities of the geopolitical landscape with

resilience, adaptability, and strategic foresight, stakeholders can harness the potential for sustainable growth and prosperity amidst uncertainty. Effective risk management, regional cooperation, and diplomatic engagement are essential pillars for fostering a conducive environment for international trade and economic development in CEE.

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 JEL O3, O31

How Innovation Helps Ukraine In Achieving Military Advancement

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I've decided to raise this issue because our country, Ukraine, is unfortunately, at war, with an enemy who has much more resources. Our enemy has more people, weapons, and funds, hence, we can't win simply by using our existing resources and technologies. In my thesis, I would like to discuss these points: innovative projects and startups in military sector in Ukraine, and how they impact Ukraine's position on the battlefield.

Let's start with an inspiring citation, that proves the effectiveness of Ukrainian innovation during wartime. Ukraine has performed extraordinarily well against an adversary with a significant advantage in material resources. One factor that has likely contributed to Ukraine's performance is military innovation, exemplified by Ukraine's utilization of unmanned aircraft systems (UASs) in combined arms operations. Many of Ukraine's innovations have come from the bottom up, thanks to a military environment that encourages and enables junior officers to seek innovation (Jones et al., 2023).

Moving on to the innovative startups and initiatives in Ukraine, I'd like to start with the

volunteer movement in Ukraine. Since the beginning of a full-scale invasion, it has transformed and helped Ukraine to maintain its competitiveness. Almost every Ukrainian now has donated some money for military equipment, and knows volunteer organizations, "Come Back Alive", for instance (SaveLifeInUa, 2024). With the help of one of the biggest banks, Monobank (Monobank, 2024), and their instrument "jar", Ukrainians donated around 23.5 billion hryvnias in 2023 (Oliiynyk, 2023). It is noted that during the period from February 2022 to May 2023, banks, private companies and ordinary citizens donated more than UAH 99 billion for defense and humanitarian aid to the Armed Forces of Ukraine (Visit Ukraine, 2023).

Moving on to the startups, military startups in Ukraine exist in various directions, for instance, MITS Accelerator, a collaborative endeavor of Ukrainian and American defense companies, launched a program to support Ukrainian defense startups, such as:

- Ground robotic systems
- Unmanned aerial vehicles

- Unmanned ground vehicles
- Unmanned underwater vehicles
- Electronic warfare equipment
- Communication, optical, and acoustic reconnaissance tools
- Military transport
- Mine clearance
- Software and IT
- Ammunition
- Equipment for the “soldier of the future” (Miliratniy, 2024)

Now, let's move on to discussing three examples of innovative military technologies that were already funded and tested on the battlefield.

The first one is kamikaze drone line "Fly (Mukha)". "Mukha" is a top assembly FPV drone adapted for combat missions. Considerable experience in developing similar technology made it possible to quickly create a powerful and affordable tool for destroying enemy infantry and armored vehicles. The range of flight of up to 10km allows the drone to be used from safe shelters, and its small size and weight provide the ability to go deep into enemy territory with a large set of drones for work behind the lines (Fusor, 2024).

The second is complex of direction finders "ETHER". The direction-finding system complex makes it possible to determine the zone of radio signal output from radio stations, drones, and electronic warfare equipment. The data obtained helps to more accurately form the map of enemy radioactivity, which accelerates the destruction of

targets. It is compact and easy to use, which makes it possible to use it by various, even mobile, units (Fusor, 2024).

The third one is Shoolika mk6 drone. The Shoolika mk6 drone is designed to strike enemy personnel and armored vehicles, combining high mobility and ease of use. It has high maneuverability and flight stability thanks to the multi-copter design, which enables effective combat missions in different conditions. Reliability and resistance to obstacles, thanks to the quality of components, cable management, and a protected control panel. Convenient control and quick deployment, allowing experienced drone operators to learn to fly and perform combat missions in a short time. And more (Fusor, 2024).

Summing up, the rapid development of innovative military startups helped Ukraine to stand out with much lesser resources than those of Russia. Minister of Digital Transformation of Ukraine, Mykhailo Fedorov, claims that Russian preparations for the current full-scale invasion of Ukraine have been underway for much of the past two decades and have focused on traditional military thinking with an emphasis on armor, artillery, and air power. In contrast, the rapidly modernizing Ukrainian military has achieved a technological leap in less than twelve months. Since the invasion began, Ukraine has demonstrated a readiness to innovate that the more conservative Russian military simply cannot match (Fedorov, 23).

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 JEL E44, B40

Post-War Recovery of Ukrainian Economy by Expansion to the European Markets

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To my mind, the post-war recovery of the Ukrainian economy is an actual problem that needs to be considered and contemplated now due to the fact that every war has an end even if it is years-long ahead. The future cannot be foreseen, however, it can be expected for Ukraine to remain a sovereign country with a possibility to interact and cooperate with the European Market after the end of the war.

Basically, a post-war recovery of the economy implies that main economic indicators like GDP, inflation, FDI, etc. are brought by a set of actions to the same levels as they were before the war. War-time damage to infrastructure and other assets can be extensive, equivalent to two or three times pre-conflict GDP. Estimate that economic activity in Ukraine decreased by 45% at the beginning of the war and suggest that 7.5% of Ukraine's productive capacity has been lost. External aid can play an important role in supporting reconstruction. Aid can also be more effective with domestic ownership and when administered by a dedicated agency, in order to reduce bureaucracy and ensure coordination across different sources. Ukraine's path towards economic post-war recovery needs innovative approaches that harness both domestic resilience and external opportunities. The European market emerges as a promising place for expansion, offering access to a large consumer base, advanced technologies, and robust regulatory frameworks (NDF).

European market expansion is a powerful opportunity that will definitely help the budget of Ukraine and make a lot of previously local

companies, multinational, with a potential to become even worldwide. Ukraine's involvement in foreign trade and its interest in it, achieves growth in the GDPs, which is affected by the volume of exports and imports. Raising the level of export efficiency is important in order to compete in global markets, generate revenues that contribute to encouraging investment, increase the positive impact on the economic movement in the country, and increase economic growth overall. So how exactly does foreign trade affect the economy and what indicators does it boost:

- Expanding the target market for companies by entering new markets
- Generating more revenue as a result of new market expansion
- Achieving higher growth rates by entering new markets companies can significantly increase customer base, therefore increasing growth rates
- Providing job opportunities
- Improving risk management
- Making the local industry a competitor in the global markets
- Adopting a reliable brand

And actually many more factors that would make the economy of Ukraine healthier and stronger (Zsoka, 2022).

To sum up, expansion into the European market serves as a catalyst for economic growth, development, and transformation in post-war Ukraine, providing a clear path to prosperity, competitiveness, and sustainable development in the long run.

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JEL F15, Q17, Q18

The effect of Ukrainian integration into the EU market on the agriculture sector

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Ukraine's entrance into the EU single market is predicted to have a significant impact on the EU agricultural sector, both positive and negative. Although the long-term consequences are probably going to be beneficial to both Ukrainian and EU producers, however transition will require several changes in the EU regulations.

The major advantage of integration is increased market access and economic growth for Ukraine. The EU is already the major importer of Ukrainian agri-food products; thus, the integration will make this economic relationship even stronger, and Ukrainian farmers will get the chance to enter a lucrative and valuable market. This will be the driving force of the Ukraine's economy and agricultural sector, as Ukrainian producers will be able to tap into a bigger market and be included in the EU supply chains (European Parliament, 2024). Besides the huge agricultural potential of Ukraine, with 42 million hectares of fertile land, Ukraine can significantly increase the EU's strength in the global food market. The country's black soil, which is the most fertile in the world, can support multiple harvests per year without the need for fertilizers; hence, the productivity and the output are greatly increased (Kraut, 2023).

Furthermore, the integration will require the harmonization of Ukraine's agricultural and environmental laws with those of the EU. This in turn will lead to more environmentally friendly farming practices, which will be beneficial to the environment and the quality of agricultural products. Ukrainian farmers will also be incentivized to adopt modern agricultural technologies and practices to remain competitive within the EU market, driving innovation and

efficiency improvements in Ukrainian agriculture. (CASE Ukraine, 2024)

On the other hand, EU farmers, especially those in Poland and Eastern Europe, will benefit from the integration of Ukraine economically and strategically. Even though they will have to compete for their share in the market, this can be a motivation to further modernize and discover new export strategies. The competition from Ukrainian agricultural products can provoke more efficient and innovative farming practices across the EU or incentivize a switch a more high-quality agricultural goods; thus, the sector will be strengthened. Besides, Ukraine's higher agricultural production can help to improve food security in the EU even further, thus providing a stable and cheaper food supply for EU citizens (UCAB, 2024).

Nevertheless, the EU market integration of Ukraine also makes EU farmers apprehensive about more competition and less profitability. The growing amount of Ukrainian agricultural products is likely to lead to competition rising, which in turn can affect EU farmers' profits. Poland and other countries that are heavily invested in agriculture, which is the major economic sector, may face difficulties in maintaining their market share and income levels. The great productivity of Ukrainian agriculture, which is the result of its fertile land and favorable climatic conditions, can be the reason for the imbalance in the market, and thus the prices of agricultural products may fall significantly. On the one hand, this is good for consumers, but on the other hand, it is a threat to the sustainability of some EU agricultural industries.

The integration policy and the structural adjustments will be the key elements to the success of the process. The EU's CAP would have to be reformed to fit Ukraine's massive agricultural output potential, which is mainly focused on area-based payments. Hence, these reforms will most likely be focused on the issue of the just distribution of subsidies and support to all member states. Moreover, the integration may accelerate the process of farm consolidation within the EU, as the smaller, less competitive farms may find it difficult to remain competitive. This might result in a decrease in the number of farms, while increasing the average size and efficiency of those farms that are left (UCAB, 2024).

Besides, the integration is also burdened with geopolitical and economic risks. Western European agricultural corporations, with more money, may be the ones to control Ukrainian agriculture by purchasing the farmland, which will lead to trepidation about the economic sovereignty and the fair distribution of agricultural profits within

Ukraine and the EU (Kraut, 2023). This suggests that it is critical that Ukrainian farmers needs and requirements for further grows are considered during the integration process. Over-reliance on subsidies or policies that disadvantage Ukrainian agriculture may result in economic disparities and heavily hinder the long-term development of the country.

To sum up, Ukraine's integration into the EU single market may cause the EU agricultural sector to be disrupted in the short term, but the ultimate outcome will be positive in the long run. The integration will create a major opportunity for both Ukrainian and EU producers, spread sustainable agricultural practices, and make the EU a bigger competitor in the global food market. Nevertheless, policy design and strategic planning will be the keys to managing the transition and making sure that the benefits are distributed to all levels, supporting the agricultural sectors of both Ukraine and the EU.

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УДК 338.4:004

JEL Q01

The impact of cloud technologies on the sustainability of business processes

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Cloud technologies have become a crucial part of modern business. In a rapidly changing market

and constant technological changes, the sustainability of business processes becomes

critical. Only businesses that were able to adapt to trends and a rapidly changing environment were able to achieve great results.

Business process stability includes the reliability, availability, and adaptability of systems. One of the main advantages is that cloud technologies ensure business continuity in times of crises and force majeure. In light of the current situation, Ukrainian companies prioritize maintaining uninterrupted operations, which is why cloud technologies make it possible to minimize downtime and financial losses. Likewise, cloud technologies increase the adaptability of business processes to changing market conditions and allow for to quick implementation of new solutions. This applies to the launch of new products, expansion of services or goods, and overcoming various crises and economic shocks that affect the work of the organization. Cloud infrastructures allow to redirect resources to cover shortcomings in the system and work effectively in new conditions. Thirdly, cloud technologies increase the reliability of use because they reduce the risk of data loss due to various conditions due to the constant redirection of data and traffic. Moreover, cloud providers offer advanced data protection measures including encryption, regular

security updates, and real-time threat monitoring.

Netflix is an excellent example of a company that has successfully used cloud technology to ensure the sustainability of its business processes, which has become critical to its success on a global scale. Netflix will abandon its data centers and take advantage of the public cloud Amazon Web Services (AWS). The reasons why Netflix switched to cloud systems are expanding capabilities, increasing the target audience, and economical use of resources and high performance. Streaming platforms need to maintain the continuity of their services, so cloud systems protect against losses and quick access to backup copies. An example of the successful implementation of cloud systems in business processes is the increase in server capacity to cope with the influx of users at peak times, such as the release of a new season of a popular show on Netflix.

In conclusion, cloud technology plays a key role in ensuring business sustainability and competitiveness in today's world. Companies that successfully integrate cloud technologies into their strategy gain a significant advantage in the market by becoming more flexible, efficient, and ready to meet any future challenges.

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УДК 327
JEL F59

International Affairs and Geopolitics

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A detailed grasp of the intricate interplay between national interests and global dynamics is crucial for the present interpretation of international affairs and geopolitics. This understanding is essential because of the complexity of the phenomenon. Within the scope

of this article, the complex character of geopolitics in the modern period is investigated. Particular case studies are highlighted, and empirical data is incorporated, in order to shed light on the continuing transformations and problems that are present within the global arena. There has been a

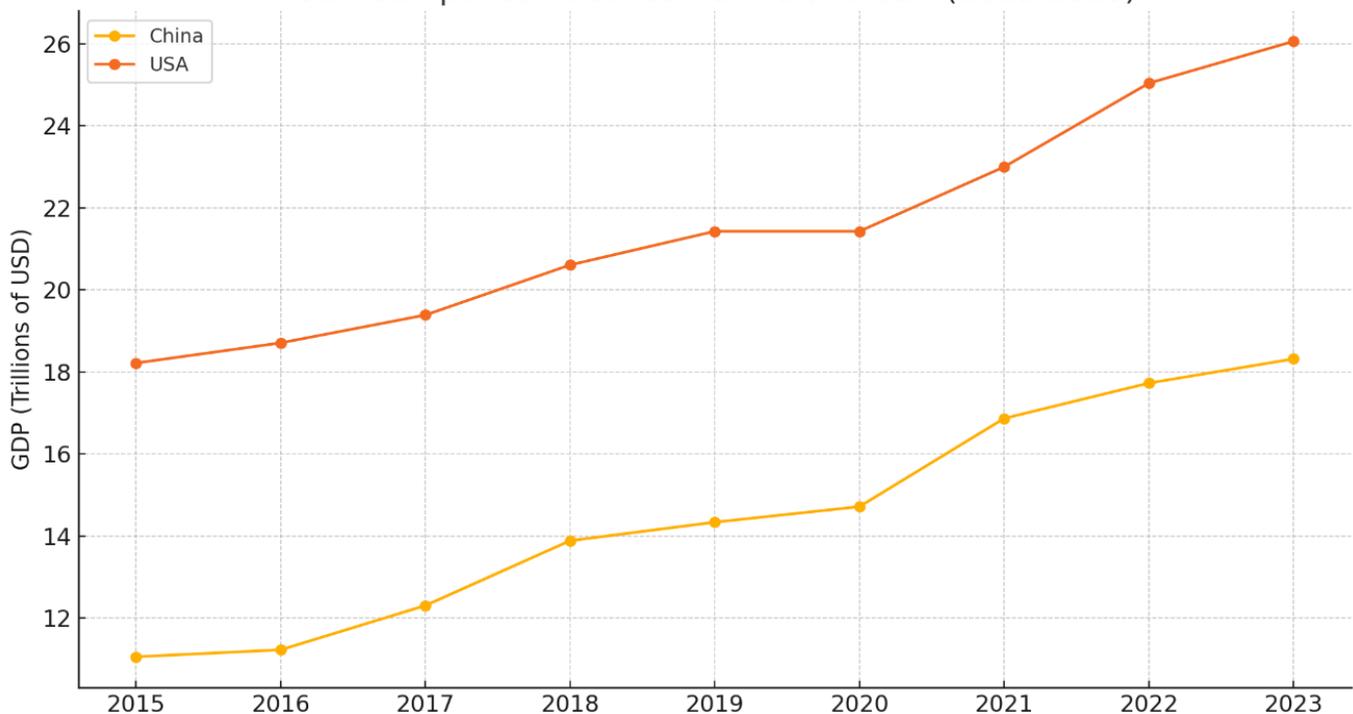
considerable impact on geopolitical strategy as a result of the emergence of developing economies, movements in military capabilities, and the evolving nature of economic alliances, all of which are reshaping the conventional paradigms of international relations.

The economic rise of China, which has positioned itself as a prominent actor in global affairs, has been one of the most significant changes that has occurred over the course of the past few years. China's gross domestic product (GDP) is expected to surpass that of the United States by the year 2028, according to the World Economic Forum (2023). China's GDP will amount to around twenty percent of the total world GDP. China's Belt and Road Initiative (BRI) has extended its influence across more than 60 nations, with total investments of over \$200 billion as of 2023 (Zhao & Chen, 2023). This economic transformation has important geopolitical ramifications, particularly in the Asia-Pacific region, where China's Belt and Road Initiative (BRI) has extended its influence. Not only does the Belt and Road Initiative (BRI) serve as a vehicle for economic expansion, but it also strategically strengthens China's geopolitical leverage by establishing dependencies through investments in infrastructure.

On the other hand, the United States continues to exhibit a significant amount of influence by means of its network of more than 800 military bases located all over the world. This network serves as a clear indication of the United States' strategic reach and as a tool for geopolitical influence (Johnson, 2022). In sharp contrast to European NATO allies, who frequently spend less than the NATO guideline of 2% (NATO, 2022) on military expenditures, the United States expenditures approximately 3.5% of its GDP on military expenditures. This allows the United States to maintain strong power projection capabilities. This gap highlights the continued issues that exist within alliances such as NATO in terms of balancing burden-sharing, particularly in the context of rising Russian aggressiveness in Eastern Europe.

The geopolitical strategy of the Russian Federation, in particular its utilization of energy resources as an instrument for political influence in Europe, is another important field of research that needs to be done. According to the European Commission (2023), Russia supplies around 35 percent of Europe's natural gas as of the beginning of the year 2024. This natural gas quantity has been utilized as leverage in broader geopolitical negotiations. The Nord Stream 2 pipeline project is

GDP Comparison Between China and USA (2015-2023)



Pic. 1 - GDP Comparison Between China and USA (2015-2023)

Source: <https://chinapower.csis.org/>

a prime example of how energy infrastructure can function as both a geopolitical strategy and a cause of conflict. It is a reflection of the larger tensions that exist between Russia, the European Union, and the United States.

The dynamics of geopolitical power are equally complex in the Middle East, particularly in relation to Iran's nuclear ambitions and the international responses that correspond to those ambitions. Following the United States' withdrawal from the World Trade Organization in 2018, the Joint Comprehensive Plan of Action (JCPOA), which had been signed in 2015, has been subject to substantial disruptions and ongoing talks. Iran is seeking the easing of sanctions that are now crippling its economy by targeting around 17% of its GDP (International Monetary Fund, 2023). As of the year 2023, negotiations have been plagued with obstacles, and Iran had requested that these restrictions be lifted.

It is impossible to exaggerate the significance of the role that international organizations and treaties play in the management of geopolitical tensions. Even though it has been criticized for being ineffective due to the fact that its permanent members have the right to veto decisions, the United Nations Security Council (UNSC) is an essential component in the process of resolving international conflicts. The geopolitical realities, on the other hand, frequently impede its efficacy. This can be observed in the Syrian conflict, where resolutions have been vetoed many times, which

reflects the contrasting interests of Russia and Western countries (United Nations, 2023).

This graph illustrates the GDP comparison between China and the USA from 2015 to 2023, showcasing the economic trends over these years. The plotted lines represent the annual GDP values in trillions of US dollars for each country. The graph reveals that while the USA consistently maintains a higher GDP, China's economic growth is noticeable, closing the gap gradually. This visual comparison highlights the economic trajectories of the two global powers in the specified period.

As a conclusion, the modern picture of international events and geopolitics is characterized by the emergence of new economic powers, strategic military posturing, and the crucial role that energy politics plays. In the intricate global tapestry that is created by the intersection of national interests, alliance dynamics, and economic imperatives, each of these aspects contributes to the overall complexity. The ongoing development of these partnerships necessitates the ongoing examination and modification of foreign policy in order to address both newly emerging opportunities and impending obstacles in the present order of things in the international community. The insights that we have gained from both historical and contemporary geopolitical strategies are extremely helpful in terms of molding future diplomatic and economic interactions on the global stage. This is because we are currently navigating a global terrain that is highly dynamic.

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Tech-related international innovation business for social-economic growth

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The integration of technology and international innovation in business has become a crucial factor for driving social and economic progress in the modern global landscape. This thesis explores the significant influence that global innovative businesses in the technology sector have on advancing social progress, accelerating economic growth, and creating opportunities for sustainable development.

The main claim is that by fostering cooperation, increasing effectiveness, and promoting sustainable development, the adoption of tech-related international innovative business practices has the potential to provide significant social-economic progress. By employing state-of-the-art technology and cultivating global alliances, companies may enhance their competitive advantage and promote the overall development of society (Schwab, 2021).

Here are several important points that support this argument. For starters, tech-related international innovation firms provide improved cooperation across a wide range of stakeholders, such as companies, governments, and research institutes, facilitating the sharing of resources, information, and skills (Startup Genome, 2021). Second, firms may streamline processes, increase output, and spur economic growth by adopting cutting-edge technology and global best practices (Johnson, W., & Susskind, R., 2016). By promoting green technology, reducing environmental effects, and solving urgent social challenges, this strategy also significantly contributes to the advancement of sustainable development. According to projections from the United Nations Environment Programme (UNEP) [2020], green technology might provide 18 million jobs by 2030. (United Nations Environment Programme [UNEP], 2020). The International Monetary Fund [IMF], 2021 states that businesses may expand their worldwide reach, open up new

markets, and provide employment opportunities through international innovation companies. According to their analysis, knowledge-sharing with creative multinational enterprises may lead to a 25% improvement in productivity for companies operating in emerging areas.

Moreover, engaging in partnerships with foreign innovative firms may facilitate the exchange of information and the enhancement of skills among local employees, enhancing productivity and competitiveness in the global marketplace. The interdependence between enterprises and international innovation firms may cultivate a culture of ongoing education and enhancement, leading to sustained success and profitability for all parties involved.

For startups to succeed in the global market, they need to do a strategic analysis, decide to work together, create relationships, get alliance goals from business strategy, and act quickly to see results [2]. (Fábio et al., 2022) (2001) Werner and Roman Startups can also do very well in the global market if they create an environment that supports them and pushes people to share information and work together. Startups can stay ahead of the competition and make a strong mark on the international business world by constantly changing to meet the needs of customers and follow market trends.

In conclusion, the inclusion of tech-related global innovation companies is a key factor in determining the direction of modern society and economic growth. By using cutting-edge technology and global partnerships, businesses can improve their competitive edge and help society grow as a whole. Tech companies make it easier for people to share resources, make processes more efficient, and help the economy grow. They also support green technology, work to protect the earth, and solve social problems. The foreign Monetary Fund (IMF) says that foreign innovation companies

can help businesses reach more customers around the world, find new markets, and create jobs. To be successful in the global market, you need to do

strategy research, plan partnerships, set group goals, and have an environment that supports you

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Educational transformations in post-COVID and war times

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The link between science, innovation and entrepreneurship is crucial for economic growth, societal development and addressing global challenges. Science is the foundation of knowledge and discovery, providing the emergence of innovation and the field for its development. By innovating, scientific discoveries are transformed into applications and technologies that transform industries and improve lives. Entrepreneurship is the catalyst that brings these innovations to market, stimulating economic growth and creating new opportunities.

Problems:

- *Difficult adapting to Online or Hybrid Learning Formats in the Post-COVID Era.* The switch to online and hybrid learning formats in the post-COSVID era has required students to make significant adaptations, forcing them to navigate new educational methodologies and technologies.

- *A steady outflow outside the country of the most educated professionals.* 56% of young people who educating in Ukraine left the country because of the war. During wartime, when students are forced to study online but live outside their home country, there is a serious problem related to the

reluctance to return to their home country after completing their studies.

These major problems are considered to be the causes of the slowing of the possibility science, innovation and entrepreneurship development of Ukraine, The specialists graduated by Ukrainian universities should develop and support innovation, entrepreneurship, and the development of the country's science, especially in the wartime and post-Covid-19 period.

Superficial analysis of education in Ukraine

Despite the already difficult situation of higher education in Ukraine, due to the Covid-19 quarantine, some universities are experiencing catastrophic consequences of the war. The main questions are how military conflicts affect the normal mode of education and activities of of higher education institutions, what are the consequences for infrastructure and resources of higher education during the war.

It is advisable to identify the strategies and measures taken to restore and reform the higher education system after the end of the war. Education system after the end of the war; how to ensure greater sustainability and development.

Since the beginning of Since the outbreak of hostilities in Ukraine in 2014, there has been a growing interest from Ukrainian scholars in the field of pedagogy, education management, law and other fields to the management of education in the context of military conflict.

Since 2022, research on education management in wartime has become particularly active. Most universities are faced with students and staff at great distances from the universities, or in the temporarily occupied territories occupied territories from which it is difficult to leave, so universities were forced to switch to distance or blended form of education.

So despite all the problems that universities have at the moment, they should adapt to the new online regime and not forget to innovate to persuade Ukrainians to return to Ukraine after completing their studies.

As a comparative example, a successful and productive student training program at the Ukrainian-American university Concordia can be cited. This program focuses on a narrower study of disciplines related to a specifically chosen field of study and allows for both distance learning, which helps students abroad feel more comfortable, and online learning for constant communication with professors, and more in-depth study of materials. The University provides higher education that helps students become competitive in the labor market. Concordia University's mission is to create a stimulating environment for students in a post-

Covid and wartime environment. Programs focusing on majors such as international business and management are designed to meet the needs of the 21st century global community despite all circumstances and changes.

Ideas for educational change:

- *Psychosocial Support for Students:* Create extensive programs for psychosocial support to attend to the emotional and mental health needs of pupils impacted by the COVID-19 pandemic and trauma from conflict.

- *Accessible Education for Vulnerable Groups:* Make sure that marginalized and vulnerable groups, such as children with disabilities, refugees, internally displaced people (IDPs), and socioeconomically disadvantaged communities, have access to high-quality education.

The result is possible if these points are observed

If these options for influencing the educational process are implemented, you will see an improvement in education in Ukraine. Despite the numerous problems in the system of higher education system that currently exist due to the Russian invasion in Ukraine and post-Covid-19, universities must continue to innovate, develop their programs and approaches, and attract supporters for student engagement and research breakthroughs.

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Levelers for the Development of Ukrainian Companies in the International Environment

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In today's world, businesses don't just operate locally - they have the chance to go global. For Ukrainian companies, this presents a huge opportunity but also some major challenges. The objective of this abstract is to ascertain the primary

levels of development for Ukrainian companies operating in the international environment. This in-depth study takes a look at what strategies and approaches Ukrainian companies can use to show successful results in the international markets.

One of the key levelers for the development is an organizational restructuring in aligning a company's structure with the demands of the international business environment. In this study I emphasize the distinction between adaptive and transformational changes, highlighting the need for a well-defined approach to navigate the complexities of organizational transformation. The CHANGE model is introduced as a comprehensive framework for implementing change effectively, guiding top management through the stages of conceptualization, stakeholder engagement, agenda setting, identifying change drivers, governance, and execution. (*NHS England » Change Model*, n.d.)

The study looks at six different levels where companies may need to evolve: (Gupta, 2022)

- Strategic (Includes changes to the business's policies, structure, or processes);
- People-Centric (Includes instituting new parental leave policies or bringing in new hires);
- Structural (Includes shifts in management hierarchy, teams, responsibilities of different departments, chain of command, job structure);
- Technological (Involves introducing new software or system to improve business processes);
- Unplanned (A necessary action following unexpected events);
- Remedial (Occurs when a problem is identified, and a solution needs to be implemented).

By addressing each of these levels, Ukrainian companies can create a culture that is open to new ideas and ready for foreign success. Real-life cases from a range of fields show how these ideas work in the real world.

The study concludes that Ukrainian companies have the potential to thrive in the international environment. However, to achieve success, they must develop a thorough understanding of the market and establish a competitive advantage. Additionally, they should be cognizant of the factors that can impact their ability to develop in the international environment.

Turning now to the external environment, the research emphasizes how crucial it is to carry out a thorough examination of the target markets.

Techniques for developing scenarios, Porter's model, PEST analysis, and other approaches are emphasized as critical resources for developing a comprehensive grasp of the political, economic, sociocultural, and technological aspects that influence these markets. In order to spot possibilities and possible dangers, it is crucial to evaluate both macro and micro environments, as well as a company's internal strengths and weaknesses, to identify opportunities and potential threats. (Rubin, n.d.)

With that background established, the work investigates various tactical methods for gaining market share internationally. It discusses the benefits and drawbacks of several models, including transnational (reaching low-cost scale), global (tailoring methods per country), and multinational (balancing local adaptation with cost efficiency). The value chain concept demonstrates how businesses can boost revenues by differentiating their products or by running lean operations in many departments, including marketing, R&D, manufacturing, and more. (*Value Creation & Value Chain Explained Simply - Definition and Examples*, 2023)

The paper uses an exciting case study of MGID, a pioneering native advertising company in Ukraine, to bring these concepts to life. It demonstrates how MGID outperformed competitors all across the world thanks to its innovative culture, adaptable organizational structure, and AI-driven technology.

In the end, the study makes it clear that getting into foreign markets won't be easy. You'll need to keep adapting, have a skilled workforce, and be able to deal with a global landscape that is always changing. But it's also clear that Ukrainian businesses can get past problems and grow in a way that lasts around the world if they play to their strengths.

For the most part, this work gives leaders new ideas, useful tools, and examples from real life to help them reach their foreign goals. The information in this abstract is would be important for any Ukrainian company looking to go global and leave its mark in the international environment.

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International relations and geopolitics

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International relations and geopolitics are key aspects of the modern global environment, where the interaction of states, international organizations and other actors determines political stability, economic development and security in the world. It is important to analyze the main factors that influence international relations and geopolitical strategies of states, as well as to determine their impact on global politics (Agnew, 2003).

In its usual sense, the concept of geopolitics conjures up images of complex, sometimes even tragic political games played by powerful states to maximize their position in the international (geo)political arena (Brzezinski, 1997). While this is certainly one set of dynamics that geopolitical models attempt to explain, the scope of this fascinating discipline is much broader and includes much more than states and their grand strategies (Waltz, 1979). Geopolitics in its modern sense is as much about the courses of action that states pursue when they engage in international power politics as it is about the many ways in which each state justifies those actions to its domestic populations (Mearsheimer, 2001). Geopolitics means the study of different perspectives on the interactive relationship between human and physical geographies (Wallerstein, 2004). Geopolitical codes and geopolitical perceptions constitute the fundamental intangible basis on which states are legitimized to act and, increasingly, on which they are held accountable by their citizens and/or international organizations (Nye, 2004). Moreover, states have lost their monopoly on the creation and mobilization of geopolitical codes and power (Huntington, 1996). The progressive blurring of the meaning of borders due to the globalization of economic and political processes has meant that

new actors, both above and below the state level, have begun to participate in the creation of geopolitics (Kissinger, 2014).

The following arguments and evidence are used to substantiate this idea:

First of all, the role of great powers should be mentioned. Great powers, such as the United States, China, and Russia, have a significant influence on the formation of international relations due to their economic, military, and political capabilities (Economist, 2022). Their actions and strategies often determine global politics and influence other countries (Fukuyama, 1992).

Second of all, geopolitical strategies cannot be omitted. The geopolitical strategies of states determine their actions in the international arena. For example, NATO's enlargement policy or China's "One Belt, One Road" have a major impact on regional and global stability (Walt, 1987).

Thirdly, international organizations are of high importance. The UN, the EU, NATO and other international organizations play a key role in resolving conflicts, promoting cooperation and ensuring security in the world. Their activities are an important element of modern international relations (Nye, 2004).

A new approach to the analysis of international relations and geopolitics should be offered, focusing on the interaction between states and international organizations in the context of current global challenges (Agnew, 2003). An analysis of the latest geopolitical strategies and their impact on the world order is included (Kissinger, 2014).

The thesis is about identifying the main factors influencing international relations and geopolitical

strategies of states, as well as analyzing their impact on global politics (Mearsheimer, 2001). The knowledge should be expanded in the field of international relations and geopolitics, which is important for understanding the current world order and ensuring stability and security in the world (Wallerstein, 2004).

Thus, international relations and geopolitics are complex and interconnected phenomena that determine the development of the world order (Huntington, 1996). This study is aimed at analyzing the main factors that influence these processes in order to deepen the understanding of their impact on global politics (Fukuyama, 1992).

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Ukraine's integration into the EU economic space

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In the current Ukrainian environment, domestic business operates in an environment of instability and uncertainty, exacerbated by the impact of the global coronavirus pandemic, the unstable political situation and a number of negative processes in the national economy. The ongoing war with the Russian Federation and the introduction of martial law in Ukraine have maximized the level of unpredictability and risk in the business activities of Ukrainian enterprises, complicated their opportunities and worsened their development prospects.

The current situation intensifies and actualizes Ukraine's European integration, which will have decisive geopolitical and economic consequences for both Ukraine as a whole and domestic businesses. In particular, it affects the ability to ensure and strengthen economic security, which is a prerequisite for the existence of any enterprise.

Ukraine's European integration is very important for the formation of an effective mega-economic space for stabilizing the European economy [Gbur Z. V., 2017], improving the position of our country in the world economic system and ensuring its sustainable economic development. Thus, the impact of the implementation of Ukraine's European integration strategy on the economic security of domestic enterprises is to qualitatively change the spheres of activity and form a set of possible positive consequences of its formation, strengthening and development.

Thus, European integration creates new opportunities for domestic business as an active participant in global economic activity and can be considered as one of the most powerful drivers of growth of economic security and enterprise

development due to [Kvasha O. S. and Sinyakova A. V., 2019].

It should also be borne in mind that in support of Ukraine's European integration course, as well as to support our country in the context of a large-scale war, the European Union will not impose import duties on Ukrainian goods, which has allowed domestic businesses to save tens of millions of dollars

Ukraine's European integration provides a significant level of economic benefits to the country as a whole and to domestic businesses, in particular, through the creation of effective mechanisms for economic stability and security.

Thus, enlargement will be an important factor in accelerating the economic development of the new EU members, which means new business opportunities for Ukraine [Svystun L.A., Shevchenko L.I., 2014].

As a proof of the positive impact of Ukraine's economic integration with the EU, we propose to study the dynamics of trade turnover between us for the period 2016-2023 (Fig. 1).



Figure 1 - Dynamics of trade turnover between the EU and Ukraine in 2016-2023, USD bn. US DOLLARS

Source: [NBU, 2023].

Thus, we can see that the signing of the FTA between Ukraine and the EU in 2017 had a positive

impact on the growth of trade between them (24.1%). Also, since 2021, trade between Ukraine and the EU has been growing, indicating that economic and trade cooperation has strengthened.

At the same time, Ukraine's entry into the European economic space may not only give a favorable impetus to strengthening the economic security of domestic business, but also generate additional threats to the economic security of domestic enterprises due to the

- Increased population mobility, which creates the risk of a rapid outflow of labor, increasing pressure on the domestic labor market and creating problems for businesses in accessing high-quality labor resources;

- increased competition in various sectors of the economy, particularly in the manufacturing sector, due to the inflow of a significant amount of goods and services from the EU, while the high level of competition in the European market may make it difficult for domestic producers to enter new markets;

- Increased production costs of domestic businesses as a result of the adoption of EU norms and standards;

- The slow process of European countries' transition to the digital future may complicate the process of digitalization of domestic enterprises;

- the growing influence of transnational corporations on the Ukrainian economy;

- Increased spending by domestic producers on the renewal of fixed assets, skilled workers, and innovations due to higher product quality requirements.

The process of European integration is currently the chosen strategic course of the national economy. And, despite the fact that joining the European Union may indeed create considerable problems for domestic business, the benefits obtained still outweigh them.

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JEL 043

The role of innovation in post-war and post-crisis economic recovery

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In the post-war and post-crisis economic recovery, innovation is of utmost importance. Collaboration between governments and businesses is crucial for promoting innovation through research and development incentives. This collaborative approach seeks to harness the fast pace of technological advancement, reshaping the economic landscape and generating fresh prospects for growth and revitalization. Supporting entrepreneurs and small businesses is vital for rebuilding and revitalizing the economy after crises. The global COVID-19 pandemic has brought to light the urgent requirement for creative solutions to enhance economic resilience and promote sustainable growth. However, even with substantial investments and dedicated efforts, progress in discovering creative crisis solutions may not always happen as swiftly as expected. (Sharma et al., 2022)

Moreover, the involvement of creative industries is recognized as a significant factor in efforts to recover from a crisis, offering opportunities for sustainable growth and rapid recovery. Insights from other nations underscore the efficacy of including creative sectors into programs aimed at recovering from war and catastrophe, showing their capacity to stimulate economic revival. Simultaneously, the essential relationship between innovation and sustainable growth becomes apparent, as innovative initiatives help companies gain a competitive edge and solidify their positions in the market. Higher levels of innovation are associated with lower long-term interest rates, indicating improved financial stability, which is critical for long-term economic prosperity. (Rana et al., 2017)

Japan's post-war economic recovery is a shining example of how innovation can lead to success. Utilizing the impact of individuals such as W. Japan prioritized improving quality control in its industrial sector, resulting in the production of

high-quality goods and a significant industrial revival. (Peter M. Leitner, 1999)

Japan's post-war economic recovery was bolstered by a combination of factors including high investment ratios, mobilization of savings, advancements in technology, a flexible labor supply, and favorable external conditions. In 1960, the Japanese government implemented economic plans with the goal of doubling national income in real terms within a decade. These plans proved successful in instilling confidence among Japanese businesses and households. The Japanese market system, with its labor market practices and business-government relations, played a vital role in enhancing international competitiveness. Nevertheless, the detrimental effects of competition-restrictive elements emerged once the catch-up process had concluded, resulting in a period of transition during the 1970s and 1980s. (Shigeru T. OTSUBO, 2007)

Ukraine has the ability to use innovation to drive economic recovery by concentrating on integrated smart business models powered by technology, entrepreneurship, and sustainable practices. Strong collaboration between the EU and Ukraine is critical for policy alignment, economic renewal, and long-term stability. (Shevchuk T. et al., 2023)

During the post-war economic recovery for Ukraine, efforts are made to closely track the financial impact of the war. Direct losses are reported to be 1,127.4 billion US dollars, while estimated indirect losses are around 1,161.8 billion US dollars. Experts have identified important factors and goals for Ukraine's recovery, with the aim of returning to the quality of life before the war by 2027 and reaching the socio-economic standards of Eastern European countries by 2032. There are ongoing efforts to establish a method for assessing the impact of reconstruction in affected regions, ensuring long-term development

following the war. For the economic recovery of post-war Ukraine, it is crucial to focus on mobilizing financial resources for reconstruction, establishing a robust system for managing cash flows, and promoting transparency in financial resource usage. These measures will help revive stability, modernize the economy, and strengthen Ukraine as a new European nation. (Lemishko et al, 2022)

Fundamentally, innovation is a cornerstone of post-crisis economic recovery, necessitating unified efforts to encourage and support innovative initiatives. The intertwined relationship between innovation, sustainable growth, and collaborative policymaking serves as a blueprint for navigating the complexities of post-crisis economic landscapes, ensuring resilience, vitality, and long-term prosperity.

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Analysis of MNC's and Economic Growth in Emerging Markets: A Case Study of the BMN Enterprise

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The impact of multinational corporations (MNCs) on economic growth in emerging markets is thoroughly examined in this chapter, with particular attention paid to the business characteristics and strategic initiatives of the Business Media Network (BMN) Enterprise. This study aims to clarify the complex role that MNCs play in promoting economic development in emerging markets while addressing potential issues and concerns. It will do this by looking at BMN's

market analysis, investments, innovation, job creation, technology adoption, digital connectivity, societal discussions, cultural diversity promotion, social responsibility, and environmental sustainability.

Key Words: MNCs, economic growth, emerging markets, Business Media Network (BMN), strategic initiatives, market analysis, investments, innovation, job creation, technology adoption, digital connectivity, societal discussions,

cultural diversity, social responsibility, environmental sustainability.

Main Ideas:

Overview of MNCs' Role in Emerging Markets: Introducing the BMN Enterprise as a case study and stressing the importance of MNCs in promoting economic growth in emerging markets set the stage for the analysis.

analyzing the impact of BMN's strategic initiatives—which include job creation, investments, market research, and innovation—on the expansion of economies in emerging markets.

examining the economic traits of BMN, including the promotion of cultural diversity, digital connectivity, societal debates, and technology adoption, and how these traits affect economic growth.

BMN's dedication to environmental sustainability and social responsibility, as well as their role in promoting equitable growth and sustainable development, are examined.

Discussing possible issues and worries about BMN's operations in developing markets, like media dominance and cultural homogenization.

In order to ensure sustainable and equitable economic growth in emerging markets, a summary of the findings should be provided, along with an emphasis on the implications for businesses, stakeholders, and policymakers in leveraging the positive contributions of MNCs such as BMN while addressing potential drawbacks.

Materials and Methods.

Research Design:

Utilizing a qualitative research design to acquire comprehensive understanding of the BMN Enterprise's economic features and strategic initiatives, as well as their influence on the expansion of economies in developing nations.

concentrating only on the BMN Enterprise as a single case study in order to offer a thorough and in-depth examination of its activities and outcomes.

Data Collection:

Examining BMN Enterprise's official publications, reports, and documents to learn more about its corporate policies, economic features, and strategic goals.

semi-structured interviews with executives, managers, and staff members who are important stakeholders in the BMN Enterprise to acquire qualitative information about their viewpoints and

experiences about the company's activities in emerging markets.

Direct observation and participation, when feasible, in BMN's operations and activities in emerging markets to support data from document analysis and interviews.

Sampling:

For the purpose of to ensure pertinent and insightful data collection, interview subjects are chosen based on their roles, expertise, and involvement in BMN's operations in emerging markets.

ensuring that participants fulfill certain requirements regarding their familiarity and understanding of BMN's activities in developing nations.

Data Analysis:

Identifying recurrent themes, patterns, and insights about BMN's strategic initiatives, economic characteristics, and their influence on economic growth in emerging markets through the qualitative data analysis of observations, document analysis, and interviews.

utilizing preset themes and emergent patterns found during the analysis process to code the gathered data into groups and subgroups.

cross-referencing results to strengthen the validity and credibility of the study's conclusions from a variety of data sources, such as observations, document analysis, and interviews.

Ethical Considerations:

Gaining each participant's informed consent before beginning any interviews or observations, making sure that participation is voluntary and transparent.

preserving the participants' privacy and confidentiality by de-identifying their data and securely storing it.

observing participant rights, viewpoints, and experiences during the research process and duly crediting their contributions in the study's conclusions.

Limitations:

Realizing that extrapolating results from a single-case study to larger populations or contexts outside of the BMN Enterprise is limited.

identifying and mitigating potential biases in data collection and analysis, such as respondent or researcher bias, and taking appropriate action to reduce their influence on study outcomes.

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JEL O11

How US Military Aid Shapes the Battlefield in Ukraine

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Since the beginning of the full-scale russian invasion of Ukraine on February 24, 2022, the United States of America has become a key military ally for Ukraine's fight against russia, providing support through high-volume donations of military equipment, provision of intelligence and training support, and financial assistance in purchasing weapons from third parties. This aid had an enormous effect on the way the russo-Ukrainian war has since progressed, being one of the key components that allowed the Ukrainian state and military to withstand the assault of a powerful enemy for over two years as of the publication of this abstract. In 2024, concerns arose over how inconsistency and political instability in the United States affect the Ukrainian battlefield.

Ukraine is in a naturally disadvantageous military position, as the Great European Plain on which most of the country's territory—and all the territory that borders russia—is located provides little natural obstacles to an advancing army (Tim Marshall, 2015). This is worsened by the de-facto control of the Crimean peninsula by the russian military, enabling it to stage an assault from the North, East, and South. In addition to those geographical disadvantages, at the beginning of the full-scale invasion, the russian military was numerically superior to the Ukrainian military in manpower, equipment, and military spending (IISS, 2022). Due to a combination of those and other factors, and despite fierce Ukrainian resistance in all directions, russia was able to capture significant chunks of Ukrainian territory in the first weeks of the war, bringing the total

Ukrainian territory under occupation to 20% of the total territory of the country (Reuters, 2022).

Ukraine managed to withstand the initial assault successfully, but it required significant numbers of equipment, trained personnel, as well as expanded intelligence capabilities to continue to fight efficiently and devastate the russian military. The political and military leadership of the United States of America has identified this need and responded with unprecedented volumes of military aid, which, in conjunction with the aid that was provided by other allies, significantly boosted the fighting potential of the Armed Forces of Ukraine, which enabled several important operational and strategic victories in 2022 (Washington Post, 2022).

In 2023, the war stalled, as neither side made any significant progress (Holder, 2023). Insufficient aid may be one of the key factors behind the failure of the Ukrainian summer counteroffensive of 2023. While the United States and European states continued to provide significant amounts of aid, concerns grew over the speed and volumes at which the aid was delivered, as well as the restrictions placed on the equipment (Kimmitt, 2024). It was clear that the aid provided in 2022 and 2023 supplied enough support and capability to enable Ukraine to put up a robust defense of its territory, but it was also clear that Ukraine did not have enough resources to advance and achieve the desired total victory. This, in part, can be attributed to the excessive caution of US and European leadership, which were reluctant to supply Ukraine with decisive volumes of

equipment and put significant restrictions on the ways existing equipment could be utilized, for example, by prohibiting strikes on Russian territory. Such restrictions indicate a lack of political will and the strong effect of fear on the decision-makers of these countries, especially the US. Constant threats of a nuclear escalation made by Russia caused reserved and indecisive leaders who were not prepared to rally their countries and political blocs to act slowly and uncertainly when it came to helping Ukraine. This indecisiveness led to a significant loss of momentum on the battlefield. The Russian military was on the verge of collapse in late 2022, but due to this stagnation in aid and a political unwillingness of the United States to see Russia totally defeated, the Russians have largely recovered by 2024 and are starting new offensive operations.

Ukrainian battlefield capabilities in the Russo-Ukrainian war are extremely dependent on aid from Western allies, especially the United States, and interruption in the flow of this aid may lead to devastating consequences, such as the battle of Avdiivka, where, after months of successful defense, Ukrainian defenses collapsed due to an extreme shortage of ammunition caused by lack of US aid (Business Insider, 2024). Ukraine must win the war against Russia to secure a safe and prosperous future both for its people and Europe as a whole, and such aid shortages and indecisiveness are unacceptable and have already led to devastating results. Moving forward, the US and other allies must establish clear priorities and understand the necessity of supporting Ukraine and helping it achieve a decisive victory, as any delays, shortages, or restrictions in aid claim the lives of hundreds of Ukrainians.

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JEL Z32

Strategies for Implementing Sustainable Practices in the Hospitality Industry

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In recent years, the hospitality industry has witnessed a paradigm shift towards sustainability as both a moral and strategic necessity. With growing concerns about environmental

degradation, climate change, and social responsibility, businesses in the hospitality sector are increasingly recognizing the importance of adopting sustainable practices. This shift aligns

with evolving consumer preferences and their eco-consciousness and offers numerous benefits, including cost savings, enhanced brand reputation, and long-term viability. However, implementing sustainable practices in the hospitality industry presents unique challenges and requires strategic planning, innovative solutions, and commitment at all levels of the organization.

Bohdanowicz (2006) noted that the extensive and dispersed use of nondurable resources such as water, food, energy, paper, and various other goods is a primary contributor to the environmental impact of most hotels. Additionally, releasing pollutants and non-eco-friendly materials, including items that cannot be disposed of or recycled, further exacerbates the environmental strain on local ecosystems.

Exploring strategies for effectively implementing sustainable practices in the hospitality industry by examining key areas such as energy efficiency, waste management, water conservation, community engagement, and sustainable sourcing, as well as embracing sustainability as a guiding principle, hospitality businesses can not only minimize their environmental footprint but also create value for their stakeholders while contributing to a more sustainable future.

Implementing sustainable practices in the hospitality industry is crucial for promoting environmental conservation and ensuring the sector's long-term success. To begin this journey towards sustainability, businesses must thoroughly assess their current environmental impact and comprehensively evaluate energy usage and water consumption, waste production, and sourcing practices. Businesses can set clear and achievable sustainability goals by identifying the key areas where improvements are needed. These goals include reducing energy consumption by a specific percentage, achieving zero waste, or committing to sourcing all ingredients locally, thereby establishing a solid foundation for their sustainability initiatives.

Energy efficiency is a cornerstone of any sustainability strategy. Investing in energy-efficient appliances and lighting, such as LED bulbs and Energy economy-rated equipment, can yield significant reductions in energy consumption. A smart energy management system can further optimize energy use across the property, ensuring

energy is consumed only when necessary. Additionally, integrating renewable energy sources like solar panels can substantially reduce both the carbon footprint and energy costs, making a compelling case for their adoption.

Water conservation is another critical aspect of sustainable hospitality. Installing low-flow faucets, toilets, and showerheads can significantly reduce water usage without compromising guest comfort. Water recycling systems, particularly for landscaping and cleaning purposes, can further minimize water waste. Moreover, educating staff and guests about the importance of water conservation can amplify these efforts, fostering a culture of sustainability throughout the property.

Effective waste reduction and management are essential for minimizing the environmental impact of hospitality businesses. Striving for a zero-waste policy involves reducing, reusing, and recycling waste materials wherever possible. Comprehensive recycling programs can facilitate this goal while offering guests the option to opt out of daily linen changes, which can conserve water and energy. Composting organic waste not only reduces landfill contributions but also produces nutrient-rich soil for gardens, enhancing the property's sustainability.

Sustainable sourcing practices are crucial for reducing the environmental footprint of hospitality businesses. By sourcing food, beverages, and materials from local, sustainable suppliers, businesses can lower transportation-related emissions and support the local economy. Adopting a farm-to-table approach, particularly in dining services, can provide guests with fresh, locally sourced meals, adding value to their experience while promoting sustainability.

Incorporating green building and design principles into new constructions or renovations can greatly enhance a property's sustainability. Utilizing sustainable building materials and design elements such as green roofs, natural ventilation, and daylighting can improve energy efficiency and create a healthier environment for guests and staff. These design choices not only reduce environmental impact but also often result in long-term cost savings.

Community engagement and education are vital components of a comprehensive sustainability strategy. Key drivers for Corporate Sustainability strategy implementation include communication

and training, work environment, and corporate commitment and support. By supporting local causes, employing local staff, and offering educational programs about sustainability, businesses can strengthen their ties to the community and enhance their sustainability efforts. Involving guests in these initiatives can make their stay more meaningful and align them with the property's values.

Encouraging sustainable transportation options for guests and staff is another effective way to reduce environmental impact. Providing bike rental services, organizing carpool options, and offering electric vehicle charging stations can promote greener travel choices. These efforts not only reduce carbon emissions but also cater to the preferences of environmentally conscious guests.

Pursuing sustainability certifications from recognized programs can validate a business's efforts and attract guests who prioritize environmental stewardship. Highlighting these achievements in marketing materials can differentiate the property from competitors and appeal to a growing segment of eco-minded

travelers.

Finally, sustainability is a continuous journey, not a destination. Regularly reviewing and updating sustainability practices based on new technologies, regulations, and feedback from staff and guests ensures ongoing improvement. Fostering a culture of innovation within the team encourages the exploration of new ways to enhance sustainability efforts, keeping the property at the forefront of environmental stewardship.

In conclusion, adopting sustainable practices in the hospitality industry requires a comprehensive, multi-faceted approach. By assessing environmental impacts, setting clear goals, investing in energy and water conservation, reducing waste, sourcing sustainably, incorporating green building designs, engaging with the community, promoting sustainable transportation, seeking certifications, and committing to continuous improvement, hospitality businesses can significantly reduce their environmental footprint while enhancing their appeal to eco-conscious guests.

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УДК 327
JEL F5

International Relations and Geopolitics

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The 21st century has witnessed a seismic shift in the power dynamics of the international arena. This transformation is fueled by the twin forces of globalization and the digital revolution. Joseph S.

Nye Jr.'s influential framework for understanding power, which emphasizes coercion, incentivization, and attraction, has been expanded to encompass a new dimension: cyber influence.

Concurrently, the architecture of global governance is undergoing a metamorphosis towards a "Multiplex World". Navigating this new geopolitical landscape demands novel strategies that adeptly combine elements of hard and soft power to address the complexities of contemporary international relations.

Power and the Rise of Cyber Influence

Power, as defined by Joseph S. Nye Jr., is the ability to affect others to achieve desired outcomes. It can be exerted through coercion - sticks; payments - carrots; or attraction and persuasion - soft power (Nye & Goldsmith, 2011). The 21st century has witnessed a significant evolution in the power landscape, driven by the forces of globalization and the information revolution. This evolution manifests in two key trends: a shift in power distribution among states and a diffusion of power from state actors to non-state actors like companies and activist groups (Kramer, Starr, & Wentz, 2009).

Cyber power emerges as a critical facet of this power diffusion. It represents a novel domain where influence can be wielded without traditional instruments of physical coercion. The dramatic decrease in communication and computing costs has democratized the global political stage, enabling a wider range of actors to engage in international discourse (Rizwan, A., 2011). Cyber power's significance lies in its ability to circumvent established barriers and its potential for both constructive and destructive applications.

As states adapt to this evolving power dynamic characterized by permeability, the challenge lies in formulating strategies that strategically integrate hard and soft power elements. This strategic integration is crucial for navigating the intricate landscape of international

relations in the digital age (Nye, J. S., 2014).

Global Governance Fragmentation: A Multiplex World Perspective

The idea of how the world is governed is changing dramatically. We're moving away from the old system where Western countries were in charge, towards a more varied and inclusive approach. Professor Amitav Acharya calls this new system a "Multiplex World" (Acharya, A., 2017).

This new way of doing things recognizes that the US isn't the only powerful player anymore. Many other actors are now involved, including countries, international organizations, non-governmental groups, and networks that operate across borders. Global problems are complex and affect more than just the economy. They also involve the environment, security, and culture (Acharya, A., 2014).

The Multiplex World picture is one of many levels of governance working together. Global organizations, regional groups, national governments, and even local authorities all play a part. This creates a mix of official and unofficial rules and institutions. This complexity reflects a need for new ideas and ways of working that consider the interests of a wider range of participants. It challenges the old "one solution fits all" approach of the past (Acharya, A., 2016).

Therefore, global governance in a Multiplex World has no single leader, many important players beyond just the biggest countries, and allows for different approaches to modernization. This leads to a world that's richer in culture, ideology, and political systems. This shift marks a new era of global governance, one that's more open, democratic, and reflects the realities of our complex world (Plesch & Weiss, 2015).

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JEL O30

Innovations for social-economic development

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The topic of innovation for socio-economic development has been and remains quite a hot topic in society, because it is the development of innovation that allows companies to win in times of strong competition. Innovation also helps to solve social problems such as inequality and limited resources.

It is worth starting with the fact that innovation is the development and implementation of new technologies and methods that have a positive impact on solving social problems [1]. Nowadays, the technological process is the main force in the hands of any company or even a country. Their active development contributes to economic development, company growth and increased competitiveness.

What are the factors that influence the development of technology? A very important factor for innovation development is the policy framework. Often, it becomes a key factor. To fully utilize the potential of social innovation, support is needed for public and private actors to co-create and implement socially innovative solutions [2]. The second very important factor I would say is the level of education. After all, it is education that provides the motivation for development and progress.

Innovation helps to improve efficiency levels

and increase productivity. When it comes to an enterprise or business, the introduction of new technologies can create new jobs and increase a company's international competitiveness.

Innovation also has a positive impact on the quality of life. Every year the average life expectancy increases due to developments in the field of medicine. People are finding new ways to treat and examine a person. For example, the development of vaccines and new medicines helps to fight diseases [3].

Innovative development helps to solve many social problems, such as the development of medicine and education for the population that does not have access to it. Environmental issues such as energy independence and water filtration.

CONCLUSION

The development of socio-economic innovation has great weight for the development of both businesses and entire nations. Innovation is the cause of socio-economic development, contributing to economic growth, job creation, improving the quality of life and solving global problems. States should implement policies that help and encourage businesses to create and adopt technologies for the benefit of society and the economy. Every step that entrepreneurs take brings society closer to a prosperous life.

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JEL F 20

European integration and perspectives for economy of trust development in Ukraine

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In Ukraine's journey towards European integration, trust and innovation are pivotal. These elements not only drive economic growth but also instill confidence among stakeholders. This abstract explores Ukraine's strategies to foster trust and innovation, examining research, policies, and practical examples shaping its path towards closer ties with the European Union.

In the quest for European integration, Ukraine recognizes the pivotal role of science, innovation, and entrepreneurship in building a trust-based economy. Research, exemplified by studies like the "European Innovation Scoreboard" commissioned by the European Commission, underscores the correlation between innovation and economic performance (European Commission, 2022). Initiatives such as the Ukrainian Startup Fund and participation in Horizon 2020 signify concerted efforts to advance technological innovation, positioning Ukraine as a regional leader in technical advancement (Kitsoft, 2020).

Entrepreneurship emerges as another vital mechanism for fostering trust, particularly in Ukraine's European integration journey. Reports from the Global Entrepreneurship Monitor and the European Social Survey inform policymakers about trust levels and entrepreneurial activity, guiding adjustments to cultivate trust among residents and investors (GEM, 2022). Despite political tensions, partnerships like the Ukraine-EU Innovation Partnership strive to leverage European resources and expertise to promote entrepreneurial ventures (International cooperation with Ukraine in research and innovation, 2023).

Incorporating mechanisms for trust-building and innovation promotion into Ukraine's European integration agenda is paramount. Utilizing resources such as the European Innovation Scoreboard and studies from organizations like the

European Patent Office, policymakers align national strategies with European standards (European Commission, 2022). The National Innovation Strategy of Ukraine, developed with EU assistance, exemplifies this commitment by fostering innovation-driven growth and enhancing trust among stakeholders (Ukrainian Startup Fund – Фонд розвитку інновацій).

Furthermore, science diplomacy and collaborative innovation play critical roles in enhancing trust. Insights from institutions like the AAAS Centre for Science Diplomacy and UNESCO highlight the importance of scientific collaboration in fostering trust and cooperation in international relations (Center for Science Diplomacy, 2023). Projects like Horizon 2020 facilitate scientific collaboration between Ukraine and the EU, reinforcing confidence and strengthening ties.

Moreover, technological disruption profoundly influences trust dynamics in Ukraine's European integration process. Reports from the World Economic Forum and research studies illuminate the implications of evolving technologies on trust dynamics (World Economic Forum, 2019). Ukraine's adoption of blockchain technology in governance and supply chain management showcases a commitment to transparency and accountability, facilitating smoother integration into the European Union.

In conclusion, fostering trust and innovation are integral to Ukraine's European integration agenda. Through strategic partnerships, policy adjustments, and embracing technological advancements, Ukraine aims to build a trust-based economy and solidify its position as an integral member of the European community.

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JEL O30

Geopolitics and International Affairs

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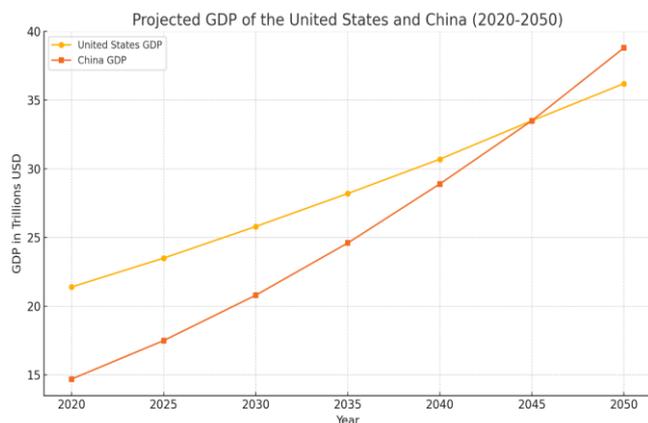
In the contemporary landscape of international relations, the interplay between geopolitics and global governance has never been more intricate or critical. As nations navigate through the complex matrix of power dynamics, economic interests, and cultural exchanges, the significance of strategic geopolitical planning escalates. This analysis draws upon empirical research and historical data to unpack the nuanced relationships that define our global order.

The global geopolitical arena is increasingly influenced by the rise of multipolar power structures. Previously dominated by the bipolar Cold War paradigm, the international system now witnesses significant influence from emerging powers such as China and India. According to the World Economic Forum (2021), China's GDP is projected to surpass that of the United States by 2028, marking a significant shift in global economic power. This economic growth translates into enhanced geopolitical leverage, particularly in Asia, where China's Belt and Road Initiative (BRI) aims to bolster its strategic influence across more than 60 countries, impacting over 4.4 billion people (Zhao, 2019).

Moreover, resource scarcity and

environmental concerns are reshaping traditional geopolitical strategies. A report by the International Energy Agency (2020) highlights that the transition towards renewable energy sources is not merely an environmental or economic issue but a profound geopolitical shift. Countries rich in renewable resources like solar and wind might redefine power hierarchies, previously dominated by fossil fuel-rich nations. For instance, Bolivia holds approximately 21% of the world's lithium reserves, a critical component in battery technology, positioning it as a pivotal player in the global energy transition (Turner, 2022).

The role of technology in international affairs is another pivotal aspect of modern geopolitics. Cyber capabilities are becoming an essential element of national security and international diplomacy. The United States, Russia, and China are notably enhancing their cyber warfare capabilities, with significant implications for global security. A 2021 assessment by the U.S. National Security Agency underscores the increasing prevalence of cyber espionage and its implications for international relations, with potential risks including electoral interference and disruption of critical national infrastructure.



Pic. 1 - Projected Gross Domestic Product (GDP) for the United States and China

Source: <https://www.imf.org/external>

Demographic shifts also play a crucial role in shaping geopolitics. The United Nations Population Fund (2021) notes that aging populations in developed nations, coupled with

youthful demographics in developing regions, may lead to shifts in economic power, migration trends, and cultural exchanges. For example, by 2050, Africa's population is expected to double, reaching about 2.5 billion, thereby enhancing its economic and geopolitical significance.

In conclusion, the field of geopolitics and international affairs is undergoing profound transformations driven by economic shifts, resource distribution, technological advancements, and demographic changes. Understanding these dynamics is essential for policymakers and scholars alike, as they seek to navigate and influence the complex web of international relations. This abstract underscores the necessity of integrating empirical data and forward-thinking strategies to comprehend and shape the evolving geopolitical landscape.

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 JEL Q01

Adapting educational systems in wartime environments: the role of hybrid education

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When the country is in the most significant conflict since WWII, Russian invaders violently kill and repress Ukrainian people, border villages get regularly shelled, and major cities become a target for unjust and violent night attacks of the Russian war criminals; it indeed may be hard or even impossible for students to participate in the education process and attend their academical establishments. Furthermore, the war leaves even deeper scars on education systems by causing the largest forced migration in Europe since the Second World War (People in Need, 2024) and displacing

up to a third of the population of Ukraine, with six million of refugees only in Europe (UNHCR, 2022). While students, teachers, and professors are dispersed and abandon their original place of living and schools and universities get damaged and shut down, Ukrainians are still able to study by engaging in hybrid education, a blend of in-person and online learning, that emerges as a promising approach to adapt education during these difficult times and resist attempts to steal our future.

Hybrid education is a learning and teaching model in which the needs of students, instructors,

and other people who are engaged in the education process are met through the effective combination of both in-person and online approaches (Hybrid Learning and Hybrid Education, 2021).

Flexibility is the main strength of hybrid education. It allows students who can't attend physical schools due to displacement or safety concerns to continue to study. Full or partial online learning offers self-paced study and asynchronous communication. It allows students in temporary shelters or unfamiliar environments to learn at their own pace and avoid scheduling conflicts, regardless of location or time constraints, by only submitting to deadlines.

However, hybrid education in wartime environments also faces challenges. Unequal access to technology can exacerbate existing educational inequalities because not all students may have devices or reliable internet connections. Instructors, especially those who have a lack in experience of extensive technology utilization, may require training to effectively use online learning tools and manage hybrid classrooms due to the fact that 36.6% of Ukrainians had low digital skills - the ability to find, evaluate, use, share, and

create content using digital devices (University of Nevada, 2021), and 11.2% had no digital skills at all (Ministry of Digital Transformation of Ukraine, 2021).

The ongoing conflict has forced Ukraine's education system to adopt a large-scale hybrid model. While online platforms are being used to deliver lessons, with resources made available for download in case of internet outages, the Ministry of Education keeps on working with NGOs and international organizations to provide displaced students and teachers with the required equipment and internet connection (Ministry of Education and Science of Ukraine, 2022). However, challenges remain harsh, and ensuring equitable access across the country is difficult, especially in eastern and southern regions of Ukraine with ongoing fighting and damaged infrastructure.

In conclusion, hybrid education offers a valuable tool for education systems to adapt and continue serving students in wartime contexts. However, successful implementation requires careful planning to address the digital divide and prioritize the well-being of both students and teachers.

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Enhancing Strategic Decision-Making through Quantitative Assessments of External Factors

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Introduction

In today's rapidly changing business landscape, organizations must proactively adapt to shifts in the external environment to maintain a competitive edge. Traditional analytical frameworks like PESTEL analysis provide a structured framework for examining external influences on an organisation (Chewa, 2021), but fall short in quantifying the relative importance, overall impact, interdependencies, and volatility of various external factors (Frue, 2020).

This thesis proposes a supplementary approach that complements these frameworks with quantitative assessments, allowing organizations to prioritize resources effectively, actively anticipate changes, and align strategic decisions with industry dynamics. One of such organisations is RAMZAY, a Ukrainian company operating in the defence and technology industry.

Propositions

The following tool in the form of a complementary table, as seen in Table 1, paired with the PESTEL analysis provides additional information that will aid strategic decision making. It consists of 4 rankings, with each one based on the level of impact that a given external factor has on the overall operations and competitiveness of RAMZAY:

Importance: This ranking is assigned relative to other factors of the PESTEL analysis and it shows the relative importance of each factor to RAMZAY in its current external environment.

Overall impact: This ranking shows the impact that a factor has on RAMZAY on a scale of 1 through 10, with 1 and 10 being the least and most impactful respectively. It grants perspective on each of the factors relative to the previous ranking, as although a factor may be of the least importance relative to other factors, its impact may still be significant on RAMZAY. **Interdependence:** This ranking refers to the level of interconnectedness between a given factor and other factors. It exists to show the level of impact a given factor has on other factors. **Volatility:** This ranking refers to the level of instability and unpredictability a given factor has in the current external environment of RAMZAY.

Based on the information provided in Table 1, the following conclusions can be made:

The "**Importance**" column indicates that the Political and Economic factors are considered the most important external factors impacting RAMZAY, and therefore should be prioritised in decision-making. However, the "**Overall Impact**" column shows that it is the Political and Technological factors that have the highest impact

Table 1 Data Supplementing PESTEL analysis

	Importance Ranked 1-6	Overall Impact 1/10	Interdependence (Low to High)	Volatility (Low to High)
Political	1	10	High	High
Economical	2	9	High	High
Technological	3	10	Medium	Medium
Social	4	8	Medium	Medium
Legal	5	6	Medium	Low
Environmental	6	5	Low	Low

Source: Created by the Author

(scored 10 out of 10) on RAMZAY's operations and competitiveness, highlighting their critical importance (despite Technological factors being of less importance compared to Economic factors). The "**Interdependence**" column reveals that Political and Economic factors have a high level of interdependence with other factors, suggesting that changes in these areas can have significant effects on other aspects of RAMZAY's external environment. The "**Volatility**" column indicates that Political and Economic factors are highly volatile and unpredictable in RAMZAY's current external environment, potentially posing significant risks and challenges. Therefore, these factors must be updated most often to capture dynamic changes and prevent making outdated decisions.

The Environmental factor, although ranked low all-around indicates that there are opportunities for RAMZAY to differentiate itself through

sustainable practices and environmental responsibility. Lastly, seeing as the Legal and Environmental factors scored lowest in importance, volatility, and interconnectedness, managers at RAMZAY may choose not to monitor changes in these areas as closely in order to preserve resources.

Conclusion

By combining the PESTEL analysis with the additional information in the table, the overall analysis provides a more comprehensive and well-rounded view of RAMZAY's external environment. The enhanced analysis, with its additional perspectives and quantifications, better informs strategic decision-making processes and allows RAMZAY's managers to prioritize and allocate resources more effectively, anticipate potential challenges, and develop strategies that account for the complexities and interconnectedness of the external environment.

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Leveraging Innovation Power and Complementary Products for Competitive Advantage

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Introduction

In the rapidly evolving defence and technology sectors, continuous innovation and strategic partnerships are vital for sustaining competitive advantage. This thesis explores the integration of two new forces – Innovation Power and Complementary Products – into Porter's Five Forces (PFF) framework, providing a more holistic analysis of the industry's competitive dynamics. RAMZAY, a company operating in the defence and technology industry will be used as an example of how the new forces impact its competitiveness.

Innovation Power – New Force

Firstly, the thesis introduces Innovation Power (Nilsson & Tingl f, 2010) as a new force within Porter's Five Forces framework, as it can provide additional insights into the competitive dynamics

of industries that are influenced by technological advancements and innovation. Namely, this force assesses the ability of firms to continuously innovate, develop new offerings, and adapt to changing market conditions and disruptions. It evaluates the level of investment in R&D, and the ability of firms to commercialize and sell new technologies or products effectively, as well as factors such as the availability of skilled talent and access to modern research facilities among others.

The analysis would identify industries with high Innovation Power by frequent offering introductions, rapid technological advancements, and the constant threat of disruption from new entrants or substitutes, giving businesses with strong Innovation Power a competitive advantage,

as they can meet changing customer demands and create new market segments.

Incorporating Innovation Power into the PFF analysis would provide a more comprehensive understanding of RAMZAY's competitive landscape and would shed light on the following aspects:

- Assessing the Innovation Power of RAMZAY's competitors would reveal their ability to introduce new offerings and disrupt the existing market dynamics.

- Companies with strong Innovation Power could pose a significant threat as new entrants, as they may introduce disruptive technologies or business models that challenge established companies like RAMZAY.

- Innovation Power would help to identify potential substitutes or alternative technologies that could make RAMZAY's existing offerings obsolete.

- Companies with high Innovation Power may have increased bargaining power with suppliers or buyers, as they can offer unique and differentiated offerings.

Power of Complementary Products – New Force

The thesis also introduces the "Power of Complementary Products" as a new force within Porter's Five Forces framework as it can significantly improve the analysis of competitive dynamics, especially in industries where products and services do not exist by themselves, but are a part of a broader environment.

Complementary Products are goods or services that add extra value to another product or service, making them more desirable or effective from the customer's perspective (Malczan, 2024). The new force examines the impact of offerings that enhance or are enhanced by the company's offerings, showing how these complementary

relationships affect competitive advantage and market position. In the context of the PFF analysis, the force assesses the availability, quality, and impact of complementary products on the industry, the company's ability to take advantage of these complements, and the strategic partnerships that can be formed to enhance product offerings. The following is the impact that the new force has on the analysis:

- The presence of strong and effective complementary products can make a market more attractive by increasing demand for the primary product.

- It encourages companies to explore strategic partnerships or alliances to offer a more comprehensive/holistic solution to customers.

- Understanding the role of complementary products can drive innovation, encourage companies to develop new products and improve existing products to integrate better with complementary offerings.

- The analysis of complementary products can influence the bargaining power of both suppliers and buyers. Suppliers of critical complementary products may have increased bargaining power, while the availability of strong complements can enhance the company's value proposition to buyers.

Conclusion

By incorporating Innovation Power and Complementary Products into the traditional PFF analysis, organizations can better navigate the complexities of innovation-driven industries. This enhanced framework highlights the importance of R&D investments, talent acquisition, and strategic partnerships, enabling companies to differentiate their offerings, leverage complementary products, and maintain a competitive edge in an ever-changing market landscape.

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Ukraine's post-war education recovery

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The war has significantly disrupted students' and teachers' regular lives, which causes special difficulties for the education sector. Rebuilding Ukraine will be greatly aided by education, which not only provides essential information and increases the human capital of society but also encourages the growth of law-abiding, upright citizens who uphold accountability, integrity, and human rights. The most significant resource in Ukraine now and in the future will continue to be its human capital.

5.3 million kids encounter obstacles preventing access to education, with 3.6 million of them being directly impacted by school closings. According to projections from the World Bank, the education sector will require more than USD 9.2 billion to cover the costs of recovery and reconstruction. Rebuilding damaged educational institutions to improve safety, resilience, and quality standards is one aspect of recovery needs. Another is the restoration of intermediate and long-term teaching and learning services, which includes investments to guarantee safe access to in-person instruction anywhere possible. (*Unicef for every child, 2023*)

The idea of "rebuilding better than before" should guide the structure and implementation of our nation's revival and restoration, ensuring that it not only supports the local economy but also serves societal demands. Considering the population's income level, Ukraine's educational achievements before the war were rather impressive. Harmonized Learning Outcomes (HLO) data gathered by the World Bank in 2018 showed that while Ukraine has not yet attained the level of achievement seen in the EU, its accomplishments were on par with neighboring countries in the region and slightly below the European average. Nevertheless, considerable disparities exist between students from low-income and high-income homes as well as between pupils in urban and rural areas, as this

figure hides. The expense of constructing bomb shelters in educational institutions is probably going to remain constant given the geopolitical circumstances and location of Ukraine. Educational initiatives and steps to keep teachers in the field are also part of recovery. (*Olena Palchuk, 2023, Economics & Education*)

To guarantee that every student can engage completely, appropriate resources, such as the required tools and teacher training, should be available. Schools will also need to deal with the psychological damage that the war has inflicted and the reintegration of children who have a variety of vulnerabilities. An unconditionally inclusive education system is necessary in Ukraine to avoid disagreements and conflicts within the country's society and to guarantee public commitment to the processes of reconstructing the state. Specifically, it should be prepared to assist veterans in reintegrating into society and returning to the workforce. More training is required for educational institution workers in order to prepare them to handle these new problems. One tool for this is the provision of short-term training services by educational institutions.

Despite having a very high GDP proportion for education spending, Ukraine has low teacher salaries and frequently outdated equipment. Therefore, increasing the effectiveness of public education spending is essential. One way to do this is by combining educational institutions to benefit from economies of scale. Raising funds will be simpler for educational institutions if they prioritize quality and gain more financial independence. Teachers in Ukraine should pay greater attention to making sure that students concentrate on applying knowledge practically, challenge received wisdom, participate in open-ended tasks, critically analyze all the information they consume, and constructively express their

ideas. (Martin Kahanec, Snizhana Leu-Severynenko, Yegor Stadnyi, 2023, *Vox Ukraine*)

In conclusion, Ukraine's educational system is ready to face many challenges in the years to come. Rather than aiming to top the rankings, the question should be how to adapt to these challenges and modify the system to meet the demands of the

contemporary global economy while also advancing Ukraine's development. It must first rebuild from the destruction of war before creating a thorough development plan. In order for educational institutions to fulfill the social and economic needs of the nation, they must undergo a transformation.

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The role of international business of Ukraine in post-war economic recovery

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The function of international business in the global economy is a complex interplay between the forces of the global economy, the dynamics of geopolitical situations, and the ever-changing panorama of trade and commerce. In the midst of the ongoing crisis between Russia and Ukraine, the significance of international business is becoming increasingly apparent. This is because businesses, such as the Business Media Network (BMN), are navigating the complexities of the conflict and making contributions to the larger economic fabric.

International commerce, which accounts for a sizeable amount of the global economy, serves as a catalyst for the growth of the economy, the development of creative ideas, and the collaboration between various cultural groups (Hill & Hult, 2023). The World Trade Organization (WTO) stated in 2022 that international commerce accounted for about 58 percent of the entire global Gross Domestic Product (GDP), highlighting the tremendous degree to which economies all over the world are interdependent on one another. The United Nations Conference on Trade and Development (UNCTAD) has reported that

multinational corporations play a significant role in the production of goods and services around the world, accounting for approximately forty percent of the total output (Carroll et al., 2022).

Businesses all around the world have been presented with a number of challenges and opportunities as a result of the crisis between Russia and Ukraine. As a result of the disruption of traditional trade channels, the implementation of sanctions, and the realignment of geopolitical alliances, it has become imperative for multinational corporations to reevaluate their plans. In order to mitigate the impact of geopolitical risks, businesses like BMN are expected to participate in risk management and strategic diversification in order to lessen the impact of these risks.

For those who work in the subject of international finance, the significance of the role that corporations play in determining the global monetary climate cannot be overstated. It is the responsibility of multinational corporations, as stated by the International Monetary Fund (IMF), to facilitate the movement of funds across nations,

to encourage investment, and to contribute to the preservation of financial stability. As a consequence of the ongoing conflict, currency exchange rates have become unstable, which has created difficulties for businesses that are engaged in international trade. According to the Institute of International Finance (IIF), the war has caused a forty-five percent increase in the volatility of currencies, which has further complicated the process of making financial decisions for businesses operating on a worldwide scale.

To add insult to injury, the obvious influence that technology has on the operations of multinational corporations is extremely transformative. It is acknowledged by the World Economic Forum (WEF) that digitalization has made it possible to conduct transactions across international borders, made supply chains more efficient, and enhanced communication channels (Hill, 2023). An illustration of the significance of innovation in ensuring the resilience and adaptability of companies during times of crisis is provided by the strategic application of advanced technologies by BMN. These technologies include artificial intelligence and blockchain.

The dispute has also brought to light the ethical considerations that are involved in the activities of multinational corporations. The importance of corporate social responsibility

(CSR) in fostering long-term sustainability is becoming increasingly recognized by businesses like BMN, which are becoming more conscious of its significance. The findings of a study that was carried out by Corporate Knights revealed that businesses that have made significant efforts to improve their corporate social responsibility (CSR) perform better financially. This makes these businesses more appealing to investors as well as consumers. In accordance with this broader trend, BMN has demonstrated its commitment to initiatives that fall under the category of corporate social responsibility (CSR), particularly those that pertain to the humanitarian aspects of the crisis.

In the end, international business plays a dynamic and complex function in the global economy. It is strongly tied to key global events such as the conflict between Russia and Ukraine. In the process of confronting the challenges that are brought about by the reality of conflict, the strategies and modifications that firms implement have a ripple effect that can be felt across the intricate network that is the global economy. In this analysis, the facts and insights that are presented shed light on the significant role that international commerce plays in determining the economic landscape and having an effect on the growth of nations on the world stage.

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The after-war economic recovery in Ukraine

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The destructive war that Russia has started against Ukraine has many different negative effects. One of them is the nation's economic problems. The natural resources are deteriorated, a

great part of human capital is relocated, infrastructure gets destroyed, and global trade is interrupted. Therefore, the after-war recovery of

Ukraine's economy is going to be one of the key activities.

Ukraine's economic recovery is stated to be unique due to the impact of Russian aggression and already existing issues. Overcoming these obstacles will require a significant amount of time, effort, and money. The Ukrainian economy experienced approximately a 30 percent GDP loss in the first year of the invasion, which was the highest since the country's independence. Moreover, labor market shortages caused by refugee outflow and a lower investment attraction will provide even more challenges. It will demand creative solutions from Ukrainian authorities. Ukraine's current approximate losses from Russian aggression are \$564 billion to \$600 billion. The recovery's estimated costs are between \$411 billion and \$1.1 trillion. Frozen Russian assets can compensate for these losses. (Volynski, 2023, CSIS).

Strategic planning can help policymakers in the economic recovery of the country. They should focus on increasing worker productivity and using the after-war period to modernize the economy as well as governmental institutions. For instance, it will be beneficial to optimize energy use or implement innovative information technology and fintech to improve government services. However, the latter is already undergoing development. By the end of 2022, public services remained available thanks to a high degree of digitization, with the Diia app providing over 100 online services. The portal's user base grew from 14 million to 18.6 million. It allowed for more effective

administration of social programs, better service delivery, and reduced corruption.

What about the international trade and investments, Ukraine has a great potential to attract even more worldwide attention in the post-war period. The country's seaports, roadways, and railway networks support the economy during the intense war period and it will definitely become the key player in the economic recovery after the war. Strengthening relations with the EU also offers advantages to the economic recovery. EU candidate status, which was given to Ukraine in June 2022, allows access to the Instrument for Pre-Accession (IPA), a funding important for reconstruction (Davydov, 2023, *Economics Observatory*).

The economic recovery has already started. Despite a GDP decline in 2022, Ukraine adapts, growing nearly 5% in 2023 and exceeding the World Bank's 0.5% growth expectations. This recovery is due to the efforts of Ukrainian entrepreneurs and international support. Ukraine already aims to increase exports, attract international investments, and accelerate manufacturing. That is the country's plan for 2024 (Svyrydenko, 2024, *Time*).

In conclusion, there are many steps necessary to be taken to make the recovery easier and quicker. We will need much investment, policymakers' effort, and reconstruction to be done. Nonetheless, outperforming the expectations many times, Ukraine demonstrates its ability to be one of the best places to invest in, recover, and prosper.

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International Relations and Geopolitics

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The complicated field of International Relations and Geopolitics is always changing due to the intricate interaction of national interests, global challenges, and strategic alliances. Recently, there has been a growing emphasis on the consequences of emerging powers, the influence of globalization, and the escalating rivalry for natural resources. These elements provide a deep comprehension of the strategic maneuvers occurring in the global geopolitical arena.

The emergence of China and India as major powers has had a profound impact on the worldwide distribution of power. China's Belt and Road Initiative (BRI) seeks to bolster its geopolitical sway by constructing substantial transportation and energy infrastructure across many continents (Smith, 2021). This massive project spans across more than 60 countries, fundamentally reconfiguring trade lines and expanding China's economic and strategic influence. India's rapid economic growth and its strategic position in the Indian Ocean highlight its crucial role in regional security dynamics and the broader geopolitical strategy of the United States and its allies.

The inexorable impact of globalization has intricately linked economies, cultures, and political systems in unparalleled ways. This has enabled economic expansion and promoted the exchange of cultures, but it has also resulted in substantial geopolitical problems. The interconnectivity of nations has increased their vulnerability to external economic shocks and cultural influences, therefore intensifying tensions in regions with unresolved historical conflicts or competitive aspirations (Johnson & Reinhart, 2022).

The pursuit of natural resources is a fundamental aspect of geopolitical agendas. With the increasing global need for energy, countries are actively pursuing the acquisition of energy resources and transportation routes. The scramble is particularly noticeable in locations such as the Arctic, where the melting ice sheets are creating

new navigation routes and providing access to hitherto unexplored oil and gas riches. As stated by the Arctic Council (2023), the Arctic region has around 13% of the world's oil and 30% of its natural gas that has not yet been discovered. This has led to intense geopolitical competition between countries such as Russia, the United States, Canada, and China.

Cybersecurity has become a crucial factor in modern geopolitics. Countries are increasingly utilizing cyber capabilities to obtain strategic benefits by destroying vital infrastructure, manipulating elections, and pilfering intellectual property. According to a report by Cybersecurity Ventures (2023), the costs of cybercrime are projected to increase by 15% yearly over the next five years, reaching \$10.5 trillion per year by 2025. This growth reflects the increasing size and complexity of cyber threats in global geopolitics.

Ultimately, the field of International Relations and Geopolitics is defined by a constantly changing environment, in which economic, digital, and environmental changes play crucial roles. To comprehend these changes, one must use a comprehensive strategy that takes into account economic policies, technological progress, and the strategic goals of both national and regional entities. In the 21st century, the intricacies of International Relations will have a growing impact on global peace and wealth. This will require sophisticated and proactive geopolitical policies.

The graph titled "Trends in Global Geopolitics: Influence, Resources, and Cyber Crime Costs" illustrates the dynamics in international relations and geopolitics from the year 2000 to a projection for 2025. It features three key metrics:

1. **Global Influence Index** (shown in red), which suggests a steady increase in the geopolitical influence of emerging powers over the period, reflecting their growing roles on the world stage.

2. **Natural Resources Demand Index** (shown in orange), escalating over time,

highlighting the intensifying global competition for essential resources, especially in strategically important regions like the Arctic.

3. **Cyber Crime Costs** (in blue), representing the financial impact of cybercrime, projected to rise sharply to \$10.5 trillion by 2025. This increase signifies the expanding complexity and frequency

of cyber threats, which are becoming significant elements in global geopolitics.

This graph encapsulates how interconnected and multifaceted the field of international relations has become, with economic, digital, and resource-based factors all playing increasingly critical roles.

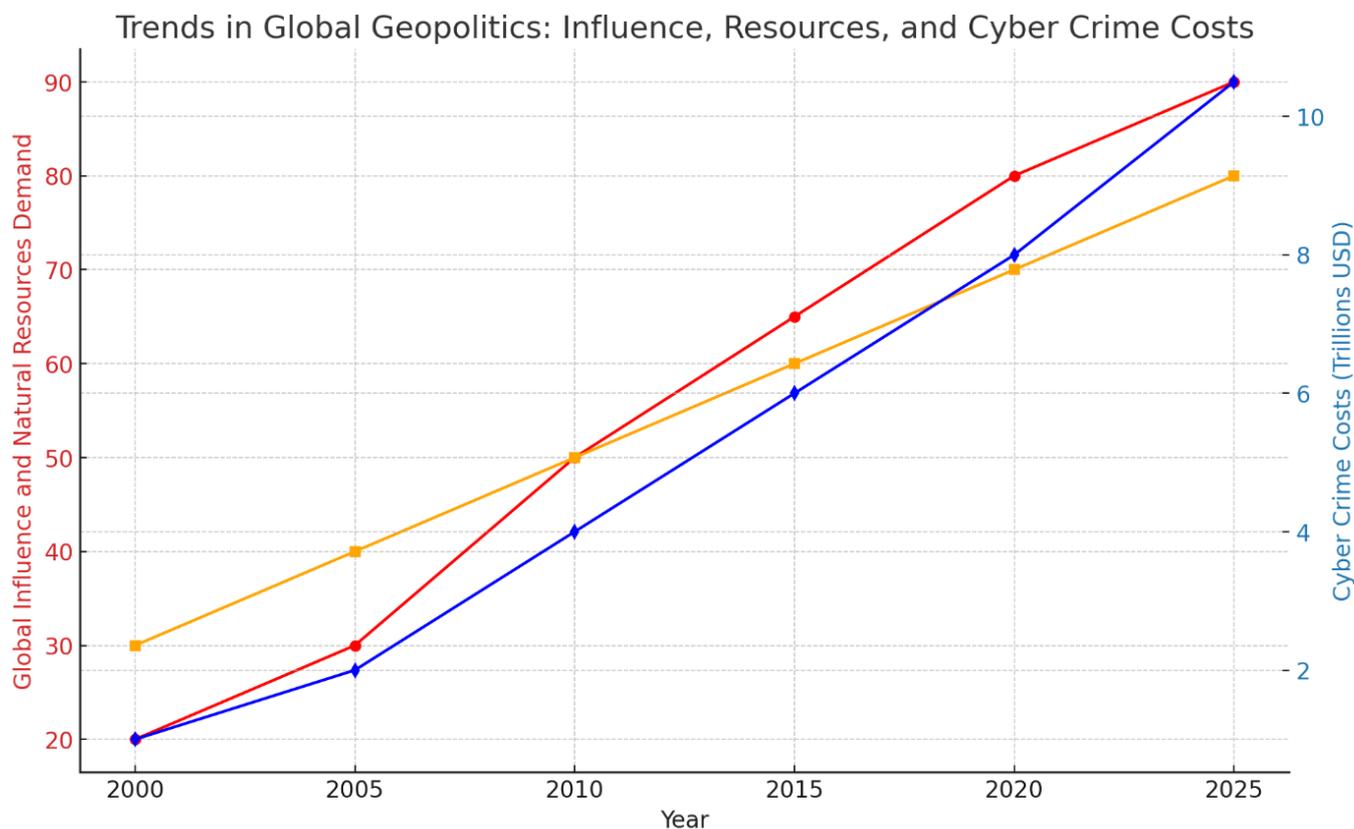


Fig. 1 – Trends in Global Geopolitics: Influence, Resources, and Cyber Crime Costs

Source: <https://www.criticalstart.com/>

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European integration and prospects of economic development

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Ukraine is experiencing now, at one time the most difficult stage of its existence, and at another time the stage that, strangely enough, will affect the entire future of Ukraine's existence as a state. And, although the first goal of Ukraine is to defeat the enemy, the second equally important goal is Ukraine's accession to the European Union. This is a rather complicated and long process, but strangely enough, it was during the war that Ukraine came as close to European integration as possible.

There are a lot of positive consequences for Ukraine's accession to the EU, it will affect the improvement of the economic situation in Ukraine, military and so on. If we talk about economic improvement, it is very simple. A lot of investments will go to Ukraine, there are many reasons for that, it is a very big country, which is in the center of Europe, there is a big enough labor force here, and there are a lot of people in Ukraine who are ready to work, for example, at Mercedes factories and so on. Also Ukraine is very rich in its resources. Before the war started, investments in Ukraine increased by 200%, if the war had not started and such growth of investments had continued, Ukraine would have been as good as the Czech Republic or even better in terms of economic level. Although there is still a fear of investing in Ukraine at the moment because of the war and corruption. If everything is clear with the war, because of this extremely unstable situation in the country, the company can be destroyed and so on, then with corruption everything is a bit more complicated. Corruption has become a big part of Ukraine, a lot of processes are built on it, because of which the investor can simply lose money. For this purpose it is necessary to eradicate corruption from the system as much as possible, for this purpose it is necessary to completely revise the

approach to governance, it is necessary that independent courts appear in Ukraine, that the investor could return part or full amount of investment in case of loss of funds, his money should be protected.

European integration will also bring Ukraine to the international, larger trade arena. There are countries in the EU, such as Poland for example, that feel very competitive with Ukraine in the agricultural market, we could see the consequences of this for several months, as Polish farmers blocked the border with Ukraine, on which Ukraine suffered huge losses. But Ukraine is not in the EU, so it was not so protected from the consequences, and had to solve these problems on its own. But it seems like the polish fermers have stopped blocking the border for the moment, which is encouraging.

Also, which is the most important thing for the people of Ukraine, investment, creation of new jobs will help the Ukrainian population to become better off. As I said earlier, integration into the European Union will create many new jobs in Ukraine, which will have a positive impact not only on reducing unemployment, but also on increasing average wages and living standards in Ukraine. Subsequently, in addition to improving the financial status of the average person in Ukraine, the level of "happiness" in Ukraine will increase, and people will become healthier mentally and physically.

The bottom line is that Ukraine's accession to the EU will have a very good impact on Ukraine. It will bring about improvements in democracy, full access to the European arena, a large-scale fight against corruption, and of course the attraction of new, large investments. All this will affect the life of every person in Ukraine and the future of Ukraine itself.

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The Influence of Corporate Culture on Innovation Adoption and Diffusion

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In today's rapidly evolving business landscape, the ability to innovate is paramount for sustained success. And corporate culture can significantly impact the ways of adaptation and diffusion in a company. Corporate culture is a heartbeat of an organisation, it's the beliefs and ideas of a company, which affect the employee behaviour and business operations. It's worth to note, that innovation adaptation and diffusion are indeed not dictated by technological advancements, but by a corporate culture within organisations.

Corporate culture plays a vital role in providing an innovative environment. Firms which have an innovative practice are those which encourage risk taking and experimentations. This makes them establish a platform where employees can challenge the norms, view failure as a stepping stone to success thereby fostering innovation. For instance, the saying "Fail fast, fail often", originated in the Silicon Valley and cherished by many startups; this implies that quick learning from mistakes through trials propels creativity forward.

Additionally, leadership styles and values that are part of the organization's culture determine how innovation is adopted and diffused. Leaders who promote creativity among their subordinates allowing them to express themselves freely create an environment for teamwork hence inclusivity which is necessary for fostering innovation. Such inclusiveness is necessary for fostering creativity because it ensures that no one is left out. Instead, autocratic leaders or societies which insist on uniformity would stifle innovativeness through limiting creative thinking and imagination (CTI).

There must be a match between the values of an organisation and its objective of introducing something different. Organisations, which have their mission statements giving prominence to creativity with corresponding strategic plans that reward this behaviour, communicate commitment towards building innovative cultures within them. For example, Apple Company Inc., and Amazon Inc., incorporated innovation as part of their corporate identities hence making it possible for workers at any level make suggestions freely while also stretching limits horizontally.

Additionally, the versatility and willingness to change ingrained in corporate culture can influence innovation adoption and diffusion. Organisations that are quick to change and that constantly adjust to changing market conditions are in a better position to take on and rapidly spread new ideas. On the other hand, organizations that are change-resistant or slowed down by red tape might have difficulty adopting inventive techniques which could keep them from being competitive in dynamic markets.

All in all, company culture is crucial for promoting innovation within a corporate setting. For an organization's creative potential to be fully realized it needs a risk-taking atmosphere where experimentation is encouraged and employees feel empowered; this kind of culture also has to be comfortable with change. It is therefore through cultivating such a pro-innovation environment among their staff that businesses can lead the way in industry developments and ensure sustainable growth.

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 JEL O40

You – the first chapter of a smooth community

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A shocking statistic revealed by Elvis Filote in a recent presentation exposes a major issue in today's workforce: only 23% of employees are truly engaged. This translates to a staggering 77% lacking the motivation and drive to reach their full potential. This isn't just a matter of employee satisfaction; it's a sign of a leadership crisis. Managers and leaders have a significant responsibility to create an environment that fosters engagement. Let's delve into the reasons behind this disengagement epidemic and explore actionable solutions to turn the tide.

First of all, over 70% of the components that contribute to employees' level of engagement into the job which they are doing, is the quality of the skills of their manager or leader. The path of becoming a successful manager starts with a destination named: yourself. That means, focusing on self-leadership is the most important factor of inspiring and guiding others. Effective leaders understand that their personal values, strengths, and weaknesses directly shapes how they run the business and solve challenges, as well as, motivate their employees.

If we are talking about main components of importance, here are 4 of them. First one is-creation of standard that must be followed. People are more receptive to leaders who meet their own requirements. When you demonstrate self-discipline, resilience, and a commitment to growth, you set the needed standard for your team. Next

one is the building of trust. In other words, once your actions align with your words, you become a great leader who inspires confidence. Third component is the skill of empowering and delegating others. Self-assured leaders empower their employees by managing their own anxieties and insecurities. This way, you can create a safe space for your team to take risks, learn, and expand. The last one is the development of self-awareness. By understanding your personal strengths and weaknesses, you can make informed decisions, delegate effectively, and navigate challenges with a clear head.

Most often, exactly when these 4 components are not taken into account by managers inside the enterprise, problems with engagement of employees arise. In other words, this phenomenon may be called "Blind spots" or "Cluelessness syndrome".

Unfortunately, the higher your position is, the bigger scope and complexity become. That means that by climbing your personal carrier ladder, you are becoming farer and fare from working in a team. That means that, while you are in a team of colleges you know every detail of their business efforts, as well as, problems. But, once you are the step higher, you become not so aware of what is truly happening inside. So, in fact, leaders are quite lonely at the top and everybody just stops telling them what is going on.

So, to prevent this kind of situation, self-awareness, trust building and self-discipline – are the keys.

If we are talking about details, then several practices can help here. Embracing self-reflection – it is important to regularly reflect on your actions, decisions, and emotions. Journaling, meditation, or seeking feedback from trusted colleagues can be great tools in this case. This way, you can build a great self-discipline. Also, investing in personal growth practices, like reading leadership books, taking courses or seeking out mentors who can inspire you. In addition to, do not forget to prioritize self-care. Taking care of your physical and mental health is crucial for leading with focus, resilience, and empathy. In other words, you cannot share something with others while you are empty inside. Defining personal values and goals is also an important point. Having a clear purpose provides a direct framework for your decisions and

keeps you motivated. And finally, understanding your emotions and those of others allows you to build strong relationships, trust, and manage conflict effectively.

All things considered, John Maxwell's quote, "Leading myself, was the greatest challenge for me as a leader," perfectly encapsulates the essence of this article. Your team and your business are a direct reflection of you. If you have a leadership gap, your organization suffers. Effective leadership is like an iceberg; the most crucial part lies hidden beneath the surface, within ourselves. By prioritizing self-awareness, continuous growth, and well-being, you lay the foundation for becoming a leader who inspires and empowers your employees. This, in turn, fosters a thriving and successful organization. Take action today. Embrace self-leadership and watch your team flourish.

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The Importance of Financial Planning for Business

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For all businesses, financial planning is the process of identifying objectives, evaluating its current state of activities, and developing strategies for achieving those goals. This process covers a range of financial management matters, which will be considered in detail further, some of them are investment planning, forecasting, budgeting, risk and cash flow management. The ultimate goals of financial planning are to support long-term growth and sustainability, optimize resource allocation, maximize profitability, and ensure financial stability. Indisputable benefits of this initiative are proved by the stunning success of international companies, in particular, Ukrainian ones.

Meanwhile, the COVID-19 Pandemic has not only posed such unprecedented challenges as declined demand, reduced investment, market volatility and uncertainty but also highlighted the critical importance of financial planning for businesses (Stemmler, 2022). Nowadays, the Russian's invasion on Ukraine disrupted global business through supply chain interruptions and increased geopolitical uncertainty, while companies experienced exacerbated losses due to inadequate risk management and failure to adapt to changing market conditions (Kilfoyle, 2023).

Consequently, companies across the whole world suffered fatal losses, organizations that

adopted solid financial planning processes, specifically those that had contingency plans and financial reserves, were more inclined to withstand the crisis through resource optimization, cash flow management, and the implementation of measures that diminished the effects of economic downturns. Hence, financial planning turned out to be even more relevant and important for all businesses at national and international levels.

Mentioned earlier, financial planning itself involves a number of financial management aspects that provide steady business prosperity such foundational components are business goals and objectives, they define the company's overarching vision: destination for financial strategies, revenue targets, market share, or expansion plans (Johnson, 2024).

When clear and achievable goals are set, businesses focus on budgeting and financial forecasting. Creating a thorough plan that determines expected revenue and allocates capital for specific needs is the process of budgeting. This procedure aids companies to maintain financial discipline, prioritizing investments, and controlling expenditures. On the other hand, financial forecasting is all about predicting the financial state of an organization by analyzing its past performance and assessing the potential impact of current and upcoming macroeconomic trends on its operations (Ruparelia, 2023). This proactive strategy allows businesses to anticipate possible challenges, recognize opportunities for growth, and make sure the company stays flexible in a dynamic market.

One of the most essential elements of financial planning is cash flow management. It ensures the liquid assets' availability to cover sudden costs and benefit from business expansion opportunities. It also involves monitoring of cash inflow and outflow and offers an accurate representation of the financial health of an organization. Businesses that manage their cash flow efficiently have the funds to pay off debt, cover operating costs, while making calculated investments in projects that promote development (FasterCapital, 2024).

Capital expenditure planning and financing strategy are critical components; they focus on careful funds allocating for long-term investments in assets and ability to fund operational and growth initiatives. These crucial strategies include evaluating and strategic decision-making around

significant expenditures, or cost-effective and sustainable financing options (Johnson, 2024).

Understanding the sources of revenue, cost structures, and overall financial performance are performed through profitability analysis. This analysis goes beyond measuring revenue, allows businesses to identify their most profitable activities and determine areas for improvement, it delves into the cost-effectiveness of each revenue stream and contributes to informed decision-making and sustainable growth (Johnson, 2024).

Lastly, integral elements of a resilient financial plan - risk management and contingency planning, taken together, they address unforeseen challenges and protect the financial stability of an organization. Implementation of these lets companies strengthen their ability to adjust to volatile conditions, guard against financial losses, and maintain operational continuity, which are essential for long-term success as it offers a safety net allowing companies to overcome obstacles and emerge stronger (Johnson, 2024).

In conclusion, financial planning has plenty of benefits for business, however, the living proof says 1000 words, so it is better to consider the world's leading companies that successfully implement financial planning, by which, among other things, they are the undisputed favorites in the market for many years now. Who can be a better example of effective financial strategies than the Tech Giant - Apple Inc.? Apple cleverly structured its cash reserves, intellectual property and revenue allocation to minimize taxes. Historically, Apple allocates a significant portion of Apple Music's revenue to Apple Europe, despite the majority of development occurring in North America. As well as it stored much of its cash in Ireland, the reason for that is a so-called tax haven. This strategy, known as the "Double Irish with a Dutch Sandwich," involved legally transferring profits to low-tax jurisdictions. However, Apple doesn't solely store its cash wisely, but also diversifies its cash holdings between bank deposits and marketable securities. They maintain \$38 billion in cash and equivalents for immediate needs, while the rest is invested in government bonds, corporate bonds, and Apple stock for greater returns (Elharony, 2024). Additionally, global leaders like Walmart, Nike, Johnson & Johnson, Daimler and many other notorious companies effectively implement financial planning to achieve such

strategic objectives as expansion, sustainability, revenue growth, risk mitigation and flexibility (Kuchyn, 2023).

Speaking of striking examples of efficient financial planning among Ukrainian businesses, I can give Ukrnafta. According to the plan approved by the Cabinet of Ministers for 2023, the company planned its net income to be ₴74B, net profit - ₴12B, tax payments - ₴25B and invest ₴5.5B in production (Ukrnafta, 2023). Based on the independent audit conducted by Grant Thornton Ukrnafta's net profit amounted to ₴24B, ₴26B - tax payments and ₴8B of dividends, noted that the amount of dividends that the company paid for the past year is twice the total amount of dividends paid for the previous ten years (Interfax, 2024). Regardless of the economic tension and

geopolitical unrest in Ukraine, the company has implemented cost-saving initiatives, optimized production processes, and diversified its revenue streams to mitigate risks and enhance profitability in the volatile energy sector, the result of these operations speaks for itself - net profit was twice more than it was indicated in the plan.

Conclusion. Financial planning is a powerful tool which helps businesses in every single industry improves their financial performance. From the examples mentioned we can see a number of organizations that owe their success to financial planning, in particular, Ukrainian businesses only start wide implementation of the process. However, the shortage of data and lack of research indicates a room for further investigation of potential growth paths of domestic organizations.

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European integration and prospects of economic development

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In today's interconnected world, European integration stands as a cornerstone for fostering economic development and prosperity across the continent. This paper aims to explore the fundamental concepts and strategies of utilizing European integration to propel economic growth and stability.

The main results of development the European integration are the next:

1. The Imperative of European Integration for Economic Development:

European integration serves as a catalyst for progress, encouraging collaboration and cooperation among member states to drive economic advancement. Through the harmonization of policies, regulations, and trade agreements, European integration facilitates the seamless flow of goods, services, and capital, enhancing market efficiency and promoting economic growth (Santander, 2024).

Initiatives such as the European Single Market and the Eurozone provide a framework for deeper economic integration, allowing businesses to access a larger consumer base and reducing transaction costs associated with cross-border trade. This integration fosters economies of scale, encourages specialization, and stimulates innovation, driving long-term economic development and competitiveness (European Union, 2023).

2. Advancements in Infrastructure and Trade:

The integration of European nations fosters the development of robust infrastructure networks and facilitates trade, bolstering economic resilience and competitiveness. Investments in cross-border infrastructure projects, such as transportation and energy networks, strengthen connectivity and promote trade, contributing to sustained economic development and prosperity (CMU, 20 January 2022).

Moreover, initiatives such as the Trans-European Transport Network (TEN-T) and the

Connecting Europe Facility (CEF) play a crucial role in improving transport infrastructure, reducing logistical barriers, and enhancing market access for businesses across the continent. By investing in modern and efficient infrastructure, European nations can enhance their competitiveness in the global market and attract foreign investment, further driving economic growth and development (European Commission, 2022b).

3. Promoting Innovation and Entrepreneurship:

European integration nurtures an environment conducive to innovation and entrepreneurship, fostering creativity, competitiveness, and economic dynamism. By leveraging collaborative research initiatives, funding schemes, and regulatory frameworks, European nations can harness collective expertise and resources to drive technological innovation, spur business growth, and create new opportunities for employment and wealth generation (European Commission, 2022a).

Initiatives such as Horizon Europe and the European Innovation Council (EIC) provide funding and support for research and innovation projects, helping to translate scientific discoveries into marketable products and services. Additionally, programs like the European Research Area (ERA) facilitate cross-border cooperation and knowledge exchange, accelerating the pace of innovation and strengthening Europe's position as a global leader in research and development (European Union Funds, 2022).

In summary, European integration holds immense potential for driving economic development and prosperity across the continent. By embracing collaboration, innovation, and effective governance, European nations can harness the power of integration to build a resilient, competitive, and prosperous economic future for generations to come.

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JEL M31, M15, O33

The Future of Marketing: Integrating Artificial Intelligence and Data Analytics

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In recent years, the integration of Artificial Intelligence (AI) and data analytics has revolutionized the marketing landscape. This thesis explores the future of marketing through the lens of these technological advancements, examining their implications, benefits, and challenges. The paper emphasizes how AI and data analytics can enhance marketing strategies, improve customer experiences, and drive business growth.

The digital transformation has fundamentally changed how businesses operate, particularly in marketing. AI and data analytics have emerged as pivotal tools, enabling marketers to understand customer behavior, predict trends, and personalize communications. This integration promises a more efficient, targeted, and effective approach to marketing, fostering deeper customer engagement and loyalty.

AI encompasses various technologies, including machine learning, natural language processing, and computer vision, which can analyze vast amounts of data to uncover insights. AI-powered tools can automate tasks, such as

content creation, customer segmentation, and campaign optimization. For example, machine learning algorithms can predict customer preferences, allowing marketers to tailor their strategies accordingly (Chaffey & Smith, 2020).

One of the most significant advantages of AI in marketing is its ability to deliver personalized experiences. By analyzing customer data, AI can create customized content, product recommendations, and targeted ads, enhancing customer satisfaction and retention (Davenport, Guha, Grewal, & Bressgott, 2020). This level of personalization is crucial in today's competitive market, where consumers expect brands to understand and anticipate their needs.

Data analytics involves collecting, processing, and analyzing data to derive actionable insights. With the rise of big data, marketers have access to unprecedented amounts of information about consumer behavior, preferences, and interactions. Advanced analytics techniques, such as predictive analytics and sentiment analysis, enable marketers to make data-driven decisions, optimize

campaigns, and measure ROI more accurately (Wedel & Kannan, 2016).

By leveraging data analytics, marketers can identify trends and patterns that inform strategic decisions. For instance, predictive analytics can forecast future sales and customer lifetime value, guiding resource allocation and marketing investments (Kumar, Choi, & Greene, 2020). Additionally, real-time analytics provide instant feedback on campaign performance, allowing for agile adjustments and improvements.

While the benefits of integrating AI and data analytics in marketing are substantial, several challenges must be addressed. Data privacy concerns, the need for high-quality data, and the complexity of AI algorithms are significant hurdles. Marketers must ensure that their data

practices comply with regulations such as GDPR and CCPA to maintain customer trust (Taylor, 2021). Moreover, the successful implementation of AI and data analytics requires a skilled workforce capable of managing and interpreting complex data sets.

The future of marketing lies in the seamless integration of AI and data analytics. These technologies offer unprecedented opportunities to enhance marketing strategies, improve customer experiences, and drive business growth. As AI and data analytics continue to evolve, marketers must adapt and innovate to stay ahead of the curve. Embracing these advancements will not only provide a competitive edge but also pave the way for a more efficient and customer-centric marketing landscape.

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JEL F02

The Study of Geopolitics and International Relations

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Not only do geopolitics and international relations (IR) play a significant role in determining the paths that national governments will take, but they also play a significant role in shaping the landscape surrounding the world. This study presents an in-depth investigation of contemporary geopolitical strategies and international relations theories, analyzing the effects that these strategies and theories have on international diplomacy and global stability. The evaluation of power dynamics among states is of utmost importance in this discussion. These dynamics are increasingly

influenced by economic capacities, improvements in military technology, and strategic alliances.

Over the course of the past few years, the emergence of new economic powers has caused old geopolitical alignments to alter. For example, China's Belt and Road Initiative (BRI) is a significant step forward in the realm of global geopolitics. This initiative aims to project Chinese influence throughout Asia, Europe, and Africa by means of investments in infrastructure. China's growing importance as a global force is highlighted by the fact that more than 130 nations have participated in the Belt and Road Initiative (BRI)

as of the year 2023 (International Monetary Fund, 2023). The return of Russia's geopolitical aggressiveness is also characterized by its energy diplomacy, which involves the utilization of large natural gas reserves in order to exert influence over energy-dependent nations such as those in Eastern Europe and around the world.

During this time period, the theory of international relations has developed to incorporate a wider range of interactions that go beyond state-centric frameworks. These days, non-state actors, transnational companies, and international organizations all play key roles in the process of formulating policy on a global scale. As an example, the United Nations has been instrumental in facilitating climate negotiations, which ultimately led to the Paris Agreement. This agreement, which has been approved by 189 countries as a promise to decreasing carbon emissions, was ratified by the United Nations Framework Convention on Climate Change in 2022 as well.

Global geopolitical plans have also been rethought as a result of technological improvements. In recent years, cybersecurity has emerged as a crucial component of national security, prompting nations to make significant investments in the protection of infrastructure and the protection of data. The United States of America, recognizing cyberspace as a new realm of battle, allotted \$9 billion to cybersecurity measures in the budget for the year 2022. This is a thirty percent increase over the previous year's allocation (U.S. Department of Defense, 2022).

The dynamics of the military continue to exert a substantial influence on international relations. The proliferation of nuclear capabilities in states

such as North Korea poses a direct challenge to the norms of global security that have been established by treaties such as the Non-Proliferation Treaty (NPT). North Korea's nuclear tests have exacerbated tensions in East Asia, despite the fact that international sanctions have been imposed on the country. This demonstrates the inadequacies of existing international relations instruments to prevent proliferation in governments that do not comply with the sanctions (International Atomic Energy Agency, 2023).

The function of soft power, which refers to the way in which diplomatic contacts and cultural influence form international perspectives, is also taken into consideration in this research. Joseph Nye is credited with popularizing the notion, which highlights the significance of cultural diplomacy in international relations. As an illustration, Japan's investment in spreading its culture on a global scale has resulted in improved diplomatic relations, which has contributed to the country's perception as a benign power despite its economic heft (Ministry of Foreign Affairs of Japan, 2023).

In conclusion, the study of geopolitics and international relations reveals a world that is both complicated and interrelated. This world is one in which conventional power structures are being challenged by new economic realities, technological breakthroughs, and a wider variety of actors. The purpose of this study was to demonstrate that in order to comprehend these dynamics, one must take a nuanced perspective that takes into account economic tactics, military capabilities, technical breakthroughs, and cultural diplomacy as foundational factors that affect international affairs.

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JEL I21

Adapting to adversity: educational transformation from COVID to war times

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The COVID-19 pandemic served as the first step in implementing mandatory online education, forcing students and teachers alike to adapt to the new realities and make the most of the situation. “The methodology of distance learning was incomprehensible to both the teachers and the students, which resulted in the latter suffering from the quality of acquired knowledge,” (Perepelytsia, 2022). The change, however brutal it might have been, was crucial in the development of online learning as a whole and outlined the main issues that teachers and students might face, such as the flawed understanding of technology and educational platforms, inability to provide hands-on practice, and severed sense of community.

The identified flaws of online education served as grounds for improving the educational system. Necessary changes were made in order to make the learning process as effective and safe as possible, and the progress made was nothing short of promising. While this approach to learning is still frowned upon by many, it serves as a reliable backup plan in case of adversity, ensuring that the learning process remains consistent.

The war posed a tremendous challenge to the adaptability and endurance of online learning, as well as the much-needed agility of set protocols in case of emergencies. Skills gained from the pandemic regarding online learning helped immensely in ensuring a safe pursuit of knowledge among youth despite the looming danger of attack. Additional protocols and regulations were set, one of them being the implementation of NMT (National Multi-subject Test).

NMT was designed as a measure to keep the examination of knowledge short, concise, and safe. Unlike the Independent External Evaluation test known as ZNO, it includes all chosen subjects in one evaluation. While it is seen as a rather efficient tool for evaluating knowledge, it is not effective.

NMT is a deeply flawed system that fails to assess the full extent of knowledge in chosen subjects.

One of the main flaws of NMT is the grading system. Unlike ZNO, the test has fewer questions which are graded differently depending on the difficulty of the topic, making it nearly impossible to get a perfect or even a high score. Many students have complained that the test is not designed to get a good grade but to pass the threshold in order not to fail it.

Another issue that arises with the implementation of NMT is connected to the organizational aspect of the exam. NMT is taken on a computer at a specified test center in a specifically designed software. There have been many instances of students complaining about the faultiness of technology: assignments not loading properly, the servers not responding, and computer issues leading to accidentally quitting the test altogether without a chance of retaking it.

Lastly, the continuity of NMT is volatile due to possible air alerts that might occur during the exam. Not only does it delay the evaluation – students who are already in a situation of high pressure, become increasingly mentally distressed.

Educational transformation is never static. According to Munir Mammadzade, UNICEF Representative in Ukraine (2023), “PISA results show that it has made it harder for Ukrainian children to succeed in school. To address this serious challenge, it is critical to support the joint efforts of the government and education sector partners in developing and implementing a nationwide strategy for education recovery.” The government in turn must take measures to ensure integrity, safety, efficiency, and effectiveness to guarantee knowledge pursuit stays intact for all who wish to embark on the journey of discovery. That is a substantial reason why the matter of such new-founded systems as NMT must not be taken lightly. The current learning process requires

continuous analysis, feedback, and regulation to make the advancement of the educational system certain.

Adapting to current events requires a thorough consideration of all the arising issues, as well as

their constant improvement and elimination. Despite the horrific events Ukraine is going through, its people are determined to make use of all the resources at their disposal to ensure stable progress in all areas of their lives.

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The Science of Office Politics Management

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When considering office politics, society typically associate it with a diplomatic game or a game of chess, where one person must outsmart and outwit their opponent. Nevertheless, most individuals employed in the business sector would argue that this notion is non-existent, as the fundamental principle of a company and its staff is to collaborate towards a shared objective in order to achieve success. For example, if you conduct a poll among a population of individuals on their reasons for applying for this job, you are likely to obtain a diverse variety of responses, spanning from financial benefits to aspirations of assuming top management roles. The main rationale for raising this statement is that all personnel inside the organization own a collective set of values and objectives. However, people exhibit intricate behaviors that manifest as acts that support their own interests. Humans possess inherent behavior, but, if there is no reciprocal advantage or personal gain to be obtained, we will not fulfill a certain objective, regardless of its boldness or revolutionary nature. Merit should always be present. This is precisely why the phenomenon of office politics is increasingly common. Presently, we inhabit a civilization that offers boundless opportunities, yet nevertheless exists inside a fiercely competitive environment. Individuals who

display behaviors that benefit the organization and the hierarchical structure of the company have the potential to advance in their careers. [4]

However, before moving any further towards discussing the implications of office politics or even the benefits and downsides of the concept within human capital organizations, we should first take a look at what this term embodies in itself in order to pass on any form of judgment or critique. For instance, according to [Cambridgedictionary.com](https://www.cambridge.org/core/terms), office politics is defined as "the relationships within an organization that allow particular people to have power over others." Upon analyzing this sentence, we can discern that it refers to a type of relationship or association inside an organization where certain individuals possess greater authority or influence than others, notwithstanding the notion of equality among all members. Our society demonstrates this similar concept on a daily basis through the politics of various nations, councils, congresses, courts, and so on. Politics plays a crucial role in all these factors, with debates and decisions aimed at resolving issues and enhancing societal well-being. At first glance, it may appear that politicians unite under a common goal of serving society beyond their personal interests, but this isn't always the case as all politicians across nations worldwide

have their own ulterior motives. Despite the potential harm the laws may cause to society, or even to their colleagues who serve valiantly, manipulation tactics within an organization allow individuals to rise above others which is a sobering reality in which we live in. Merriam-Webster.com, for instance, defines office politics as "the activities, attitudes, or even behaviors used to get or keep power or an advantage within a business or company." Merely by examining this term, we can readily comprehend that this is not merely a "game," but rather a method of manipulation that individuals employ to establish control or authority over others. [2,3]

After establishing a clear definition of office politics and adopting a common phrase as our basis, many individuals may wonder about the benefits of engaging in office politics. For instance, according to Weisestep.com, the major advantages of partaking in office politics include aspects such as motivation and morale, greater efficiency output, compromise, distribution of tasks, debate, confidentiality, entrusted organization, utilization of the network, governing one's own behaviors, and even better coordination. For instance, the variable debate concentrates on the fact that when a plethora of people have a wide array of viewpoints and ideas, they must agree on the so-called "intellectual dynamism" in which one can try to reach a proper solution after debates. Another crucial positive example mentioned in this article is the concept of entrusted organizations, implying that the diversification of activities primarily depends on new managers who provide opportunities to employees and facilitate effective decision-making. [1]

However, despite our examination of the benefits, it is important to consider the drawbacks and potential hazards associated with office politics. For instance, the source Wisestep.com clearly states that there are approximately 10 major disadvantages of office politics. These

disadvantages include factors such as increased costs, a negative impact on concentration, a lack of focus on work, difficulties in distributing work, a negative image of others in front of seniors, a loss of interest in work, a change in employees' attitudes, increased stress, a decrease in overall performance, and even demotivated employees. Following the trends, while examining the variable of employee attitude change, it focuses on the possibility that certain individuals, including our high-performing employees, may lose interest in their work, thereby posing a barrier to meeting their requirements. It's important to consider the "affects concentration" variable, as office politics and gossip within organizations can hinder employees' ability to focus on their assignments, as they worry about tarnishing their reputation in front of others. [4]

Upon examining the definition, benefits, and downsides, it becomes clear that this is not only a complex theoretical concept, but also a fully-fledged system with its own set of rules and regulations. It is crucial to adhere to these rules and regulations to maximize its benefits without incurring any collateral damages. Although first appearing ambiguous or perhaps useless, these solutions are actually crucial in enabling organizations to progress and adapt in spite of the impact of office politics. It is advisable to adopt this concept rather than disregard or overlook it, as failing to do so will ultimately result in negative consequences. Whether people should engage in office politics or remain a passive observer relies entirely on their personalities and desires to advance their careers or businesses. While, considering the risks to be excessively hazardous or the benefits to be insufficient, the decision solely depends on every person independently. Nevertheless, people within any organization will have to partake within the concept of "Office Politics" which is just a simple matter of time.

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Post-War Economic Recovery in Ukraine

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The post-war economic recovery of Ukraine is anticipated to be a monumental task, likely to become one of the largest recovery projects in modern history, reminiscent of Europe's reconstruction after World War II. Current assessments estimate the cost for Ukraine's reconstruction and recovery at approximately \$411 billion, a figure that includes immediate repairs as well as broader economic revitalization over the next decade (World Bank). This vast sum underscores the extensive damage inflicted on the country's infrastructure and the economy, with the war causing a predicted shrinkage of Ukraine's GDP by over 30% (European Investment Bank).

A major element of the recovery involves not only rebuilding physical structures but also implementing comprehensive reforms to stabilize and grow the economy. This approach includes addressing deep-seated issues such as corruption, which has hindered economic progress in Ukraine for many years. The country's recovery strategy, therefore, combines immediate reconstruction with long-term economic reforms, aimed at enhancing governance and the rule of law (RAND).

The European Union (EU) plays a crucial role in these efforts, having already pledged significant financial support. This includes a comprehensive package of assistance totaling €98.5 billion, which covers a range of needs from military aid to economic and social resilience initiatives (EU Solidarity with Ukraine). Further, the EU plans to launch the Ukraine Facility, which will provide up to €50 billion in stable and predictable financial support from 2024 to 2027, to aid Ukraine's recovery and modernization efforts (EU Solidarity with Ukraine).

The international community, including major global financial institutions and individual countries, emphasizes the need for a coordinated recovery effort. This approach not only aims to rebuild the physical infrastructure but also to reform economic systems to create a more secure,

prosperous future for Ukraine (World Bank) (RAND) (EU Solidarity with Ukraine).

The process of recovery and revitalization will be multifaceted, with a focus not only on physical reconstruction but also on rejuvenating Ukraine's industry and commerce. The agricultural sector, a cornerstone of the Ukrainian economy, has been severely disrupted and will require significant investment to return to pre-war productivity levels. Similarly, the technology and manufacturing sectors face the dual challenge of repairing damaged facilities and adapting to new market realities and technological advancements.

A significant portion of the financial aid and strategic guidance comes from the United States, which has committed to providing economic support to help reduce Ukraine's reliance on Russian energy sources and to strengthen its macroeconomic stability. This is part of a broader effort to integrate Ukraine more fully into the Western economic and security architecture (U.S. Department of State). Investments are targeted at key sectors such as energy, agriculture, and technology, which are seen as pivotal to Ukraine's economic independence and long-term sustainability (U.S. Aid).

In addition to financial aid, there is a strong focus on environmental recovery and sustainable development. This includes projects aimed at rebuilding Ukraine's damaged ecosystems, promoting green energy solutions, and ensuring that the reconstruction process adheres to environmentally sustainable practices. International partnerships are being formed to implement these initiatives, with contributions from environmental organizations and agreements with European countries to promote green technologies (United Nations Environment Programme).

On the ground, the recovery process involves numerous projects ranging from the restoration of basic utilities and services to the construction of modern infrastructure that can withstand future

conflicts. This includes building fortified structures, modernizing the telecommunication network, and improving transportation systems. Each of these projects is designed not only to restore functionality but also to enhance the resilience of Ukraine's infrastructure against future crises (International Monetary Fund).

Educational and healthcare systems are also receiving particular attention. The war has disrupted education for millions of Ukrainian children, necessitating immediate interventions to ensure continuity of learning. Similarly, the healthcare sector requires substantial upgrades and support to cope with both the immediate needs of the war-torn population and the long-term challenges posed by potential future health crises (World Health Organization).

Local governance and community involvement are crucial to the success of these recovery efforts. Initiatives are being undertaken to empower local authorities and civil society organizations, ensuring that recovery plans are effectively tailored to the needs of different regions and communities within Ukraine. This decentralized approach helps in addressing specific local challenges more effectively, promoting a more inclusive and equitable recovery process (European Council on Foreign Relations).

The road to recovery for Ukraine is fraught with challenges, yet it is also marked by an unprecedented level of international support and cooperation. As the country navigates through this critical period, the focus remains steadfast on not just rebuilding what was lost but also creating a foundation for a more robust and dynamic future.

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Hospitality Industry: Adapting to the New Normal in the Post-Pandemic Era

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The hospitality industry has been one of the sectors most severely affected by the COVID-19 pandemic, facing unprecedented challenges and disruptions. As the world gradually recovers from the pandemic, the hospitality industry must adapt to the new normal and implement strategies for sustainable recovery. This thesis explores the key trends and approaches that can help the hospitality industry navigate the post-pandemic era and build resilience for the future.

One of the most significant changes in the hospitality industry in the post-pandemic era is the heightened focus on health and safety. Guests are increasingly prioritizing cleanliness, hygiene, and social distancing measures when choosing accommodation and dining options. To meet these expectations, hospitality businesses must implement robust health and safety protocols, such as enhanced cleaning procedures, contactless services, and the use of personal protective equipment (PPE) (WHO, 2021). Communicating

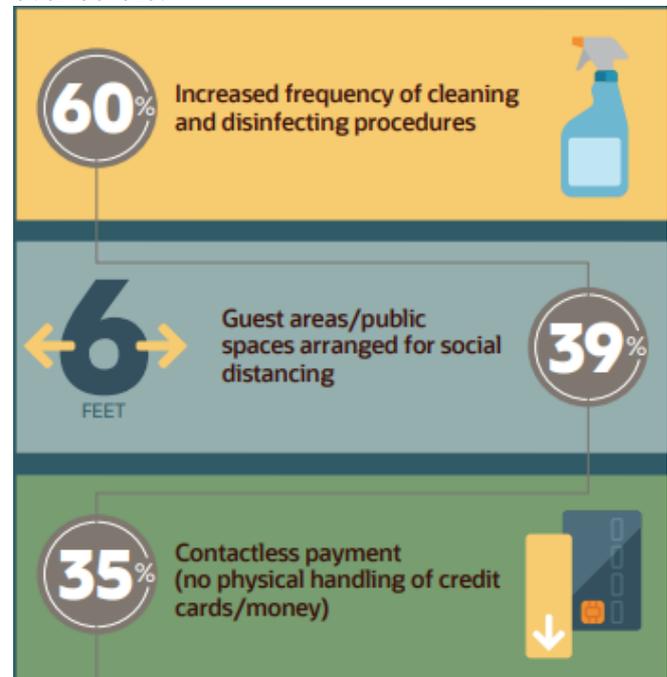
these measures effectively to guests can help build trust and confidence in the industry.

Another key trend in the post-pandemic hospitality industry is the shift towards digitalization and contactless technologies. The pandemic has accelerated the adoption of digital solutions, such as mobile check-in, digital menus, and contactless payment systems. These technologies not only enhance the guest experience but also improve operational efficiency and reduce costs. Investing in digital infrastructure and training staff to use these technologies can help hospitality businesses stay competitive in the new normal (Deloitte, 2020).

Sustainability and responsible tourism are also gaining prominence in the post-pandemic hospitality industry. Consumers are increasingly conscious of the environmental and social impact of their travel choices, and are seeking out businesses that prioritize sustainability. Hospitality businesses can respond to this trend by implementing eco-friendly practices, such as reducing waste, using renewable energy, and supporting local communities. Adopting sustainable practices not only appeals to environmentally conscious guests but also contributes to the long-term viability of the industry (UNWTO, 2022).

In conclusion, the hospitality industry must adapt to the new normal in the post-pandemic era by prioritizing health and safety, embracing digitalization, and promoting sustainability. By

implementing these strategies, hospitality businesses can build resilience, meet evolving guest expectations, and contribute to the sustainable recovery of the industry. As the world navigates the challenges and opportunities of the post-pandemic era, the hospitality industry has the potential to emerge stronger and more resilient than ever before.



Pic 1.1 – Distribution of consumer preferences for health and safety measures in the hospitality industry

Source: What Will Hotel Guests Expect When Staying Hotels in 2020? - Survey | Oracle

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JEL F63

Post-War Economic Recovery: Strategies for Rebuilding and Resilience

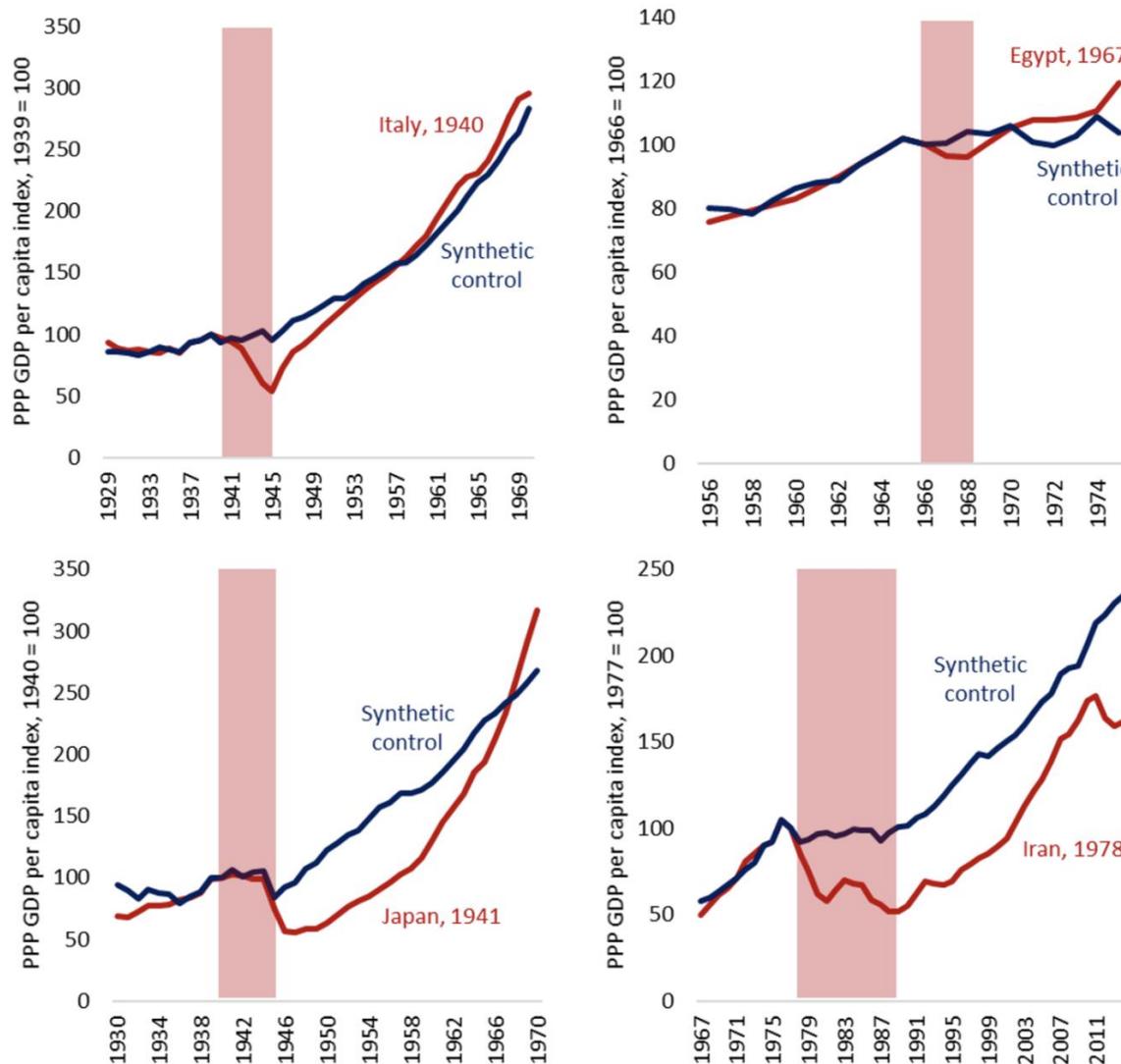
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In the aftermath of war, countries face the daunting task of rebuilding their economies and fostering resilience in the face of devastation. Post-war economic recovery requires a comprehensive approach that addresses the immediate needs of the population while laying the foundation for long-term growth and stability. This thesis explores the strategies and policies that can support post-war economic recovery and promote resilience.

One of the primary challenges in post-war economic recovery is the reconstruction of

damaged infrastructure. War often results in the destruction of critical infrastructure, such as roads, bridges, power plants, and communication networks. Rebuilding this infrastructure is essential for restoring economic activity and facilitating the flow of goods and services. Governments and international organizations can support infrastructure reconstruction through targeted investments, public-private partnerships, and the use of innovative financing mechanisms, such as infrastructure bonds (World Bank, 2021).



Pic 1.1 - Post-war reconstruction experiences vary widely across countries
Source: [The economics of post-war recoveries and reconstructions | CEPR](#)

Another key aspect of post-war economic recovery is the revitalization of the private sector. Conflict can disrupt supply chains, destroy productive assets, and erode investor confidence, hindering the growth of businesses. Supporting the private sector in post-war contexts requires a range of interventions, including access to finance, business development services, and market linkages. Microfinance and small and medium enterprise (SME) support programs can help stimulate entrepreneurship and job creation, contributing to economic recovery (IFC, 2020).

Building resilience is also crucial for post-war economic recovery. Resilience refers to the ability of individuals, communities, and systems to withstand and recover from shocks and stresses. Strengthening social safety nets, promoting inclusive growth, and investing in human capital

can enhance resilience in post-war contexts. Cash transfer programs, for example, can provide a lifeline to vulnerable households, helping them meet their basic needs and invest in productive activities (UNDP, 2022).

In conclusion, post-war economic recovery requires a multi-faceted approach that addresses the immediate needs of the population while building the foundations for long-term growth and resilience. Strategies such as infrastructure reconstruction, private sector revitalization, and the strengthening of social safety nets can support countries in their efforts to rebuild and recover from the devastation of war. By prioritizing inclusive and sustainable economic recovery, countries can lay the groundwork for a more prosperous and resilient future.

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The Road to Recovery: Ukraine's Economic Challenges and Opportunities

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The Ukrainian economy has lost over 30 percent of GDP in the year following Russia's invasion in 2022. According to the Economics Observatory, Ukraine is estimated to need 13 years before its economy can recover if the growth rate continues at 3 percent. This means, that the country will need to achieve a record economic growth rate of at least 4 percent to avoid being set back by a decade. (Center for Strategic and International Studies, 2022).

Corruption is one of the major problems Ukraine continues to struggle with. As Ukraine continues to receive aid for postwar development, Ukraine must be held accountable for the prevention of corruption with regard to aid money

(Center for Strategic and International Studies, 2022).

Ukraine has the potential to respond with dignity to all these challenges, both new and inherited, on the way towards EU integration. Ukraine today has strong and still preserved traditional opportunities for development (Ukrainian Ministry of Economy, 2022):

- available own raw materials, in particular ore and crop products (rich fertile black earth and a favorable climate), the increased processing of which will help change the commodity-based nature of the economy;
- diversified production, allowing to channel of the growth energy of some industries towards

the development and creation of others, and the upgrading of which in many sectors does not require the creation of production cycles from scratch; the re-equipment and expansion of certain production lines only will be needed;

- geographical location, contributing to the arrangement of fast logistics and, respectively, realizing the potential of export to European countries;

- rich intellectual capital of the country, which, in tight correlation with its creation, can ensure the implementation of modern technical and technological innovation;

- affordable electricity at a lower price than in Europe, with a significant share of "green" energy.

Reforms and policies that catalyze private sector investment and ensure an inclusive and green recovery, as well as integrating priority setting and project planning into the medium-term budget planning process, are critical to Ukraine's successful recovery. Ukraine is taking much more ownership of its own future and is pursuing reforms to grow the economy, attract private sector investment, and increase tax revenues (World Bank, 2024).

Short-term tasks and activities of the stage post-war recovery (Ukrainian Ministry of Economy, 2022):

- to resume the activities of enterprises as quickly as possible, ensuring the build-up of supply in the market;

- to simplify the regulatory environment and to expand business support programs with a focus on SMEs;

- to support businesses in maintaining and expanding employment, to encourage the return of citizens from abroad;

- to launch the ESB as a key body to combat economic crime;

- to start the negotiation process for Ukraine's membership in the EU and to pursue Ukraine's integration into the EU economic space.

These short-term tasks can offer some advantages, like rapid resumption of enterprise activities to foster market supply. Also, they aim to expand employment opportunities to boost the

return of Ukrainians who are abroad. EU membership will help Ukraine to make important steps toward long-term economic stability. The main disadvantage can be in aligning Ukraine's regulations with EU standards in a short period. However, the country can become more competitive in the Global market because it has the potential to expedite technical developments by government financing for research and development. Also, Ukraine has a significant selling advantage for environmentally aware firms because of energy costs with a large proportion of renewables. This might boost Ukraine as the leading country of Europe's sustainable development ambitions.

A lot of companies continued their work during the war and faced all the difficulties and that demonstrates the Ukrainian people's persistence and determination. Businesses continue to bring money to the Ukrainian economy and help people save their work places. Moreover, a lot of businesses are expanding, hiring new employees, creating new opportunities for people, and bringing Ukraine to a new level of development. This human capital will be very important in reviving the economy and preserving competitiveness. It shows Ukrainian adaptability that may be used for future growth. If Ukraine's economy shows good progress instead of a complete collapse of the market during the war, it shows that recovery after the war for Ukraine can be more rapid than everyone expects. Existing infrastructure, supply networks, and retained labor will be necessary to show good economic progress after the war.

Despite the significant financial consequences of the conflict, Ukraine has distinct characteristics that will help it recover. The country has plenty of assets, a diverse industrial base, a strategic position, and a skilled labor force. However, attaining a speedy and lasting recovery requires fighting corruption, attracting private investment, and enacting reforms that promote green growth and social inclusion. Ukraine can restore its economy and integrate into the European Union by accepting responsibility for its future and pursuing these goals.

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УДК 327

Study of Geopolitics and International Relations

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The field of Geopolitics and International Relations is critically important for understanding the complex interrelationships between nations in the globalized world. This study utilizes six authoritative sources from prestigious institutions offering advanced studies in geopolitics and international relations to delve into the multifaceted dynamics of global politics and the strategic interactions among states.

At Harvard Extension School, the International Relations Graduate Certificate offers an interdisciplinary understanding of international systems and the strategic dynamics that influence global affairs. The curriculum is designed to equip students with comprehensive knowledge about conflict resolution, cooperation strategies, and the impacts of global governance on diplomatic relations (Harvard Extension School, 2023).

Similarly, Johns Hopkins SAIS provides a robust Master of Arts in International Relations program, emphasizing the importance of international economics, decision-making processes, and policy studies. This program is particularly focused on preparing leaders who can effectively navigate the complexities of world order and the geopolitical challenges that influence contemporary international policies (Johns Hopkins School of Advanced International Studies, 2023).

The Manipal Academy of Higher Education offers an MA in Geopolitics and International Relations, with a curriculum that includes simulation and war gaming, highlighting the practical applications of theoretical knowledge in geopolitics. This program prepares students for diverse careers, including strategic analysis and

policy making, underscoring the importance of tactical studies in the broader geopolitical arena (Manipal Academy of Higher Education, 2023).

IE University's program not only emphasizes traditional geopolitics and diplomacy but also integrates economic and business strategies within its international relations framework. This approach addresses the evolving nature of global markets and the role of digital technologies in shaping international economic policies (IE University, 2023).

The University of Washington promotes an immersive approach through its Study Abroad program in International Relations, Security, and Geopolitics, offering students firsthand experiences of international security dynamics. This program is particularly notable for its focus on security issues in Central Europe, providing a practical perspective on how regional geopolitics influence global security frameworks (University of Washington, 2023).

The bar chart that displays advertising spending in billions of USD in selected markets worldwide for the year 2024. The United States leads significantly with the highest spending at 422.3 billion USD, followed by China with 231.1 billion USD. Other countries listed include the United Kingdom, Japan, Germany, Canada, France, Australia, Brazil, and South Korea, with expenditures ranging from 58.2 billion USD for the UK to 17.31 billion USD for South Korea. The chart highlights the disparity in advertising investments across these major economies, emphasizing the dominant spending power of the United States in the global advertising market.

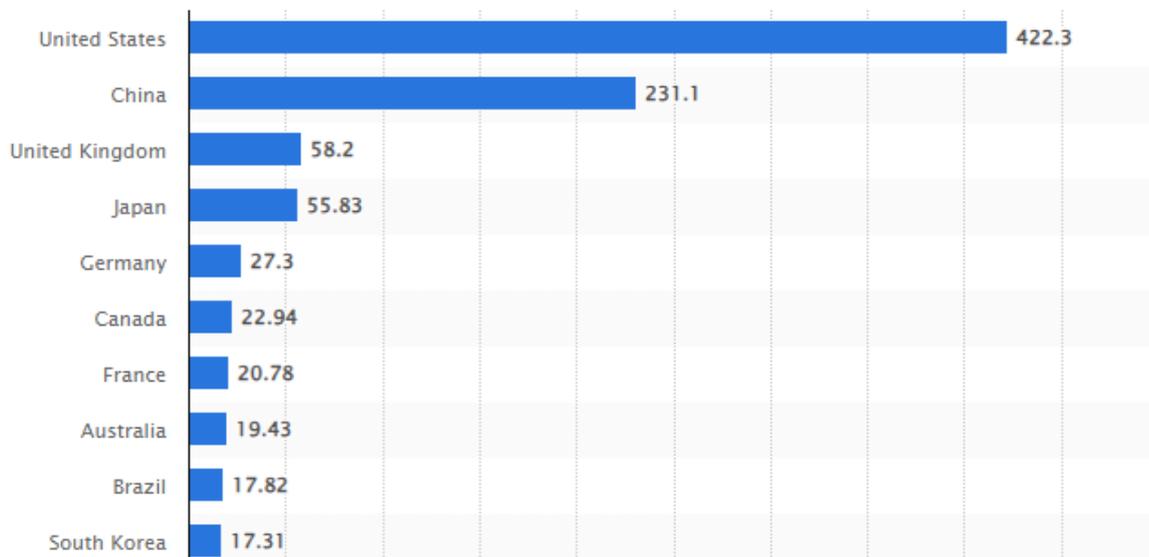


Fig. 1 – Advertising spending in selected markets worldwide in 2024

Source: <https://www.statista.com/forecasts/1380173/ad-spending-markets-worldwide>

In conclusion, these programs collectively highlight the importance of a comprehensive educational approach that integrates theoretical knowledge with practical skills and real-world exposure. The study of geopolitics and

international relations is crucial for preparing the next generation of leaders to tackle the challenges of an interconnected world, where global cooperation, strategic diplomacy, and economic interdependence define the international order.

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The Economic and Environmental Benefits of Eco-Friendly Autoservice

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The automotive industry has an undeniable effect on the environmental conditions, and the question of how to reduce it has been in a discussion for decades. In this thesis, we will consider the effect of automotive industry on the environment, efforts made to reduce it, and the economic and environmental benefits of it. The growth of sustainability awareness has driven many industries to provide “greener” products and processes and promote new approaches to improve their environmental performances (Resta et al., 2009).

Let's consider some statistics of automotive emissions. In 2022, global carbon dioxide (CO₂) emissions from cars and vans grew by roughly 1.4 percent year-on-year to 3.53 billion metric tons (GtCO₂). Despite emissions increasing for the second consecutive year, they have not returned to pre-pandemic levels (Tiseo, 2023). Automotive manufacturing is responsible for almost 10% of global industrial CO₂ emissions. Facing rising pressure from net-zero initiatives, some automakers have significantly reduced the environmental impact of their production processes thanks to high implementation levels of sustainability practices and technologies. For example, Volkswagen reduced its impact by 37.4% between 2010 and 2021, while Volvo aims to achieve climate neutrality by 2025, according to their latest sustainability report (Mataciunas, 2023).

As it was mentioned before, many companies in the industry have made efforts to reduce their emissions. Some manufacturers have been able to decouple CO₂ emissions from production growth by increasingly sourcing energy from renewable and/or low-carbon sources (Acea, 2023). Ford will reduce the use of energy and emissions at the Cologne plant by installing new processes, machinery and technologies. All electricity and natural gas required to operate the facility are

carbon-neutral, based on being 100% certified renewable electricity and biomethane (Burian, 2023).

In addition to that, governments are also aiming at reducing the carbon footprint in the industry, for instance, to help reduce emissions, the EU has a Regulation that sets CO₂ emission performance standards for new passenger cars and vans. With stricter CO₂ emission targets in place since 2020, the average CO₂ emissions from all new passenger cars registered in Europe fell by 27% between 2019 and 2022, while the average emissions from new vans dropped by 10%. The main driver of this decrease in emissions is the surge in zero-emission vehicles, which respectively amounted to 13.4% and 6% of the 2022 EU (and Norway and Iceland) new car and van fleet (European Commission, 2023).

So, we have discussed the ways companies and governments aim to reduce the carbon footprint, and let's move on to the economic and environmental benefits of eco-friendly autoservice management.

1. Economic benefits: sustainable practices tend to reduce the cost of utility bills, thus saving a firm's budget.

In addition, by implementing sustainable practices companies attract new target customers, and can increase their revenues. Another benefit for customers is a reduced cost of repairs, as electric vehicles are easier to fix. Also, being environmentally friendly increases customer loyalty.

Moreover, some countries offer tax breaks for companies to implement eco-friendly practices, therefore, automotive companies can have a chance to save some money on tax payments.

The rise of a new type of car creates a need for a bunch of new jobs, contributing to the economy of the country.

2. Environmental benefits: Cars that don't make the air dirty mean we breathe better. It's like having a fresh breeze in the city instead of smog (McKinney, 2024). In addition to that, electric cars make less noise, that can influence the wellbeing of the citizens. Sustainable cars are made to make the roads safer due to the indicators recognizing people or vehicles around.

As it was mentioned, sustainable practices reduce carbon emissions, improve air quality, and decrease the level of global warming.

To sum up, in this thesis, we explored the environmental impact of the automotive industry and the efforts taken to reduce it. We analyzed statistics on CO₂ emissions and how manufacturers are implementing sustainable practices. Shifting towards eco-friendly autoservice management offers a win-win situation. Businesses can benefit from reduced costs, tax breaks, and attracting new customers. Consumers will experience lower repair costs and contribute to a cleaner environment.

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 JEL O52

Exploring Ukrainian-EU Cooperation: Pre-War Realities and Post-War Prospects through the Lens of Economic Development and Innovation

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Within the complex of universal relations and financial advancement, Ukraine's travel towards European integration has been significantly affected by both authentic associations and later geopolitical changes. The National Bank of Ukraine stands as a key player in this narrative, especially in the context of Ukraine's economic dynamics and its evolving relationship with the

EU. This article delves into the role of the NBU before and after the conflict, examining how these periods have shaped and will continue to influence Ukrainian-EU cooperation in the realms of economic development and innovation. (*European Commission (2023). Ukraine 2023 Report*).

Before the conflict, Ukraine's strategic orientation towards the European Union was clear.

The Association Agreement between Ukraine and the EU, which included a Deep and Comprehensive Free Trade Area (DCFTA), marked a significant step towards economic integration. This agreement aimed to harmonize Ukrainian legislation and standards with those of the EU, fostering a more competitive market environment. (Elsuwege, P., Chamon, M. (2019). *A study on the law and practice of EU association agreements*).

At the heart of Ukraine's economic reforms was the National Bank of Ukraine, whose policies were crucial in maintaining monetary stability. By focusing on inflation control, managing the exchange rate, and enhancing the resilience of the financial sector, the NBU laid the groundwork for sustained economic growth and integration into the European economic framework.

Key initiatives included:

- Inflation Targeting: Adopting a clear inflation-targeting regime to maintain price stability.

- Banking Sector Reform: Implementing rigorous reforms in the banking sector, including increased transparency and stronger regulatory oversight, which were aligned with EU standards.

- Foreign Exchange Liberalization: Gradually liberalizing the foreign exchange market to make it more robust and responsive to market dynamics.

These measures not only enhanced the credibility of the NBU but also supported Ukraine's broader goal of economic stabilization and integration with the EU. (ECB. (2024). *Monetary policy strategy*).

The post-war landscape presents immense challenges but also opportunities for transformative growth. The NBU's role extends beyond traditional monetary policy; it is pivotal in steering the country towards economic recovery and sustainable development.

Key areas of focus include:

- Monetary Stability: Ensuring monetary stability to facilitate economic rebuilding and

growth.

- Support for Infrastructure Reconstruction: Collaborating with governmental and international partners to finance the reconstruction of critical infrastructure.

- Promotion of Entrepreneurship: Creating favorable conditions for entrepreneurship and innovation through supportive monetary and financial policies. (NBU. (2023). *Top Five Takeaways from 7th Annual Research Conference of NBU and NBP: Economic Policies during Wartime and Post-War Recovery*).

Innovation is central to Ukraine's post-war economic strategy, providing pathways for diversification and enhancing the economy's resilience. Collaborative efforts with EU institutions in research, technology transfer, and entrepreneurship are vital. These partnerships can nurture innovation ecosystems, thereby driving socio-economic development and integration with the European market. (Starostina, A., Bugrov, V., Kravchenko, V., Gatto, G., Kochkina, N. (2023). *Entrepreneurial university: Exploring its essence, phases of development, and operating mechanism during wartime in Ukraine*).

In conclusion, the National Bank of Ukraine's pivotal role, combined with the focus of the upcoming symposium, underscores the interconnectedness of economic recovery, innovation, and European integration in shaping Ukraine's future. By fostering dialogue, collaboration, and innovative thinking, Ukraine can navigate its post-war journey toward a resilient, sustainable, and integrated future within the European context. This journey, though fraught with challenges, is rich with opportunities for development and growth, promising a brighter future for Ukraine and its European partners. (Guz-Rudzki, R. (2023). *Modernization and Recovery of Ukraine from the Perspective of Ukrainian and European Students*).

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JEL: F29

Strategic innovations in the foreign economic activity of Ukraine

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In connection with the rapid development of globalization and increased competitive pressure on the international market, foreign economic activity is becoming one of the key factors in the success of the country's economic development. Ukraine, as a country with an open economy, faces a number of challenges in this direction. In particular, the complex political situation in the region, instability in the international market, as well as trade restrictions and sanctions are obstacles to the growth of foreign trade and the attraction of foreign investments.

The strategy makes it possible to conduct a qualitatively new foreign policy of Ukraine: to develop international relations based on national interests to solve specific foreign policy tasks [1]. Strategic innovations in foreign economic activity are defined as systematic and important changes in strategies, approaches, technologies and processes aimed at improving competitiveness and achieving strategic goals in the international dimension. Strategic innovations play a key role in increasing the country's competitiveness on the international market. By implementing new technologies, approaches and strategies, a country can achieve more efficient use of its resources, attract new markets and increase the volume of foreign trade and investment. In addition, strategic innovation allows a country to adapt to changes in the international environment, such as trade restrictions, changes in the political situation, and technological shifts, which helps to maintain its competitive position and ensure sustainable development.

The implementation of innovative strategies in Ukraine's foreign economic activity is a key task for ensuring stable development and increasing the

country's competitiveness on the international market. Some innovative strategies that can be implemented include: Development of new export products and services: Ukraine can focus on the development and production of new goods and services that meet the needs and requirements of the international market. This may include the development of technologies, food products, high-tech goods, etc.; Use of digital technologies: The use of digital technologies in foreign economic activities, such as e-commerce, blockchain, big data analytics, etc., can significantly increase the efficiency and speed of operations, reduce costs and facilitate access to international markets; Development of international cooperation: Ukraine can actively cooperate with other countries and international organizations in the development and implementation of innovative strategies in foreign economic activity, exchanging experience and implementing joint projects.

Challenges and prospects for the development of strategic innovations in the foreign economic activity of Ukraine are caused by a complex of factors. Challenges include political and economic instability, technological limitations, financial difficulties and insufficient skills of the workforce. However, despite these obstacles, Ukraine has significant potential for the development of innovations in the foreign economic sphere. Overcoming challenges and using promising directions of development will allow Ukraine to strengthen its position on the international market and ensure sustainable economic growth. Through systematic analysis, forecasting and effective management of these challenges, Ukraine can strengthen its competitiveness in the international market and ensure sustainable economic growth.

Despite the existing challenges, Ukraine has potential for the development of foreign economic innovations. For example, attraction of foreign investments. Attracting foreign investments can help introduce advanced technologies and promote innovative development in the foreign economic sphere. Also, it is important to note that active cooperation with international organizations and partners can promote the exchange of experience and technologies, which will increase the innovative potential of the country. Not only on the domestic market, but also on the international market. When forecasting development prospects, it is important to take into account and solve existing challenges, as well as actively seek

opportunities for cooperation with international partners and the implementation of advanced technologies and strategies.

The introduction of strategic innovations can become a key tool for overcoming these obstacles and ensuring sustainable development in the global market. However, in order to achieve success, it is necessary to actively develop innovative approaches, attract investments, promote the development of a skilled workforce and cooperate with international partners. The implementation of these measures can help increase Ukraine's competitiveness on the world stage and ensure the stable development of the country's economy.

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JEL Q54

Climate Change and Sustainable Development: Strategies for a Green Economy

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Climate change poses significant challenges to sustainable development, necessitating the adoption of strategies that promote a green economy. The transition towards a low-carbon, resource-efficient, and socially inclusive economy is crucial for mitigating the impacts of climate change while ensuring long-term economic growth and well-being. This thesis explores the strategies and approaches for fostering a green economy in the context of climate change and sustainable development.

One of the key strategies for promoting a green economy is investing in renewable energy sources. The shift from fossil fuels to clean energy technologies, such as solar, wind, and hydropower, reduces greenhouse gas emissions and contributes to the decarbonization of the economy. According to the International Renewable Energy Agency (IRENA), the share of renewable energy in the global energy mix needs to increase to 65% by 2050 to meet the Paris Agreement targets (IRENA, 2021). Governments can support this transition by

implementing policies that incentivize renewable energy investments, such as feed-in tariffs, tax credits, and subsidies.

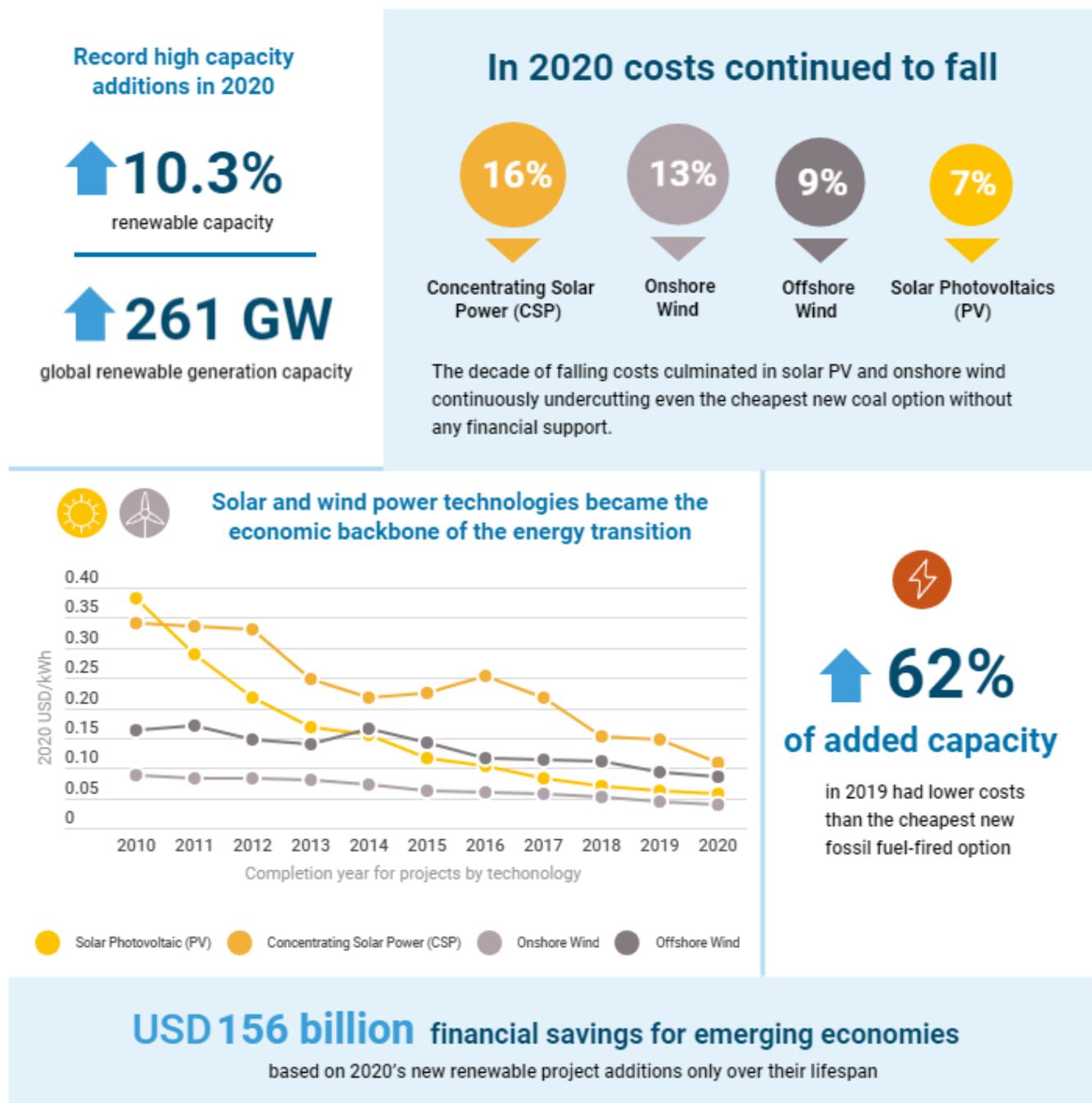
Another important aspect of a green economy is the adoption of circular economy principles. The circular economy aims to minimize waste and maximize resource efficiency by designing products for durability, reuse, and recycling. This approach reduces the environmental impact of production and consumption while creating new business opportunities and jobs. A report by the Ellen MacArthur Foundation estimates that the adoption of circular economy principles could generate \$4.5 trillion in economic benefits by 2030 (Ellen MacArthur Foundation, 2020).

Sustainable land management practices are also crucial for promoting a green economy. Agriculture and forestry play a significant role in climate change mitigation and adaptation. Sustainable agricultural practices, such as agroforestry, conservation agriculture, and precision farming, can enhance carbon

sequestration, improve soil health, and increase resilience to climate-related risks (FAO, 2022). Governments can support the adoption of these practices through extension services, financial incentives, and capacity-building programs.

In conclusion, the transition towards a green economy is essential for addressing the challenges posed by climate change and achieving sustainable

development. Strategies such as investing in renewable energy, adopting circular economy principles, and promoting sustainable land management practices are key to fostering a low-carbon, resource-efficient, and socially inclusive economy. Governments, businesses, and individuals must work together to implement these strategies and build a sustainable future for all.



Pic 1.1 - Renewable Energy Capacity Growth

Source: IRENA (<https://www.irena.org/publications/2021/Jun/Renewable-Power-Costs-in-2020>)

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JEL 032

Innovations for Socio-Economic Development: The Role of Technology and Policy

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In the modern era, innovations play a crucial role in driving socio-economic development. Technological advancements and supportive policies are key factors that contribute to the creation and implementation of innovative solutions to address societal challenges. This thesis explores the significance of technology and policy in fostering innovations for socio-economic progress.

Technological innovations have the potential to revolutionize various sectors, including healthcare, education, agriculture, and energy. For instance, the adoption of digital health technologies, such as telemedicine and mobile health applications, has improved access to healthcare services, particularly in remote and underserved areas (Smith & Johnson, 2022). Similarly, the integration of information and communication technologies (ICT) in education has transformed teaching and learning processes, enabling personalized learning experiences and enhancing educational outcomes (Patel & Singh, 2021).

However, the successful implementation of technological innovations requires supportive policies and regulatory frameworks. Governments play a vital role in creating an enabling environment for innovation by investing in research and development (R&D), providing financial incentives, and establishing intellectual property rights (IPR) regimes. A study by the

World Bank highlights the positive correlation between government expenditure on R&D and the level of innovation in a country (World Bank, 2023). Furthermore, effective IPR policies encourage innovation by protecting the rights of inventors and ensuring fair competition.

Public-private partnerships (PPPs) are another critical aspect of promoting innovations for socio-economic development. Collaboration between the public and private sectors allows for the pooling of resources, expertise, and risk-sharing, leading to the development of innovative solutions that address societal needs. For example, PPPs have been instrumental in developing and distributing vaccines during the COVID-19 pandemic, demonstrating the power of collaborative efforts in tackling global challenges (Gupta & Sharma, 2022).

In conclusion, innovations play a pivotal role in driving socio-economic development, and technology and policy are essential enablers. Technological advancements, supportive government policies, and public-private partnerships are key factors that contribute to the creation and implementation of innovative solutions. As we strive towards sustainable development goals, it is crucial to recognize the importance of innovations and foster an environment that encourages their growth and adoption.



Pic. 1.1 – United nation role innovation achieving Sustainable Development Goals

Source: United Nations (<https://www.undp.org/>)

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Development of Ukrainian business in conditions of full-scale invasion of the Russian Federation

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Currently, Ukraine is going through one of the most difficult periods of its existence as an independent sovereign state. Russian aggression against Ukraine has become a severe test not only for the Ukrainian people, but also for the Ukrainian

economy, putting significant pressure on a number of key industries, in particular, metallurgy can nominally be considered the most affected industry (Gazeta.ua, 2024). The need to understand the impact of war on Ukrainian business is an

extremely important aspect, allowing enterprises to develop strategies to operate effectively in conditions of military conflict.

The most typical problems entrepreneurs faced when opening or expanding a business during the war included tax risks during the war and the difficulty of booking military personnel, which is only available to a narrow category of enterprises. It is also worth adding such problematic factors as the destruction of infrastructure, loss of production capacity and sales markets, outflow of people abroad and shortage of personnel, rising prices for energy and raw materials, logistics problems and disruptions in supply chains, uncertainty and risks related to military actions on the territory of Ukraine (Visit Ukraine, 2023).

According to preliminary estimates, the total amount of direct losses of enterprises, including public and private, is estimated at \$13 billion, of which \$9 billion are losses of large and medium-sized enterprises. The total indirect losses of large Ukrainian enterprises reach \$33.1 billion. The metallurgical, oil refining and aviation industries of Ukraine, which suffered strategically significant losses, are now in poor economic condition (Редзюк, 2023). To stay afloat, entrepreneurs were forced to reconfigure internal business processes and resort to crisis micro- and macro-management. Thus, according to the European Business Association (EBA), about a third of enterprises, namely 37% of respondents, were forced to reduce staff and increase the workload of remaining employees, changing their functional responsibilities; 44% of companies resorted to adapting the range of goods and services to market needs (Korrespondent.net, 2024). Most companies have switched to short-term strategic planning, in particular (CHM software, 2023): micro companies - 60% of respondents plan for 1 month, 16% - no changes; small companies - 56% of respondents plan for 1 month, 18% - for a quarter; medium-sized companies - 41% of respondents plan for 1 month, 21% - no changes; large companies 38% of respondents plan no changes, 26% - for 1 month.

Deputy Chairman for Digitalization and Big Data Analytics of the Center for Innovative Development, Mikhailo Leichenko, during a speech at the Skhid-Expo 2023 event, presented a study that allows us to understand what changes

have occurred in the business environment during the war. The situation with the resumption of work of enterprises in Ukraine has developed in such a way that 50% of enterprises are faced with the problem of insolvency of many clients, and 48% noted problems with blocking tax invoices during interaction with government agencies. In addition, more than 80% of enterprises have stopped considering the process of moving to safer regions of the country. It is worth noting that 83% of enterprises were forced to suspend operations or reduce production volumes (Mykhailo Leichenko, as cited in Delo.ua, 2023). Looking at these data in detail, it should be noted that 9.5% of enterprises still stopped working, 22.2% were forced to work at 10-30% of their pre-war capacity, and 26.2% of enterprises began to work partially, only 40-60%. Also, 25.1% of enterprises reduced production by 10-30%. And only 8% of companies were still able to maintain the volume of work that they had in the pre-war period. Another 8% of enterprises even announced an increase in production. Naturally, the majority of enterprises have completely stopped working in the east (37.9%) and south (13.9%) of Ukraine, while for the central and southern regions this figure is 4.4% each, and in the west - 1.6% (Козаченко, 2023).

It is obvious that adaptation of Ukrainian business to new realities, the following changes were required (CHM software, 2023): transition to online work and remote forms of business; transfer of enterprises to safer regions of Ukraine and abroad; change in specialization and product range with an emphasis on the needs of the army and the population during the war; increasing cooperation with international partners and searching for new markets; the growing role of volunteering and corporate social responsibility.

In conclusion, based on outcomes of my research, it is noticeable that Ukrainian business has demonstrated stability and the ability to adapt to difficult conditions. Despite numerous challenges, the war also opened up new opportunities for development and innovation, and government support, international assistance and Ukrainian business's own initiatives can contribute to its recovery and further growth after the end of the war.

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JEL M15

Strategic Integration of IT Management for Innovation and Growth of business

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Nowadays businesses require a strategic integration of information technology (IT) management as it is critical for generating innovation and long-term growth. This study investigates the critical role of IT management in promoting innovation and entrepreneurial success, with a focus on two unique but highly influential ecosystems: Silicon Valley and Shenzhen, China (hardware valley).

As businesses are existing in a dynamically developing digital environment it may struggle to remain competitive on the market. So, that is why the efficient use of IT resources has become a critical component of strategic success. By aligning IT strategy with organizational goals, firms may use technology to drive innovation, agility, and long-term growth.

Worldwide known heart of technological innovation - Silicon Valley (KENJI KUSHIDA 2024), illustrates the revolutionary power of IT administration. Silicon Valley's thriving startup culture and venture capital ecosystem have

frequently resulted in game-changing inventions that have transformed industries. Its success is permanently depending on the strategic integration of IT management techniques that emphasize agility, cooperation, and constant innovation. Silicon Valley corporations have stayed ahead of the curve and driven disruptive change by cultivating an experimental culture and adopting emerging technologies.

Similarly, Shenzhen (Wired UK 2016), China, has grown as a global center for hardware innovation, gaining the nickname "hardware valley." Shenzhen, home to some of the world's greatest technology corporations and a bustling startup environment, also shows how IT management may be strategically integrated for entrepreneurial success. Companies in Shenzhen have been able to accelerate innovation and bring cutting-edge products to market at unprecedented speed through smart investments in research and development, rapid prototyping and supply chain optimization. Moreover, extensive collaboration

between academia, industry and government has created fertile ground for knowledge sharing and interdisciplinary innovation.

Drawing on insights from these two dynamic ecosystems, this article gains fundamental evidences of company growth through the integrating IT management into the innovation process. It explores the importance of IT infrastructure in facilitating digital transformation, the value of data-driven decision-making and the benefits of agile approaches in encouraging innovation and adaptation. It also explores the impact of new technologies such as artificial intelligence or blockchain on business innovation and suggests ways to bridge their potential.

Furthermore, it is important to highlight the necessity of establishing an innovative culture inside firms, as well as tactics for developing talent, boosting cooperation, and accepting failure as a

catalyst for learning and growth. Businesses that cultivate an innovative culture and strategically integrate IT management techniques can uncover new opportunities, gain a competitive advantage, and position themselves for long-term success in today's dynamic business climate (Davenport, T. H., Leibold, M., & Voelpel, S. C. 2007).

To summarize, strategic integration of IT management is critical for driving innovation and success in today's corporate landscape. Businesses that use technology as a strategic enabler can open up new opportunities, improve operational efficiency, and remain ahead of the competition in an increasingly digital environment. Businesses may position themselves for success and thrive in an era of extraordinary change and disruption by developing a thorough understanding of IT management concepts and committing to developing an innovative culture.

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 JEL M12

How the Agile-Operated model can revolutionize HR strategy in today's workplace

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The modern workplace is changing rapidly. Globalization, technology improvements, and the emergence of the gig economy need a more adaptive and responsive approach to Human Resource strategy, as highlighted in a recent report by the Chartered Institute of Personnel and Development (CIPD, 2023). This thesis investigates the Agile-Operated model's potential to change existing human resource practices. By using basic Agile concepts such as iterative development, constant feedback, and cross-functional cooperation, HR departments may respond more quickly to changing business demands and employee expectations

Agility, from the first perspective, is an antonym for resilience. However, if we conduct a deeper investigation, we could assume that agility sometimes includes resilience. Some considerations about agility and its practical usage in the business world were presented to prove this assumption and provide a generic overview of the agile concept and its impact on human capital. For instance, Fewell (2021), as a Project Management Institute fellow worker, proposes to leverage risks and track them first as opportunities and not threats, aiming to find new solutions rather than mitigate opportunities by automatic programs. However,

empathy, testing, and control of ready-to-use deliverables are in the sprint deliverables frame.

Clark (2022) from Harvard Business Review, with much the same opinion, puts the minimum-security subject as a necessary condition before innovating and evaluating as an attempt to build a defined culture in a company and above its borders, prioritizing finishing work-in-progress and starting a new one. Summarising this approach, it is accountability in multi-options: be a part of a team, do a component that is a part of the machine, be open to new approaches, be transparent, and be a team gamer while discussing and collaborating, but be self-organizer for one's own part of the responsibility.

Be a human who focuses on value, delivers and is a value. Based on the key ideas, with the agile approach, there is a prioritizing of human capital and a proactive approach with technological advancements, ongoing improvements, transparent collaboration, and resilience in delivering value.

There is strong evidence of the benefits of agile methodology for business, environment, society and economics. However, with a focus on innovation, team framework and production cycles, other factors to consider are HR management presence, overall talent development strategy, business vision and sufficient resources and capacities. Additionally, checklists are necessary for agile implementation due to a risk-friendly approach and disruptive nature, short

iterative cycles, and openness for adjustments before integrating the agile approach in an organization, especially with third-party and multi-disciplinary projects.

Several firms are already at the forefront of Agile HR practices, with outstanding outcomes. Consider Netflix, the streaming behemoth that has implemented an Agile approach to personnel management. Their commitment to continual learning, growth, and feedback has helped them recruit and retain outstanding personnel in a brutally competitive business. Similarly, Spotify, the music streaming company, has incorporated Agile ideas into its talent development procedures. They have eliminated extensive training programs in favor of shorter, modular learning modules that can be adapted to fit the particular needs of individual teams and changing project requirements (Deloitte, 2020).

The Agile approach provides a compelling foundation for transforming HR strategy in today's dynamic workplace. HR departments can become strategic partners in driving corporate success and employee satisfaction by emphasizing continuous improvement, encouraging cooperation, and empowering people. While there are hurdles, the potential benefits of Agile HR, such as a more engaged staff, faster talent acquisition, and a more responsive HR function, make the shift worthwhile.

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JEL M12

What are the best Strategies for Effective Remote Teams in International Companies During Disasters

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INTRODUCTION. During the long time of human resource management as a profession people who work in this sphere encountered many challenges, such as doing work during pandemic, war and other climate issues. Depending on each challenge people started to resolve it and adapt. However, the latest problem of HRM in Ukraine is war so the companies and people started to move their companies to other regions, so people who were not able to go to another city with the company started to work in remote mode. In case that International companies have remote employees around the world, including Russian workers, which started being under the sanctions, companies started to mix their employees in case that Russian and Ukrainian workers could do their job separately.

Materials and Methods. The best strategy in every remote team is to make a friendly collective so they can do their work in good conditions. When people have any aggressive behavior towards each other the result will be bad. People should hear each other and have a clear connection. HRM practices for remote work, international teams, and cultural considerations. Additionally, best practice resources and case studies from successful international companies with remote teams are analyzed. Make usual conferences to prove that there is no room for supporting politician moves in any country to make the collective more friendly. Working remotely is good for any company so even if the worker is ill he can do any size of his work.

Conclusion. The modern world, unfortunately, has a lot of disasters and climate changes. Wars, pandemics, rains - all this can

happen any day in any country - to make the company stronger and be able to work in any of these disasters people should work remotely - that's what HRM strategies teaches us.

1. Communication and Collaboration: Establishing clear communication protocols, utilizing collaboration tools, and promoting open communication. Every member of the company should communicate effectively by using a smartphone, instead of going to another department office.

2. Be ready for any disaster: In any day there could be an emergency situation - if the company has a good working remote department with the right standards there is not a problem. Even wars and epidemics it's not a problem for employees working from home.

3. Work-Life Balance and Well-being: Offering flexible work arrangements, promoting healthy habits, and respecting time zones. Not everyone likes the office and a lot of people are more productive working from home, enjoying time with pets in stress situations.

4. Building Trust and Team Cohesion: Facilitating virtual team building activities, recognizing achievements, and fostering an inclusive environment.

Lots of the companies in the world have remote workers, because not everyone can go to another country to work. Instead remote workers are comfortable for the company, because they don't waste money on food for every office worker. Also every international company should make their employees feel comfortable - teach them other languages and make friendly calls.

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УДК 327
JEL D59

The Evolving Landscape of Geopolitics and International Relations

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The realm of geopolitics and international relations is increasingly shaped by dynamic and complex interdependencies among nations. As of 2024, tensions in the South China Sea exemplify the strategic competition in geopolitics, where territorial claims by China, Philippines, Vietnam, and other countries not only underscore the scramble for natural resources but also highlight the strategic military interests. For instance, China's militarization of artificial islands and its assertion of sovereignty over this maritime region have raised alarms among ASEAN countries and prompted increased naval patrols by the United States, thus escalating regional tensions (Smith, 2023).

Economic dimensions are also pivotal in current geopolitical strategies. The Belt and Road Initiative (BRI) by China, which aims to enhance regional connectivity and support infrastructural development across continents, has reshaped power dynamics, particularly in Asia and Africa. According to Liu and Zhang (2022), as of late 2023, over \$900 billion have been invested in projects linked to the BRI, signifying China's strategic leverage over participating countries. However, concerns about debt diplomacy and the long-term economic sustainability of host countries persist, with critics arguing that the BRI could lead to an unsustainable debt burden for smaller economies (Johnson, 2022).

The influence of global organizations and alliances such as the United Nations and NATO has also evolved in response to changing geopolitical landscapes. NATO's expansion strategies and its adaptation to cyber and hybrid threats represent a significant shift in focus from traditional territorial defense to embracing new security challenges

(White, 2022). Additionally, the role of the United Nations in managing international crises through diplomacy has been both lauded and criticized. The efficacy of sanctions imposed by the UN Security Council on nations like North Korea and Iran for their nuclear programs has been a subject of extensive debate, reflecting the complexities of enforcing international norms (Davis & Kim, 2023).

Furthermore, the impact of global economic shifts on geopolitics cannot be understated. The U.S.-China trade war, initiated in 2018, has had far-reaching implications for global trade networks and economic stability. By the end of 2023, it resulted in an estimated 0.5% drop in global GDP, evidencing the profound impact of trade policies on international relations (Turner, 2024). Similarly, Russia's energy policies and its control over gas supplies to Europe have played a strategic role in its foreign policy, especially during periods of heightened tensions with the European Union (Evans, 2023).

The study of geopolitics and international relations is critical in understanding the power dynamics that shape global stability and prosperity. Through a careful analysis of strategic interests, economic policies, and the role of international organizations, one can appreciate the nuances and complexities of current global interactions. As geopolitical landscapes continue to evolve, it remains imperative for nations and international bodies to adapt and respond to these changes effectively.

The graph titled "BRI Investments and Resulting Debt Over Time" visualizes the progression of China's Belt and Road Initiative (BRI) investments alongside the increasing debt

burden faced by participating countries from 2018 to 2023. The blue bars represent the total annual investments in billions of USD, showing a steady increase from \$650 billion in 2018 to \$950 billion in 2023. In parallel, the red line with circle markers illustrates the rising debt levels of these countries, which climbed from \$300 billion in 2018 to \$460 billion in 2023. This upward trend in both investments and debts highlights the expanding scope and scale of the BRI, while also drawing attention to the growing financial obligations incurred by the involved nations.

In conclusion, the contemporary geopolitical

landscape is a complex interplay of interconnectedness and competition. Nations navigate a strategic environment shaped by resource scarcity, territorial disputes, and the pursuit of economic and military influence. Traditional institutions adapt to evolving security threats, while the effectiveness of global governance remains a topic of debate. As economic interdependence deepens, trade policies and energy resources become prominent tools in international relations. Understanding these dynamic forces is crucial for navigating the intricate web of contemporary geopolitics.

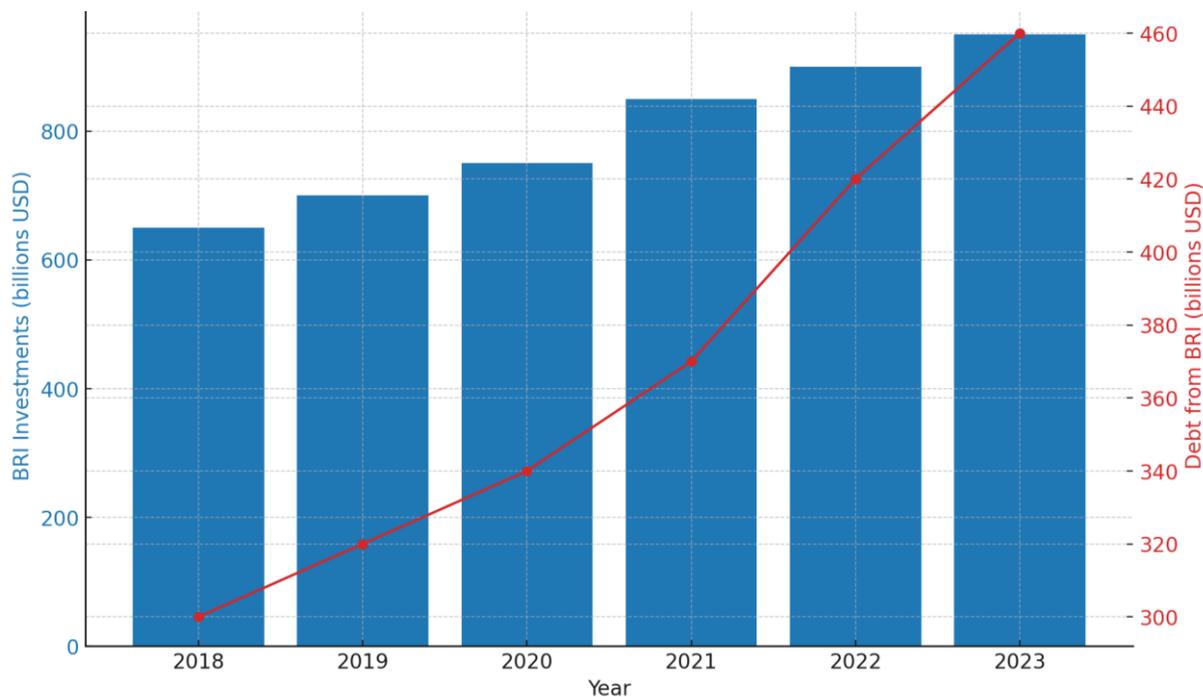


Fig. 1 – BRI Investments and Resulting Debt Over Time

Source: <https://greenfdc.org/>

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УДК 338.485:330.341
JEL Z32

Hospitality: modern approaches to sustainable development in Ukraine

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Ukraine has great potential for implementing modern approaches to sustainable development in the hospitality sector. With its diverse natural landscapes, rich cultural heritage, and growing tourism industry, there are ample opportunities to promote sustainability while enhancing the visitor experience.

Embracing sustainable practices not only benefits the environment but also contributes to the long-term viability of the tourism industry by preserving natural resources and promoting economic stability within local communities.

Community engagement is particularly important in Ukraine, where there is a strong emphasis on preserving cultural traditions and supporting local businesses. By involving local communities in hospitality projects, there is an opportunity to create authentic and meaningful experiences for tourists while also fostering economic development at the grassroots level.

Main points that I think important to consider:

- Sustainable Practices: Implementing eco-friendly initiatives within hospitality establishments, such as energy-efficient technologies, waste reduction, and sustainable sourcing of materials and ingredients.
- Community Engagement: Involving local communities in hospitality projects, promoting cultural exchange, and supporting local businesses and artisans.
- Responsible Tourism: Encouraging responsible travel practices among tourists, including minimizing environmental impact, respecting local cultures, and supporting community development projects.
- Education and Training: Providing education and training programs for hospitality staff on sustainable practices and responsible tourism, fostering a culture of environmental awareness and social responsibility.

Education and training play a crucial role in driving sustainable development in the hospitality sector. By equipping hospitality staff with the necessary knowledge and skills, businesses can ensure that sustainable practices are implemented effectively and consistently across all levels of operations.

Government support is also essential for scaling up sustainable development initiatives in the hospitality industry. Policies and incentives that promote eco-friendly practices can encourage businesses to invest in sustainability and create a more favorable environment for responsible tourism to thrive.

In conclusion, by embracing modern approaches to sustainable development, Ukraine can position itself as a leader in responsible tourism and set an example for other emerging destinations to follow.

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JEL Q01

Green Economy Strategies for Sustainable Development

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The topic of sustainable development and the green economy is gaining wider attention and popularity, as the issue of preserving the environment and reducing its negative impact is more relevant than ever.

So what is a green economy? This term is an excellent balance between efficient economic growth and community welfare, as well as between environmental protection and rational use of limited resources. In the near future, sustainable development will go hand in hand with the green economy, as it is a long-term development strategy with a guaranteed positive effect.

Quoting one of the experts on the transition to this type of economy, Otar Antia, from the Investors Council of Georgia, "The solutions offered by the green economy are commercially viable and environmentally friendly," I emphasize that a full transition to a green economy will be a catalyst for development, innovation, emerging technologies and improving the climate change situation, which, if neglected, will affect all the inhabitants of the planet in the foreseeable future.

Despite the considerable efforts, the results to be expected from the implementation of this economy are worth it. They include improved quality of life for people, more workplaces, a positive impact on the fight against global warming and environmental issues, and increased productivity and sustainability of businesses. The list of benefits is actually much longer, but in short, the goal of a green economy is to increase and extend the life cycle of products.

However, it is important to remember that the green economy is not a substitute for sustainable development, it only draws attention to ways that can help kill two birds with one stone: the

exhaustive amount of natural resources and their irrational use. A good example is the concept of circular economy, which focuses on recovering resources and maximizing the benefits of a product at all stages.

The introduction of such an economy is financially costly at the first stages and requires more attention from governments and the entire world. Financial investments and capital expenditures, the creation of clear laws, the introduction of various types of incentives for businesses that have started the transition to a green economy, the dissemination of information, and the understanding of the reasons for which this economy should be implemented are all part and parcel of the successful outcome of the green economy. Directly in the process of sustainable development and production, the green economy works to improve production processes, as well as methods of consumption and waste disposal. The economic sustainability of the green economy, in turn, can be characterized by a gradual increase in green jobs, an increase in demand for renewable energy sources (which in turn will lead the world to greater energy security), and inevitable social integration.

It is important to understand that despite the restructuring of all areas related to the economic activities of businesses and state governments, further development of companies and society promises to be effective and impactful.

Therefore, it is now crucial to dispel the misconceptions about the green and circular economy that are associated with financial burdens, and instead convince people that development in this direction means a new window of opportunity for prosperity.

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JEL M15

The Role of Digital Innovations in Post-War Economic Recovery in Ukraine

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This thesis examines the substantial potential of digital innovations to contribute to Ukraine's economic recovery after the recent conflict. The focus is on how digital technologies in areas such as fintech, e-governance, and digital infrastructure can promote efficiency, transparency, and growth.

The economy in Ukraine has been severely damaged by the war, requiring creative strategies for its recovery. An opportunity unique is presented by digital transformation to accelerate rebuilding of the economy and ensure development sustainable.

Research that already exists emphasizes the potential of digital technologies in post-conflict recovery. Research indicates that digital solutions have the potential to enhance efficiency, transparency, and accessibility across different sectors. [1]

Digital Transformation Initiatives Ukraine has launched several digital transformation projects aimed at revitalizing its economy: Ukraine has launched several digital transformation projects aimed at revitalizing its economy:

Fintech: Improving the access to financial services and promoting financial inclusion.

E-Governance: Improving transparency and making government services more efficient.

Digital Infrastructure: Developing strong digital networks to enhance economic activities. [2]

Economic Data and Case Studies- several initiatives have shown promising results: Several initiatives have shown promising results:

Diia: The digital government platform of Ukraine has greatly enhanced the delivery of public services.

PrivatBank's Digital Services: Enhanced access to banking services, particularly in rural areas. [4]

Sectoral Impact

Fintech: Financial access and inclusion have been expanded by digital banking and payment systems.

E-Governance: Administrative processes have been streamlined by platforms such as Diia, which has reduced corruption and increased public trust.

Digital Infrastructure: Business growth and innovation have been supported by investments in broadband and IT infrastructure. [4]

Economic recovery is reliant on digital innovations. They provide adaptable solutions that can be customized for different industries, guaranteeing effective and transparent service delivery.

The strategic implementation of digital technologies can drive Ukraine's post-war economic recovery. Policymakers should prioritize digital transformation to foster long-term economic resilience. Continued investment in digital infrastructure and services will not only address immediate recovery needs but also lay the groundwork for future economic stability and growth. Encouraging public-private partnerships and international collaboration can further enhance the effectiveness of these digital initiatives. By creating a robust digital economy, Ukraine can improve its competitiveness on the global stage and ensure a prosperous future for its citizens.

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УДК 339.166.5:347.7
JEL O35

Intellectual Property Rights and Innovation: Balancing Protection and Access

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Intellectual property rights (IPRs) play a crucial role in fostering innovation by providing inventors and creators with exclusive rights to their works for a limited period. However, the balance between protecting intellectual property and ensuring access to knowledge and technologies is a delicate one. This thesis explores the relationship between IPRs and innovation, highlighting the challenges and opportunities in striking the right balance.

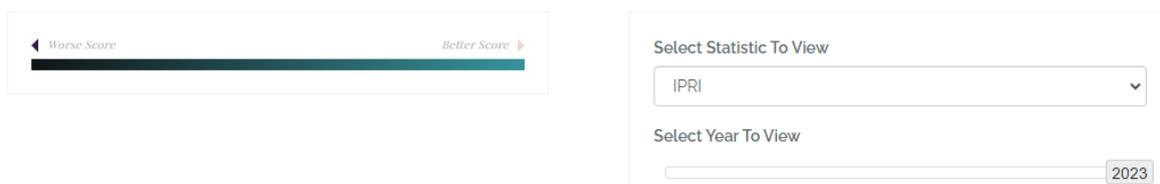
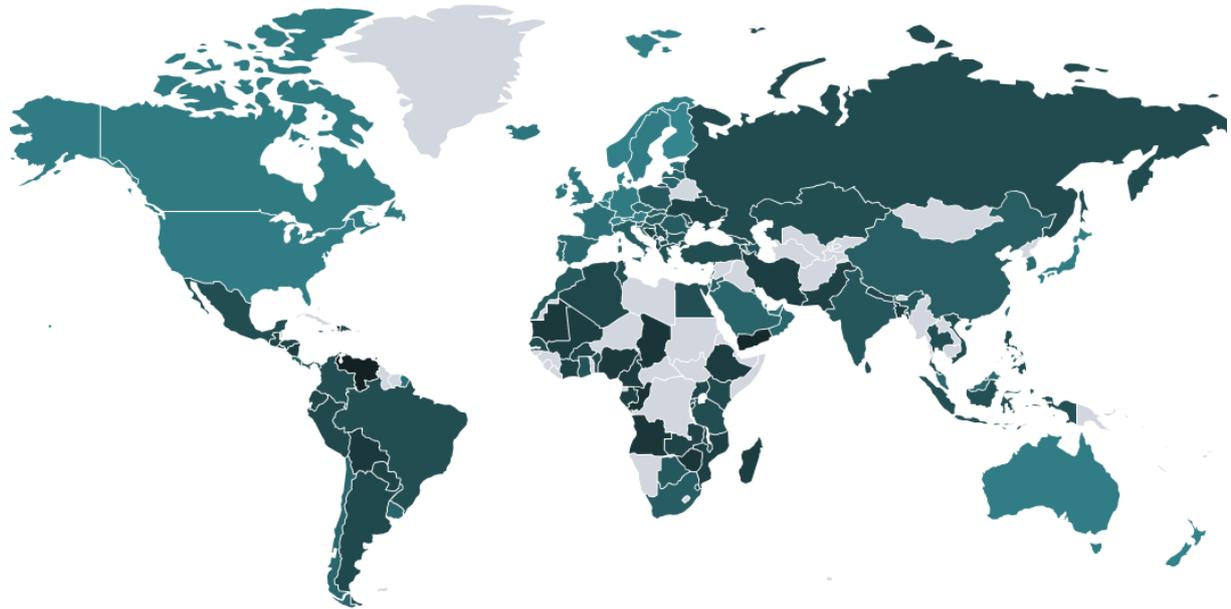
IPRs, such as patents, copyrights, and trademarks, are designed to incentivize innovation by granting inventors and creators temporary monopolies over their works. This exclusivity allows them to recoup their investments in research and development and reap the rewards of their innovative efforts. Studies have shown that countries with stronger IPR regimes tend to have higher levels of innovation, as measured by patent applications and research and development expenditure (Dutta & Lanvin, 2020).

However, the strength of IPR protection must be balanced against the need for access to knowledge and technologies. Overly restrictive IPR regimes can hinder innovation by creating barriers to entry for new players and limiting the diffusion of knowledge. This is particularly concerning in sectors such as healthcare, where access to essential medicines and technologies can

be a matter of life and death. The COVID-19 pandemic has highlighted the importance of ensuring equitable access to vaccines and treatments, with calls for the temporary waiver of IPRs to facilitate the global response (WTO, 2021).

One approach to balancing protection and access is the use of flexibilities within the international IPR framework, such as compulsory licensing and parallel importation. These mechanisms allow countries to override IPRs in certain circumstances, such as public health emergencies or to promote competition. The World Trade Organization's Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) provides for these flexibilities, recognizing the need for a balanced approach to IPR protection (WTO, 2022).

In conclusion, intellectual property rights play a vital role in fostering innovation, but the balance between protection and access must be carefully considered. While IPRs provide incentives for inventors and creators, overly restrictive regimes can hinder the diffusion of knowledge and limit access to essential technologies. By utilizing flexibilities within the international IPR framework and promoting a balanced approach, policymakers can create an environment that encourages innovation while ensuring equitable access to the benefits of technological progress.



Pic 1.1 – Countries International Property Rights Index scores, 2023

Source: <https://www.internationalpropertyrightsindex.org/>

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УДК 327
 JEL F51

International Relations and Geopolitics: Navigating the Complexities of a Multipolar World

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The contemporary international system is characterized by a shift towards multipolarity, with the rise of new powers and the increasing complexity of global challenges. In this context, understanding the dynamics of international

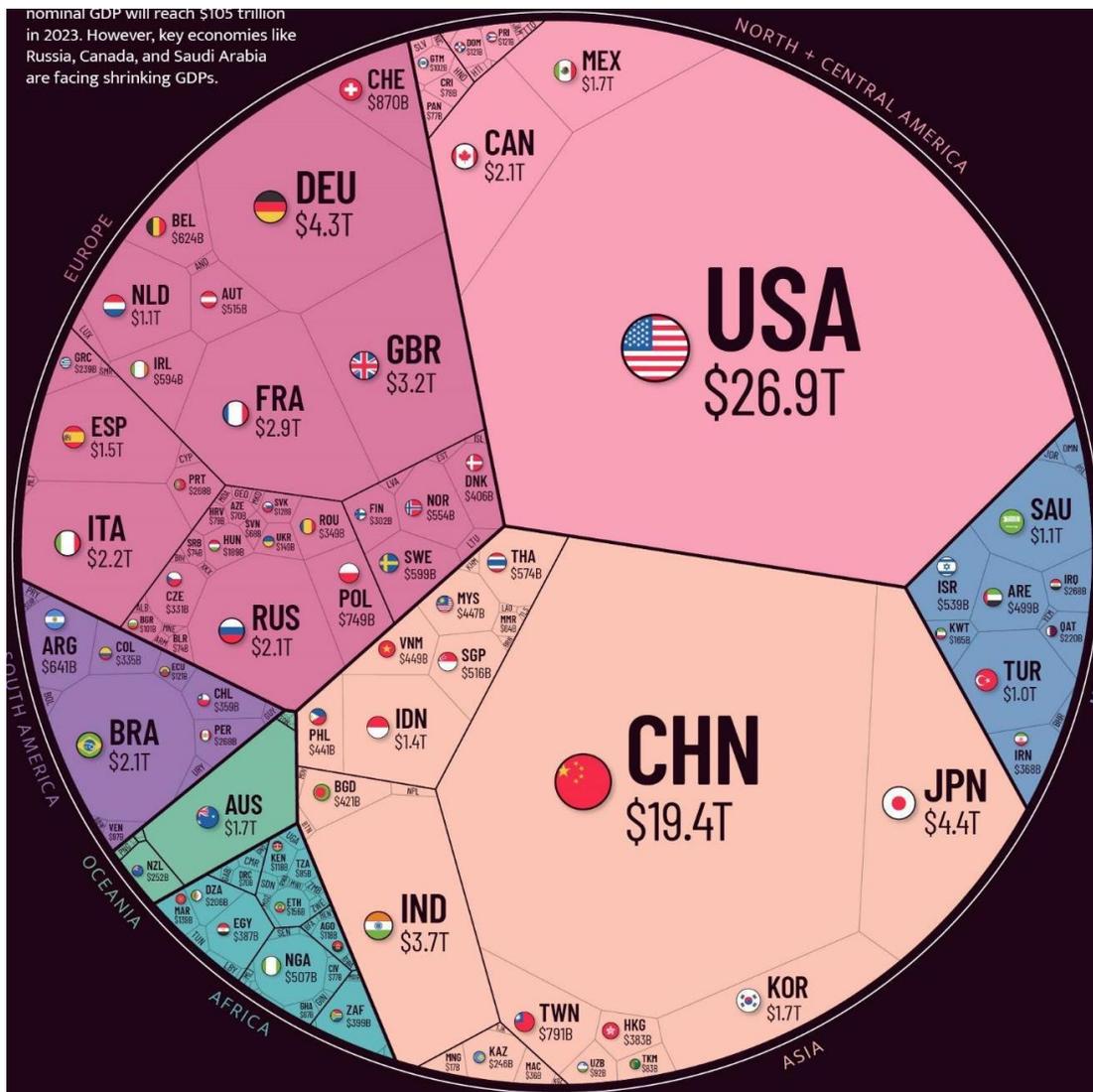
relations and geopolitics becomes crucial for navigating the uncertainties and opportunities of a multipolar world. This thesis explores the key factors shaping international relations and geopolitics in the current global landscape.

One of the defining features of the contemporary international system is the rise of emerging powers, such as China, India, and Brazil. These countries are increasingly asserting their influence on the global stage, challenging the traditional dominance of Western powers. The shifting balance of power has significant implications for international relations, as it requires a recalibration of diplomatic strategies and the development of new frameworks for cooperation and conflict resolution (Ikenberry, 2021).

Another critical aspect of international relations in a multipolar world is the growing importance of regional organizations and alliances. Regional bodies, such as the European Union, the African Union, and the Association of Southeast Asian Nations (ASEAN), play a vital role in

shaping the geopolitical landscape and addressing regional challenges. The strengthening of regional cooperation and integration can contribute to stability, economic growth, and collective problem-solving (Acharya, 2022).

The increasing interconnectedness of global challenges, such as climate change, pandemics, and cybersecurity, also has significant implications for international relations and geopolitics. These transnational issues require multilateral cooperation and the development of global governance mechanisms. The COVID-19 pandemic has highlighted the need for effective international collaboration in responding to global health emergencies and ensuring equitable access to vaccines and medical resources (Kickbusch & Piselli, 2021).



Pic 1.1 - Distribution of global economic power

Source: <https://www.visualcapitalist.com/wp-content/uploads/2023/08/world-economy-2023-full-size.html>

In conclusion, navigating the complexities of a multipolar world requires a nuanced understanding of international relations and geopolitics. The rise of emerging powers, the growing importance of regional organizations, and the interconnectedness of global challenges are key factors shaping the contemporary international

system. By embracing multilateralism, strengthening regional cooperation, and developing effective global governance mechanisms, the international community can address the challenges and opportunities of a multipolar world.

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 JEL M21

Innovations for social-economic development

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Technology has always been very strong in its development and the power of progress and prosperity for the whole world, but technological changes have always occurred gradually because they should have already been more active and error-free so that they could later be introduced and admitted to the market. Considering such changes as structural, which have already been caused by many advanced technologies, they are in fact rapid and more widespread.

Many scientists believed that the very rapid spread of advanced technologies that occurred between industries and countries had its pros and cons. Although considering new advanced technologies that are already completely improved materials today, these are products such as electric cars and solar panels, scientific research in nanomedicine, the creation of new tools such as robotics and artificial intelligence. These all technologies are strongly interconnected because advances in one area have an impact on others. Since the achievements in the field of artificial intelligence are now very high and they can make many advanced technologies more developed and effective.

Technological advances have shown great breakthroughs in the past few years and have thus allowed some societies to leap forward in their quest, while many have been left behind, and this is indicative of today's technological inequalities between countries. Many developing countries have not yet fully benefited from many technological advances.

Because it is advanced technologies that can spread and open doors to rapid technological innovation, but narrowing the technological gap between many developed and underdeveloped countries requires a lot of investment in human capital and infrastructure. National innovation systems play an important role in bringing new technologies into the market, but models of the national innovation system have also not been identified. Public and private institutions therefore have different and complementary roles depending on a country's level of development and also on the market structure. Developing countries benefit greatly from national innovation systems because they enable local businesses to adopt technologies that are critical to achieving sustainable development.

But targeted investments in research and development can greatly help these countries

reduce technological gaps and move to appropriate advanced technologies.

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УДК 338.432

JEL Q01

Cultivating Stability: Restoring Agricultural Activities in Post-Conflict Regions

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In the aftermath of conflict, the revival of agricultural activities stands as a pivotal step towards rebuilding shattered communities and economies. Post-conflict countries often face daunting challenges, with disrupted food systems, damaged infrastructure, and fractured social cohesion. Agriculture, as a cornerstone of these societies, not only provides sustenance but also holds the key to economic recovery, social stability, and environmental sustainability. War is costly to farmers and herders. Lives are lost, people are maimed and injured; some people flee the fighting never to return to their villages. Physical assets are often destroyed – crops, livestock, barns on farms, government buildings, and telecoms in the public realm. Other assets fall into disrepair: roads, and irrigation systems. In Cambodia and Mozambique [1] (since the early 1990s, after the end of each conflict), mines were sown, rendering farmland too dangerous to till. Public services were often suspended, and trade was disrupted.

In post-conflict economies, the agricultural sector plays a crucial role in providing livelihoods for a significant portion of the population. However, the devastation wrought by conflict often leaves farmlands abandoned, infrastructure destroyed, and communities displaced. As a result, food insecurity looms large, exacerbating humanitarian crises and perpetuating cycles of poverty and instability. Restoring agricultural activities is thus imperative not only for addressing

immediate food needs but also for laying the foundation for long-term economic recovery and social cohesion.

Revitalizing agriculture in post-conflict regions requires a multifaceted approach. Firstly, efforts should focus on reinstating farmlands and providing farmers with the necessary resources and support. This includes distributing seeds, tools, and equipment, as well as offering training and technical assistance to enhance agricultural productivity. Moreover, investment in agricultural infrastructure such as irrigation systems, storage facilities, and market linkages is essential for facilitating agricultural development and market access. Initiatives to promote agro-processing and value addition can further enhance the economic viability of agricultural activities, creating employment opportunities and stimulating local economies.

Food insecurity remains a pressing challenge in post-conflict regions[2], with disrupted food systems and heightened vulnerability to external shocks. Restoring agricultural activities is crucial for ensuring food security and resilience against future crises. In addition to increasing food production, efforts should focus on diversifying agricultural livelihoods and promoting sustainable farming practices. Agroecological approaches such as organic farming, agroforestry, and conservation agriculture can enhance soil fertility, water management, and biodiversity conservation,

thereby improving the resilience of agricultural systems to climate change and environmental degradation.

Conflict often results in environmental degradation, including deforestation, soil erosion, and pollution. Restoring agricultural activities presents an opportunity for environmental rehabilitation and sustainable land management.[3] Adopting agroecological practices not only improves soil health and biodiversity but also mitigates the adverse environmental impacts of conventional agriculture. Moreover, reforestation efforts, land restoration projects, and watershed management initiatives can contribute to ecosystem restoration and climate resilience,

promoting the long-term sustainability of agricultural landscapes.

Restoring agricultural activities in post-conflict regions is a complex but essential undertaking that requires coordinated efforts from governments, international organizations, and local communities. By investing in agriculture, societies can not only address immediate food needs and promote economic recovery but also foster social cohesion, ensure environmental sustainability, and build resilience against future conflicts and crises. As we navigate the challenges of rebuilding in war-torn lands, let us recognize the transformative potential of agriculture to cultivate hope, prosperity, and peace for generations to come.

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УДК 327
JEL N40

International Relations and Geopolitics

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International relations and geopolitics play crucial roles in shaping the global landscape, influencing interactions between nations, and determining the distribution of power and resources. This essay explores key concepts and dynamics within international relations and geopolitics, focusing on their significance in contemporary global affairs. (*Kissinger, H. (2014). World Order. Penguin Books*)

At its core, international relations encompass the study of interactions between sovereign states, non-state actors, and international organizations. These interactions are influenced by a myriad of factors, including historical legacies, cultural differences, economic interests, and strategic objectives. Geopolitics, on the other hand, examines how geographical factors such as

location, resources, and physical terrain influence political decisions and power dynamics among states. (Waltz, K. N. (1979). *Theory of International Politics*. McGraw-Hill Education.)

One of the fundamental principles in international relations is the concept of sovereignty, which emphasizes the autonomy and independence of states in managing their internal affairs. However, in an increasingly interconnected world, sovereignty often intersects with issues of human rights, global governance, and international law, leading to debates over interventionism and the responsibility to protect. (*Mearsheimer, J. J. (2001). The Tragedy of Great Power Politics. W. W. Norton & Company.*)

Geopolitical competition arises from the pursuit of strategic interests and the quest for power

among states. Historically, geopolitical rivalries have led to conflicts, alliances, and shifts in global influence. Today, emerging powers such as China, India, and Brazil are challenging the traditional dominance of Western powers, reshaping the geopolitical landscape and fueling debates about multipolarity versus unipolarity.

Economic interdependence is another crucial aspect of international relations, as globalization has facilitated the flow of goods, capital, and information across borders. However, economic integration also brings about vulnerabilities, as demonstrated by the interconnectedness of financial markets and the impact of economic crises on global stability.

Security issues, including terrorism, nuclear proliferation, and cyber warfare, have become pressing concerns in contemporary geopolitics. The rise of non-state actors and the proliferation of asymmetric threats have challenged traditional notions of security and necessitated cooperative

responses at the international level. (Keohane, R. O., & Nye, J. S. (2001). *Power and Interdependence: World Politics in Transition*. Pearson.)

In addressing these complex challenges, diplomacy plays a central role in managing conflicts, fostering cooperation, and advancing mutual interests among states. Diplomatic efforts are often facilitated through multilateral institutions such as the United Nations, regional organizations, and bilateral agreements, which serve as forums for negotiation and conflict resolution.

In conclusion, international relations and geopolitics are dynamic fields that shape the conduct of states and the course of global affairs. Understanding the complexities of these interactions is essential for navigating the challenges and opportunities of an increasingly interconnected world.

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УДК 327
JEL N40

The Study of Geopolitics and International Relations

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This abstract explores the intricate dimensions of geopolitics and international relations, offering a comprehensive analysis of the theoretical foundations, contemporary dynamics, and future implications of geopolitical strategies and international policies. The study delves into the classical and neoclassical theories that have historically shaped the understanding of geopolitical conflicts and alignments, such as the realist approach emphasizing power politics, which has been pivotal in understanding the behaviors of states on the international stage (Morgenthau, 1948). Additionally, the liberal perspective highlights the role of international institutions and

cooperation, suggesting that these elements are crucial in mitigating conflict and enhancing global stability (Keohane & Nye, 1977).

The analysis further extends to contemporary issues, including the impact of globalization on state sovereignty, where the interconnectedness of global markets presents both challenges and opportunities for state actors. Studies indicate that while globalization has facilitated unprecedented economic growth, it has also led to complex interdependencies that pose significant strategic challenges (Friedman, 2005). These dynamics are intricately linked with technological advancements, particularly in information and

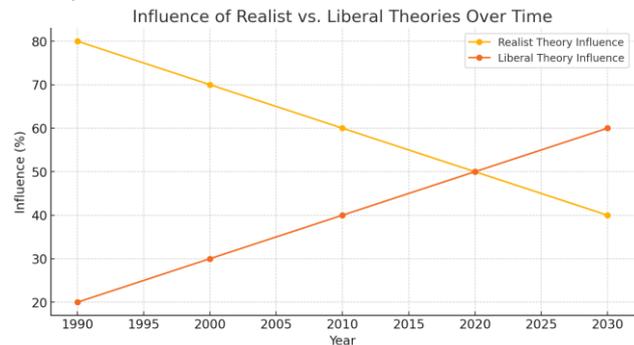
communication technologies, which have reshaped diplomatic and warfare strategies, making cybersecurity and information warfare pivotal aspects of modern geopolitics (Nye, 2011).

Moreover, the role of non-state actors in international relations has grown significantly. Organizations such as multinational corporations, international NGOs, and terrorist groups influence geopolitics often bypassing traditional diplomatic channels. For instance, multinational corporations wield considerable influence on trade policies and economic agreements, affecting labor markets and environmental standards across borders (Dicken, 2015).

Environmental issues, particularly climate change, have also become central to geopolitical strategies, as nations recognize the security threats posed by environmental degradation and resource scarcity. The competition for resources such as water and oil has geopolitical implications, influencing international relations in regions like the Middle East and North Africa (Klare, 2002). Climate change negotiations, such as those seen in the Paris Agreement, illustrate the complexity of aligning international objectives with national interests, where geopolitical considerations often shape countries' commitment levels (Stern, 2015).

Looking forward, the study suggests that the future of geopolitics will increasingly involve cyberspace and space, domains where the next generation of geopolitical conflicts are likely to occur. The militarization of space and the strategic importance of satellite systems represent critical

areas for future international policy frameworks (Bilal, 2018). Additionally, artificial intelligence and machine learning are set to redefine power dynamics, with leading nations investing heavily in technology to gain strategic advantages (Horowitz, 2018).



Pic. 1 – Influence of Realist versus Liberal theories
Source: created by author

The graph above illustrates the changing influence of Realist versus Liberal theories in international relations from 1990 to a projected 2030. It shows a hypothetical decline in the influence of Realist theory, represented by a decreasing trend line from 80% in 1990 to 40% in 2030. In contrast, the influence of Liberal theory is depicted as increasing, with its line ascending from 20% in 1990 to 60% in 2030. This graphical representation helps visualize the shift from a Realist-dominated perspective, which focuses on power politics, to a more Liberal approach that emphasizes cooperation and the role of international institutions in mitigating conflicts and enhancing global stability.

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JEL 043

The impact of digital marketing in education in the post-Covid and wartime periods

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During Covid-19, many organizations went digital, taking care to keep all areas up to date. Educational institutions were not left behind. Students had to continue to learn online, teachers had to move their materials to the cloud and adapt lessons to interactivity and new rules. But digital marketing has not been left out of education either (Haelsoft, 2023).

So why does education need digital marketing? In educational institutions, digital marketing helps to attract and retain students and parents through numerous online strategies and tools. For example social media marketing, email marketing, content creation, targeted advertising, website optimization, etc.

In addition, digital marketing can be used to enhance students' educational experience. For example, online platforms and applications give students access to educational resources, interactive materials and other resources, which facilitates the process of organizing learning for both teachers and students (McFee, 2024).

But it would seem that covid has already receded into the background 2 years ago, and the digital marketing is still the main resource for promotion. And due to the outbreak of war in Ukraine, it is constantly evolving and becoming a key player in the market.

Digital marketing has now become so commonplace for consumers that it is the primary way for businesses and educational institutions to promote themselves in order to avoid being overshadowed. It is worth considering that the consumers of digital content are young people and young parents, who are well versed in searching for information on the Internet and social media, and trust this type of marketing more than traditional marketing.

The category of education includes all institutions from kindergartens to higher education institutions, so it is worth understanding that the

impact of digital marketing is quite extensive, but can be applied to different degrees and with different purposes. For example, in kindergartens the target audience will be parents, it is important for them to study the reputation of the kindergarten, teachers, to evaluate the comfort and service, they can do it through the website and through social networks, and also parents want to see how their children grow, and they would be interested in watching mini videos in Instagram, where their children play with each other (Baltezarevic, 2023).

Reputation and quality of teaching is also important in a school, but it is also important that there is interactivity in learning. Parents want their children to learn better.

Universities already have a wider range. The institution needs to establish itself, to show the capabilities and results of students. They can use a personalized approach, e.g. selecting dance students by interest and offering them a particular department, then tracking the student's results and offering email invitations to webinars on topics of interest, or personalized course selection.

In all cases, digital marketing also helps resolve issues in real time. This feedback can be used to improve teaching methods, courses and increase student satisfaction.

In addition, the students themselves can participate in and strategize the promotion of the institution. It is much easier for young people to understand trends and what will be of interest to their peers. At the same time, they develop their skills in marketing, thinking up business strategies, organizing events, creating and processing content and studying analytics. All of this can give students great experience for their future careers in digital marketing and possibly for their own businesses.

Digital marketing is also much more environmentally friendly as it does not require the use of materials to produce newsletters, billboards

and other materials. It is much easier to create and reproduce.

And one of the biggest advantages of digital marketing is that it overcomes geographical barriers, as absolutely anyone within a specific target audience in a chosen region can learn about an institution, courses or training programs at a particular institution (Vladlena. 2023).

In addition, digital marketing after Covid and during the war has really made a big impact on education, and it has greatly facilitated the organization of many processes. In the future, digitalization will be increasingly embedded in all areas of our lives, while providing a personalized experience for every student.

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JEL M31, L86, C53

AI as a tool for marketing and sales optimization

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In today's fast-evolving world, artificial intelligence is developing rapidly and finding more and more applications in various fields, including marketing and sales. AI is turning becoming a more useful tool for businesses trying to maximize their sales and marketing campaigns (Pradeep, A. K., «AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales», 2019). By leveraging the power of AI-based data analysis and automation, companies can gain a competitive advantage in today's dynamic marketplace.

Using artificial intelligence, marketing initiatives can be made more personalized. AI is capable of analyzing vast volumes of data on consumers, including their behavior, preferences, and past interactions, through the use of machine learning algorithms (Artificial Intelligence Archives | EWEEK. (2024). eWEEK). This

investigation shows that AI aids in the creation of tailored content, offers, and recommendations, greatly boosting the efficacy of marketing initiatives. Campaigns become more individualized and targeted when AI is incorporated into marketing efforts. With the aid of AI-powered predictive analytics, marketers can uncover customer preferences, purchasing trends, and pain spots in order to craft communications that are specifically tailored to their target demographic. Additionally, AI-powered chatbots and virtual assistants may also offer flawless customer service, instantly answer questions, and promote brand loyalty.

Artificial intelligence has the potential to significantly improve lead generation efficiency, sales forecasting, and process simplification in the field of sales optimization (Kaput, M. (2024, January 26). AI for Sales: What You Need to Know. AI for Sales: What You Need to Know).

Sales process optimization is possible with AI. Routine processes like demand forecasting, sales funnel management, and customer segmentation can all be automated by it. The sales force may concentrate on more important work by using AI-based sales automation solutions to automate repetitive processes like lead qualification and follow-up. AI may also assist sales managers in making defensible judgments by offering analyses and suggestions derived from vast quantities of data. Sales professionals may find the most promising prospects, allocate resources more effectively, and maximize the effectiveness of their sales tactics with the use of AI-powered predictive analytics.

Another point to note is that AI makes targeted advertising much more successful. AI is able to precisely identify the target audience and optimize advertising messaging and distribution channels because of its capabilities in picture recognition, natural language processing, and predictive analytics (Peter Gentsch, «AI in Marketing, Sales and Service: How Marketers without a Data Science Degree can use AI, Big Data and Bots», 2018). Equally important is that AI-powered chatbots and virtual assistants can provide

personalized customer support, answer questions, and guide customers through the sales funnel. In addition to enhancing the client experience, this frees up salespeople to concentrate on more difficult assignments, which eventually boosts total sales success.

To summarize, the integration of AI into marketing and sales strategies has the potential to drastically alter how we conduct business and enhance all facets of the workforce (Sharad Gandhi, Christian Ehl, «Generative AI - The Future of Everything», 2023). Organizations may improve customer satisfaction, revenue, and market competitiveness by optimizing their marketing and sales operations through the use of AI. Businesses may improve decision-making, develop a better understanding of their consumers, and eventually spur development and profitability by using AI into their marketing and sales processes. Additionally, businesses who adopt this game-changing technology will be well-positioned to prosper in an increasingly sophisticated and cutthroat business climate as artificial intelligence continues to evolve at an accelerated rate and becomes an increasingly valuable tool for corporate success.

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 JEL O11

The role of the World Bank in international economic relations and its impact on Ukraine during the Russian invasion

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The World Bank plays a key role in reducing global poverty and promoting economic

development. It provides loans and grants to developing countries to improve infrastructure,

health, education and environmental sustainability. The focus on sustainable development is consistent with international goals such as the United Nations Sustainable Development Goals (SDGs). By addressing poverty, the World Bank indirectly contributes to global economic stability.

The ongoing conflict in Ukraine has significantly impacted the country's cultural diversity and heritage. Damage to cultural infrastructure, heritage sites and collections has seriously reduced opportunities for cultural workers, as well as hampered access to cultural rights. Despite extraordinary measures to ensure the safety of movable cultural property, comprehensive conservation efforts are still required due to unstable storage conditions and extensive damage caused.

As of February 24, 2023, the estimated total cost of damage is \$2.6 billion:

- Historic cities and landmarks: \$1.7 billion.
- Movable cultural property and collections: \$143 million.
- Cultural and Creative Industries (CCI) buildings and workshops: \$150 million.
- Tourist facilities: \$650 million.

Losses are estimated at \$15.2 billion, including revenue losses in tourism, arts, sports, entertainment, recreation and cultural education. The cultural and creative industries (CCI) sector was particularly hit, with losses totaling \$10.8 billion and tourism suffering \$3.2 billion in losses. Kyiv accounts for approximately half of the total revenue loss, \$7.3 billion, with an additional \$4.6 billion of losses attributed to nationwide impacts.

Over the next decade, restoration and reconstruction needs are projected to be US\$6.9 billion. Short-term needs (2023-2026) are estimated at US\$2.3 billion, and medium- and long-term needs (2027-2033) are estimated at US\$4.6 billion. Efforts will focus on:

- Damage assessment, documentation and emergency response.
- Stabilization of cultural assets through waste removal and conservation.
- Storage management, preparedness plans and immediate conservation actions.

- Support for the Chamber of Commerce and Industry and the protection of intangible cultural heritage.

Approximately 30% of the assets will be restored initially, and the remaining efforts, including ongoing support for CCI and protection of intangible cultural heritage, will be addressed in the medium to long term.

The World Bank is committed to supporting Ukraine's cultural recovery through a comprehensive plan that includes a number of important activities. Monitoring and documentation efforts are supported by the use of GIS satellite imagery to accurately assess and document damage to cultural heritage. The legal framework for heritage conservation is being strengthened to ensure strong legal protection for Ukraine's cultural assets.

Extraordinary measures are being taken to conduct emergency inventories, improve storage management and develop conservation plans that reduce the risk of loss and looting. Achievable renovations are carried out with the aim of preserving cultural infrastructure and preventing the demolition of culturally significant objects. In addition, the World Bank is strengthening its support for cultural and creative industries by improving access to cultural life, supporting artistic creativity, and encouraging community initiatives that protect intangible cultural heritage. Finally, the organization strengthens the capacity of cultural professionals through capacity-building initiatives, ensuring that they have the skills and resources needed to effectively contribute to Ukraine's cultural renaissance.

The World Bank remains committed to supporting Ukraine's recovery from the devastating conflict, especially in the areas of cultural heritage preservation and economic recovery. Through strategic partnerships, financial support, and technical assistance, the World Bank actively helps preserve Ukraine's cultural heritage and promote sustainable economic growth in the post-conflict era.

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Search Engine Optimization as an Effective Marketing Tool

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The focus of this paper is on SEO, or search engine optimization. It explains what SEO is, the functions it carries out, and the part it plays in the growth of businesses.

If you want your business to stand out online, SEO is an essential and ever-changing marketing strategy. It changes the game when it comes to website traffic, user satisfaction, and company expansion. Online marketing is constantly changing, so companies need to know all there is to know about search engines and algorithms. SEO incorporates relevant content, technical knowledge, and user engagement beyond simple keyword optimization. A thorough familiarity with the relationship between content creation and SEO is crucial. SEO's evolution reflects the ever-changing digital landscape; to stay ahead of the competition, companies must constantly innovate and adapt. With so much competition in the online space, SEO has become more important in influencing user behavior and driving organic traffic to websites. In order to build a digital presence that can attract and keep the ever-picky online audience, businesses need to be aware of how SEO is always evolving and keep a close working connection with SEO experts.

Because of the worldwide reach of the internet, firms must employ both domestic and foreign SEO tactics to reach their target demographics. Researching keywords, optimizing pages on the site, and strategically building links

are all effective SEO methods. Page load time is a major conversion killer in today's lightning-fast digital world. The structure, relevance, and navigation of a website must be optimized. Organizations may navigate the digital terrain with the help of keyword research, which ensures that content matches user intent. With the help of on-page optimization, a website can gain authority and reputation, which in turn increases its organic traffic. For a smooth user experience, faster page load times are essential. Businesses need to be flexible in their approach to SEO because algorithms and user tastes are always changing. When used effectively, long-tail keywords can increase conversion rates and audience engagement by targeting very particular demographics.

With an estimated 4.9 billion internet users worldwide, search engines play a crucial role in shaping user behavior, with 93% of online experiences starting with a search engine. A thorough understanding of SEO is essential for organizations to differentiate themselves in the crowded digital arena. The competition for online visibility is tough in today's information overload, and SEO acts as a beacon that guides users through the landscape, connecting them with relevant and authoritative sources. Businesses must understand the principles of search algorithms and navigate the ever-changing landscape of ranking variables.

As the internet is accessible worldwide, local and international SEO tactics are necessary to connect with a wide variety of audiences. Effective SEO tactics are built on basic factors such as keyword research, on-page optimization, and strategic link development. In the ever-changing digital landscape, even a one-second delay in page load time can result in a seven percent decrease in conversions. Therefore, optimizing website structure, content relevancy, and navigation becomes crucial, underscoring the critical interplay between SEO and user experience.

Keyword research is a crucial aspect of SEO, guiding organizations through the digital landscape. It allows organizations to personalize content by understanding the language and questions of their target audience, ensuring alignment with user intent. This strategic alignment improves website visibility and creates a mutually beneficial link between consumer desires and products and services. On-page optimization, including header structures and meta tags, contributes to the readability and

comprehensibility of information, attracting users and search engines.

Another essential component of successful SEO is the complex network of links, which communicate a website's credibility and authority to search engines. High-quality backlinks from credible sources strengthen a website's reputation, increasing its position in search engine results pages and attracting organic traffic.

In the fast-paced digital era, a website's speed is crucial for a flawless user experience. SEO also impacts user experience, encompassing mobile responsiveness, straightforward navigation, and multimedia features. As SEO continues to evolve, businesses must remain flexible and adapt their strategies to the ever-evolving algorithms and user preferences.

Long-tail keywords are a powerful tool for gaining attention and aligning content with the target audience, resulting in higher conversion rates and engagement. Personalizing content to meet specific demands and establishing authority in their niche is essential for businesses to succeed.

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JEL G22

Insurance's contribution to long-term economic and social development

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Climate change is increasing natural threats, including flooding, storm surges, hurricanes and drought. These natural risks are progressively causing Catastrophes represent a risk to society and many organizations. The insurance sector serves several functions, including this one. As a long-term investor, it aims to cover risks and their effects while also promoting sustainability.

To be considered sustainable, a commercial activity has to advocate specific objectives such as addressing climate change, transforming to new climates, protecting water and marine resources,

and transferring to a more circular economy with waste management and recycling prevention. Pollution avoidance and reduction, as well as ecosystem health protection. These ideas should guide future legislation and ensure its effectiveness. Efforts are underway to establish low-carbon standards and improve CO2 emissions. The insurance sector reflects a variety of trends in the three areas of sustainability: environmental, social, and governance (ESG).

Environmental

Weather-related disasters represent a

significant risk to the insurance sector. According to a report by the Center for the Study of Financial Innovation (CSFI), climate change creates a significant danger to the insurance sector. It is regarded as the third most significant risk for non-life insurance and the second the highest risk for reinsurance. Participants expressed concern that climate change may make some risks more difficult or impossible to cover.

Social

As the world's population ages, the expense of healthcare in national budgets continues to rise. Governments are shifting some of the rising healthcare expenses on the insurance business. However, the need for social security (occupational disability, poverty), especially in developing countries are also growing. Micro insurers can cover risks for low-income individuals and small businesses who may not have access to traditional financial services. These hazards encompass both physiological risks (sickness, harm, mortality) and physical dangers (destruction, losses). Micro insurers can use technology to reduce poverty and increase access to financial services.

Governance

Insurance businesses might utilize a materiality matrix to prioritize sustainability concerns for their stakeholders. The materiality matrix aims to identify the most significant threats and opportunities for society. Leading insurers are increasingly incorporating long-term sustainability trends into risk evaluations and asserts management systems. The insurance business, as a major risk bearer, should engage with stakeholders on a regular basis. Sharing risk capabilities helps society as a whole address ESG concerns. As a result of this interaction, the insurance sector gains a better understand and prioritise the most significant risks, especially those related to ESG. Using this information, we may create new solutions and alter procedures to promote sustainable growth.

Insurance firms are increasingly incorporating ESG criteria into their investing procedures,

reflecting the growing relevance of sustainable investment in response to climate change. Financial service businesses are actively promoting environmental responsibility growth. Climate change causes more frequent and severe disasters, resulting in higher and more variable losses such as: increased risk capital requirements for insurers and reinsurers, and closing catastrophe protection gaps is becoming increasingly challenging. Insurance firms are investing in research and incubation to develop novel proactive solutions and better risk models and data. However, insurers are also incorporating new incentives into their insurance products aim to reduce risk by offering lower rates for policyholders who take preventative actions. Adjusting products and services can help customers enhance their climate resilience and minimize emissions of greenhouse gases.

ESG concerns are becoming increasingly important in the insurance business, following global competitiveness in financial centers. Insurers must prioritize efficiency, legal compliance, risk modeling, and innovation solutions. The sector can promote climate-resilient and low-carbon infrastructure by leveraging its experience in risk management, underwriting, and investment, in collaboration with governments and organizations. To successfully adapt to climate change, public institutions must collaborate and address existing challenges. Together with the insurance industry can provide the groundwork for a low-carbon economy that enhances society's resilience to climate hazards. Insurers must prioritize climate change as a critical issue. The Geneva Association recommends that insurers conduct internal scenario analysis and stress testing to comply with ESG standards and regulatory frameworks. This involves sharing environmental and socio-economic data to develop clear climate policies action plans while show future readiness to stakeholders, insurers must prioritize all of these factors mentioned.

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Science and scientists. Challenges and opportunities

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Science has always been a driving force for progress. From the discovery of the Internet to the development of vaccines, scientists provide humanity with innovations that change the way we live. However, on the way to great discoveries, they face numerous challenges that need to be overcome. At the same time, modern science provides many opportunities for researchers to open up new horizons for development.

In the context of the war in Ukraine, scientists have faced a number of previously unknown difficulties. Some of them are disoriented and unsure how to continue their careers and build strategies for the future. Ukrainian science is now going through a turning point. However, this does not mean that we should give up. We need to unite, unleash our potential and the potential of our country in scientific work. The war has a negative impact on all areas of life, including research. Because of this, many scientists do not know whether to continue their activities. Today, government agencies have already developed the first strategies for post-war recovery. One of the key steps in restoring education and science is to focus on the level of research. Scientists who are already working on new projects and publications will be better positioned in the future.

To prepare for the post-war reconstruction phase, it is necessary to continue publishing, improve key performance indicators, apply for prestigious scientific prizes and awards, and develop Ukraine's representation in the international scientific community. The prosperity of our country in the future will depend on the level of scientific activity of Ukrainian scientists now. Modern science provides many opportunities for researchers, such as advances in technology that make research more accessible and efficient, and access to large amounts of data that allow for new patterns and improved treatments. For example, computer technology speeds up calculations, and big data analysis helps to find new medicines.

Science has always been and remains a key factor in human development. It faces many challenges, such as funding, ethical issues, and the need for interdisciplinarity. However, modern technologies, access to large amounts of data, and international cooperation open up new opportunities for researchers. Thanks to these opportunities, science continues to move the world forward, benefiting all areas of our lives, which is very important for the future of Ukraine.

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 JEL O52

European Integration and Economic Development: Opportunities and Challenges

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European integration has been a driving force for economic development and cooperation among European countries since the establishment of the European Coal and Steel Community in 1951. The creation of the European Union (EU) and its subsequent enlargements have brought together a diverse group of nations, fostering trade, investment, and social cohesion. This thesis explores the opportunities and challenges associated with European integration and its impact on economic development.

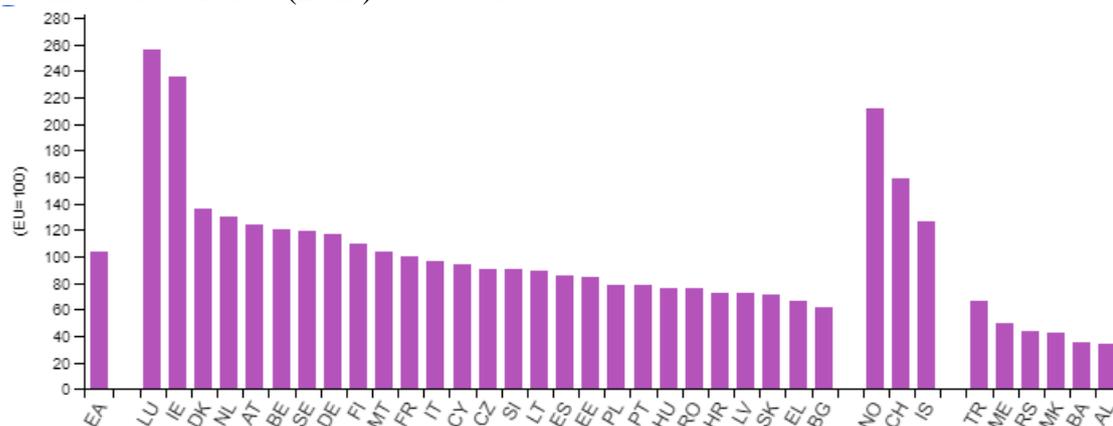
One of the primary benefits of European integration is the creation of a single market, which allows for the free movement of goods, services, capital, and people among member states. The single market has significantly reduced trade barriers and transaction costs, leading to increased competition, efficiency, and economies of scale. This, in turn, has stimulated economic growth, job creation, and innovation across the EU (European Commission, 2021).

European integration has also promoted convergence among member states, particularly through the EU's cohesion policy. The cohesion policy aims to reduce regional disparities and support the development of less prosperous regions through targeted investments in infrastructure, human capital, and innovation. The European Structural and Investment Funds (ESIF) have been

instrumental in financing projects that contribute to sustainable and inclusive growth (European Commission, 2022).

However, European integration also presents challenges and potential risks. The economic and financial crisis of 2008-2009 and the subsequent sovereign debt crisis exposed the vulnerabilities of the European monetary union and highlighted the need for stronger economic governance and risk-sharing mechanisms. The COVID-19 pandemic has further underscored the importance of solidarity and coordination among member states in responding to common challenges (European Parliament, 2020).

In conclusion, European integration has been a catalyst for economic development, offering opportunities for trade, investment, and cohesion among member states. The single market and the EU's cohesion policy have contributed to growth, convergence, and innovation across the region. However, the process of integration also presents challenges, such as economic disparities, governance issues, and the need for solidarity in the face of crises. As the EU continues to evolve and adapt to new realities, it is crucial to strike a balance between the benefits and risks of integration, ensuring that economic development is sustainable, inclusive, and resilient.



Pic 1.1 – Volume of indices of GDP per capita, 2022

Source: [GDP per capita, consumption per capita and price level indices - Statistics Explained \(europa.eu\)](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&plugin=1)

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УДК 330.341
JEL Q01

Sustainable Development and Green Economy: Pathways to a Resilient Future

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Sustainable development and the transition to a green economy have become imperative in the face of mounting environmental challenges, such as climate change, biodiversity loss, and resource depletion. As the world grapples with these pressing issues, it is crucial to explore the pathways and strategies that can lead to a more resilient and sustainable future. This thesis examines the key principles and approaches of sustainable development and green economy, and their potential to drive positive change.

At the core of sustainable development lies the concept of balancing economic growth, social equity, and environmental protection. This holistic approach recognizes the interconnectedness of these dimensions and seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. The United Nations' 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs), provides a comprehensive framework for achieving this balance (United Nations, 2021).

The transition to a green economy is a critical component of sustainable development. A green economy is one that is low-carbon, resource-efficient, and socially inclusive. It seeks to decouple economic growth from environmental degradation and promote the sustainable use of natural resources. Investing in renewable energy,

energy efficiency, sustainable transportation, and circular economy practices can drive the transition to a green economy while creating jobs and fostering innovation (UNEP, 2020).

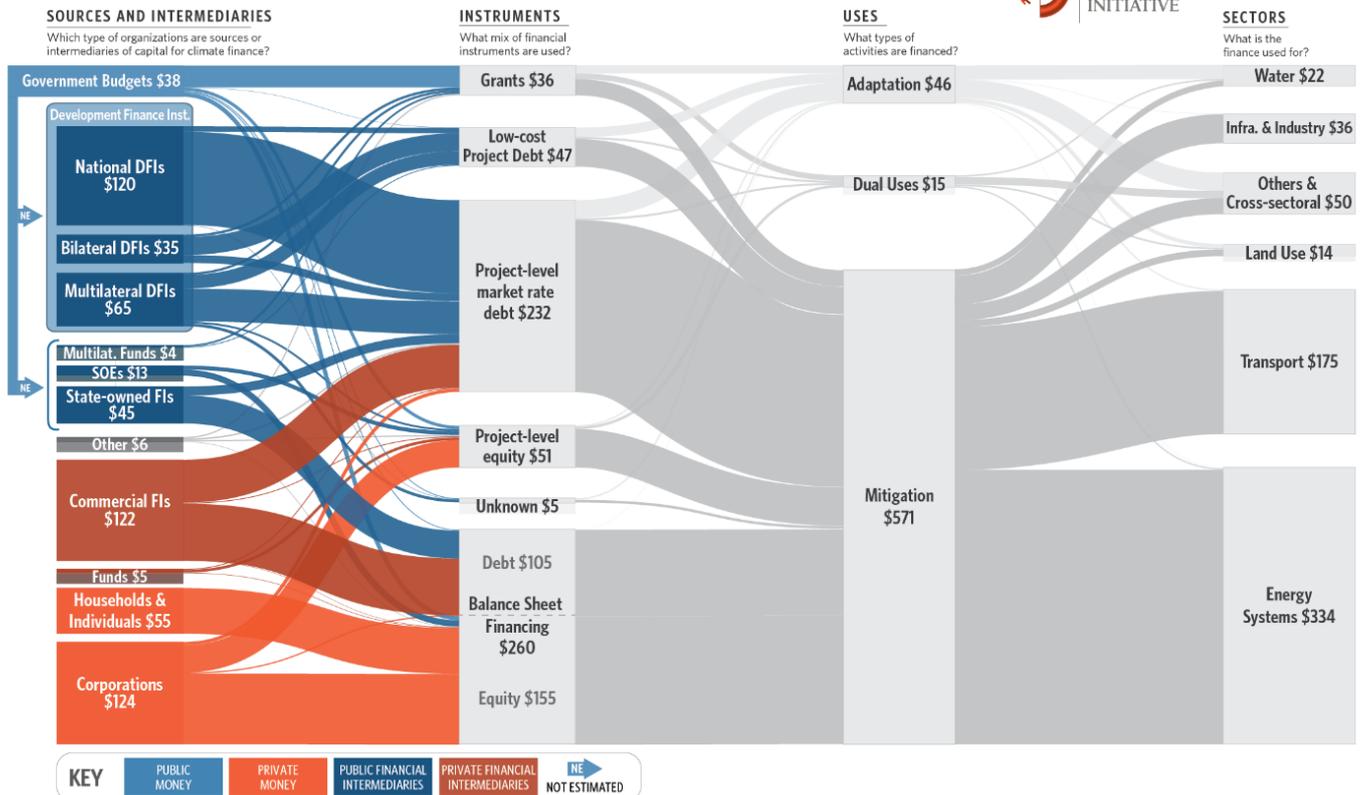
Sustainable finance is another key enabler of sustainable development and green economy. Mobilizing public and private capital towards sustainable investments can accelerate the transition to a low-carbon and resilient future. Green bonds, sustainability-linked loans, and impact investing are examples of innovative financial instruments that can channel funds into projects and initiatives that deliver positive environmental and social outcomes (World Bank, 2022).

In conclusion, sustainable development and green economy offer pathways to a more resilient and equitable future. By balancing economic, social, and environmental considerations, and investing in low-carbon and resource-efficient solutions, we can address the pressing challenges of our time and create a better world for current and future generations. The transition to a sustainable and green economy requires the concerted efforts of governments, businesses, financial institutions, and civil society, working together towards a common vision of a more sustainable and prosperous future.

LANDSCAPE OF CLIMATE FINANCE IN 2019/2020

Global climate finance flows along their life cycle in 2019 and 2020. Values are average of two years' data, in USD billions.

632 BN USD ANNUAL AVERAGE



Pic 1.1 - Flow of investments from different sources into various sustainable development sectors
Source: <https://www.climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2021/>

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РОЗДІЛ 2. РОЛЬ ЄВРОАТЛАНТИЧНОЇ ІНТЕГРАЦІЇ УКРАЇНИ, ПІДТРИМКА ВІЙСЬКОВОСЛУЖБОВЦІВ ТА ВЕТЕРАНІВ / SECTION 2. THE ROLE OF EURO- ATLANTIC INTEGRATION OF UKRAINE, MILITARY STAFF AND VETERAN SUPPORT

УДК 327.51
JEL J24

Dynamics of Ukraine's Relations with the US, the EU, and NATO: Prospects for Weapon Procurement and Strategic Alliances

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This paper delves into the current and future relations of Ukraine with the United States (US), the European Union (EU), and the North Atlantic Treaty Organization (NATO). Recent studies have shown 3 main sections:

1. Historical Context:

- Explores the establishment of diplomatic relations between Ukraine and the US in 1991 following Ukraine's independence from the Soviet Union. This section discusses the significance of this milestone in shaping subsequent bilateral interactions. It encompasses discussions on economic aid, military assistance, and political support provided by the US to Ukraine in its post-Soviet transition.

- Traces Ukraine's engagement with NATO, starting from its participation in the North Atlantic Cooperation Council (NACC) in 1991. It highlights key historical events and milestones in Ukraine-NATO relations, including the signing of the NATO-Ukraine Charter in 1997 and the implementation of the Annual National Programs (ANP) aimed at fostering reforms and interoperability.

- Considers the EU's role in Ukraine's European integration aspirations. This segment provides insights into the historical context of Ukraine-EU relations, including cooperation frameworks such as the EU-Ukraine Association Agreement and the Deep and Comprehensive Free Trade Area (DCFTA). It discusses challenges faced by Ukraine in its pursuit of closer ties with the EU, including issues related to corruption, rule of law, and economic reforms. (Brink, May 18, 2022)

2. Current Dynamics:

- Analyses contemporary geopolitical shifts impacting Ukraine's relations with the US, EU, and NATO. This section delves into recent events such as Russia's annexation of Crimea and the ongoing conflict in Eastern Ukraine. It discusses how these developments have influenced diplomatic initiatives and security challenges in the region, including the imposition of sanctions by Western powers and the deployment of military assistance to Ukraine by the US and NATO allies. (int, 18 Mar. 2024)

3. Future Prospects:

- Discusses potential areas of cooperation and collaboration between Ukraine and the US, EU, and NATO. This segment explores avenues for enhancing partnerships in security, economy, and democracy promotion, including the provision of further military aid and assistance in countering hybrid threats. It also considers the potential for deeper economic integration with the EU through reforms and investment initiatives.

- Addresses obstacles and opportunities for Ukraine's integration with Western entities. It considers geopolitical factors, internal dynamics, and external pressures shaping the future trajectory of Ukraine's relations with the US, EU, and NATO, including the role of Russia's influence and the prospects for resolving the conflict in Eastern Ukraine. (PRAVDA, 19 MARCH 2024)

It was estimated that provide comprehensive insights into the evolving nature of Ukraine's relationships with these Western actors and their implications for regional stability and global security.

In conclusion a comprehensive overview of Ukraine's current and future relations with the US,

the EU, and NATO, while highlighting the strategic imperative for expeditious weapon procurement. It underscores the complexities and nuances inherent in navigating international alliances and under-

scores the critical role of defense cooperation in safeguarding Ukraine's sovereignty and territorial integrity amidst regional volatility.

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JEL J24

The role of veterans in economic development based on the international experience

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As nations strive for economic development in an interconnected world, the role of veterans emerges as a crucial yet often underestimate factor. Drawing from international experiences, I would like to explain the significance of veterans in driving economic revitalization. By examining examples from various countries, I strive to provide the contributions of veterans to the economic recovery and state why recognizing their potential is significant in the framework of sustainable development.

First of all, veterans consistently demonstrate the exemplary leadership qualities and a strong work ethic gained and established through their military service. For instance, in the United States, companies like JPMorgan Chase have implemented initiatives to recruit and support veteran employees, recognizing their ability to lead teams effectively and navigate complex challenges. Similarly, in Israel, veterans of the Israel Defense Forces (IDF) often transition into leadership roles in industries such as technology and cybersecurity, where their discipline and problem-solving skills are highly valued. These examples explain through the empirical lens how veterans, with their strong sense of duty and commitment, contribute to organizational success and drive economic growth in that regard.

Second of all, veterans possess specialized

skills and training which could boost economic development efforts. For example, in the United Kingdom, organizations like Mission Motorsport provide veterans with opportunities to transition into civilian careers in the automotive industry, capitalizing on their technical expertise and adaptability. Likewise, in Australia, the Veterans Employment Program facilitates the integration of veterans into various sectors by recognizing their qualifications and offering tailored employment support.

Finally, veterans' entrepreneurial spirit and innovative mindset could positively contribute to economic resilience. As an example, in Canada, initiatives like the Prince's Operation Entrepreneur support veteran entrepreneurship through mentorship and business training, empowering veterans to launch successful ventures and create employment opportunities.

The international experience unequivocally demonstrates the important role of veterans in economic development. Through their exemplary leadership, specialized skills, and entrepreneurial capacities, veterans contribute to organizational success, workforce development, and innovation across diverse industries. The topic of veterans' importance in economic development is crucial because it recognizes an often underestimate demographic whose unique skills and experiences

can significantly contribute to revitalizing economies.

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JEL F63

The effective veteran support programs based on the experience of the USA

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The represented paper is the result of exploring effective veteran support programs and the role of veterans in recovery, drawing from international experiences, particularly from experts and companies in the United States with involvement in Ukraine. In this research, I discuss various initiatives, organizations, and projects to support veterans and integrate them into the workforce to bolster economic revitalization. By analyzing these presented successful practices and lessons learned from the USA [1], this study aims to provide insights and recommendations for enhancing veteran support programs and leveraging veterans' potential for economic growth and societal benefit, for example, in our homeland-Ukraine.

According to Statista [2], a military veteran is a person who has served or is serving in the armed forces of a country. According to the U.S. Census Bureau [3], there were around 16.2 million veterans in the United States in 2022. Today, there are more than 18 million living veterans in the United States, representing about 6% of the country's adult population.

In recent years, starting in 2020 and continuing today, there has been increasing

recognition of the valuable contributions that veterans can make to economic recovery and societal development. The skills and experiences of veterans started to be seen as a resource; therefore, governments also started to focus on enhancing these experiences in supporting development. The United States stands out as an exemplar in this domain [4], with many different frameworks and initiatives I will elaborate on later.

I would like to start with a Website called USA Cares [5], which is a generous compilation of actual services, information, and results of campaigns that are designed for internet users as well as veterans to discover their opportunities and departments responsible for different types of services. USA Cares is a Military Assistance Response program that assists with veterans' bills due to a military service incident. They are founded and are able to finance separate individuals based on the severity of injury and size of a debt. Another important initiative that can be seen in practice in American high schools is actually inviting veterans to promote the military. Divisions invite as representatives those who were on the front lines and put them into social settings, so they can work on communication competence and reflect on their

experiences. But in most cases, veterans are the ones who need care. Therefore, in the next part of the thesis, I focus on organizations that provide physical and mental health programs.

Star Military Program [6] is a mental health program that supports a network of professional psychologists who provide consultations and mentoring.

Operation First Response [7] is an initiative that offers a Family Assistance Program that lends wounded veterans financial assistance as they go through the VA claim process.

Another similar initiative is called DAV (Disabled American Veterans) [8], which is a Charitable Service Trust that focuses on financing rehabilitation, medicine, and doctoral consultations. They also dedicate special attention to insurance programs.

SAVI [9] provides veteran programs that help to track their financial, emotional, physical, and mental progress post-separation. The organization is committed to providing the VA benefits veterans deserve and helping in building a successful life after they transition out of the military.

Adjoin for Veterans [10] understands that every veteran deserves to have a home. The

organization has a pool of coordinators that are connected with veteran families and support them in finding housing options.

Children of Fallen Patriots Foundation [11] is unique on this list because the organization cares for children of veterans and is responsible for their successful integration in schools and helps with college funding.

Hire Heroes USA [12] is closing the list with granting a comprehensive overview of job field and offers various internships to return veterans to social circle and help them to grow branches on their social tree of connections by having a job and routine tasks.

In summary, a multitude of federal agencies in the United States offer comprehensive support services and resources to veterans, aimed at facilitating their transition to civilian life and fostering their well-being, especially in medical and integration questions. Support and development programs for veteran entrepreneurs and their family members can become in Ukraine the force that unites participants, reveals their potential, and creates proper conditions for enhancing competitiveness and promoting veteran businesses in domestic and foreign markets.

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JEL Q56

Ensuring sustainability throughout the supply chain of Ukrainian smes

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Ensuring sustainability throughout the supply chain of Ukrainian SMEs is an issue that requires critical attention in the current situation of the state. Small and medium-sized enterprises, which are called SMEs in Ukraine play one of the most vital roles in economic growth and the creation of jobs. Nevertheless, the Covid-19 pandemic, as well as the further beginning of the war have crushed and drastically changed global supply chains, impacting Ukrainian SMEs substantially.

To ensure sustainability through the chain of Ukrainian SMEs, it is essential to support them during the war. The European Bank for Reconstruction and Development (EBRD) survey found that, by the end of 2022, business activity levels for most Ukrainian SMEs had stabilized (*Bandura, R., "Supporting small- and medium-sized enterprises"*).

The importance of SMEs in the Ukrainian economy is known to every citizen, from farmers to politicians. SMEs are widespread across many spheres in Ukraine, including agriculture, machinery, construction, and technology, and will play a vital role in reconstruction efforts. Before the Russian full-scale invasion in February 2022, the economy of Ukraine had an upward prospect, despite the fall caused by COVID-19, trends of the Ukrainian economy remained positive. The gross domestic product, also known as GDP improved by 3.4%. SMEs played a very important part in that growth, as 99.97 percent of the total registered businesses in Ukraine are SMEs.

However, the invasion of Russian military forces in February of 2022 had a very big impact on the Ukrainian economic state, with the consequences of GDP falling by 30 percent. Small businesses suffered immensely: a survey by the European Bank for Reconstruction and Development (EBRD) showed that the average SME earned 43 percent less and employed 22 percent fewer people between February and December 2022 (*Spark, Page S., 2023, February 27*). Almost a year after the invasion, business

improved their economic activity and started to stabilize their work. Despite facing a lot of challenges and social instability, SMEs continue to show sustainability.

As we are fighting and moving towards reconstruction, it is vital that Ukraine not only rebuild the economy and recover from losses due to the war but also it is crucial to seize an opportunity to improve and modernize the SME sector with further planning of entering the European Union and math their economy. Many SMEs face high debt burdens, an increase in operational costs, and a worsened liquidity crunch. Uncertainty due to the war has forced investors to be very cautious and forced the banks to focus funds on more conservative, well-established relationships with large companies. SMEs very often struggle to demonstrate creditworthiness and provide the collateral required by traditional banking systems, substantially hurting their access to external financing of the business.

Therefore, it is crucial to develop an effective realization of financial mechanisms to ensure that the supply chain of SMEs will coordinate the transition from a single financial assessment to cover the economic, social, and environmental aspects of the economy. As we know United States is considered one of the best countries to start a business in, as well as the UK, and Germany, the one thing that makes these countries one the best is the easy access to external financing, so external financing and information about it will play a vital role for improvement of Ukrainian financial state as well as will improve the life of SMEs, which will help them overcome challenges that Ukraine is facing nowadays.

To sum up, ensuring sustainability throughout the supply chain of Ukrainian SMEs is not an easy task, that will require hard work and different approaches. Supporting SMEs in financing and capacity building, developing an effective finance evaluation mechanism, and improving the economic sector of SMEs to the level of the

European Union with further integration are some of the key steps that have to be taken to ensure

sustainability throughout the supply chain of Ukrainian SMEs.

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JEL: F20

How Euro-Atlantic integration impacts the internationalization strategies of Ukrainian companies

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Euro-Atlantic integration has been a key driver of change in Ukraine, impacting various aspects of its economy and business environment. It plays a crucial role in shaping the internationalization strategies of Ukrainian companies, particularly in the context of sustainable development, green economy, and climate change. Euro-Atlantic integration refers to the process of close cooperation between European and North Atlantic countries. The study explores the effects of Euro-Atlantic integration on the global expansion strategies of Ukrainian companies through the approaches adopted by COR-Energy, highlighting the company's efforts to align its strategies with the goals and standards of Euro-Atlantic integration.

One of the key implications of Euro-Atlantic integration for Ukrainian companies is the need to adhere to the standards and regulations of the regions they're expanding to. This extends beyond technical specifications to encompass areas such as product quality, safety standards, environmental regulations, and intellectual property rights protection. Companies that fail to comply with the standards risk being left behind in an increasingly competitive global market, while also undermining the credibility and reputation of Ukrainian companies on the global stage. (Euro-Atlantic Partnership Council, 2020).

Aligning with Euro-Atlantic standards is not just a matter of regulatory compliance; it is also a strategic imperative for Ukrainian companies. By

meeting these standards, companies demonstrate their commitment to quality, innovation, and sustainability, which can enhance their competitiveness and attractiveness to foreign investors. Additionally, aligning with international norms can facilitate the transfer of technology and best practices, enabling Ukrainian companies to improve their operations and expand their market reach.

To achieve alignment with Euro-Atlantic standards, Ukrainian companies need to invest in research and development, upgrade their production processes, and adopt best international practices. They also need to engage with relevant regulatory bodies and industry associations to stay abreast of regulatory changes and industry trends. By embracing Euro-Atlantic integration and aligning their strategies with international standards, Ukrainian companies can position themselves as global players and seize opportunities in the increasingly interconnected global economy (Euro-Atlantic Partnership Council, 2020).

Partnerships and alliances also play a crucial role in the internationalization strategies of Ukrainian companies in the context of Euro-Atlantic integration. Collaborating with local and international partners can provide access to new markets, technologies, and resources. By forming strategic alliances, Ukrainian companies can enhance their competitiveness and expand their global reach (European Commission, 2019).

Other crucial aspects of successful internationalization strategies in the context of Euro-Atlantic integration are continuous monitoring and evaluation practices. Ukrainian companies must constantly assess market conditions, regulatory changes, and competitive dynamics to adapt their strategies accordingly. This adaptability is key to remaining competitive in the global marketplace (Eurofound, 2021).

Euro-Atlantic integration presents Ukrainian

companies with both challenges and opportunities in their internationalization efforts. The key to succeeding in this challenging matter is aligning the strategies with Euro-Atlantic standards, forming strategic partnerships, and prioritizing regulatory compliance and risk management. By adopting the mentioned above approaches and strategies Ukrainian companies can enhance their competitiveness and capitalize on the benefits of Euro-Atlantic integration.

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JEL J24

The army and the society, perspectives for army recruitment

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The relationship between the army and society is a complex and evolving aspect of national security that directly influences perspectives on army recruitment. This essay examines the current state of this relationship, recruitment challenges, and strategies, as well as future perspectives on how armies might adapt to changing societal norms and technological advancements.

The Current State of Army and Society Relations

The relationship between the army and the society it serves is foundational to a nation's defense posture. Traditionally, this relationship has been characterized by respect and support for the military, but it has also faced challenges such as public scrutiny over military engagements and the treatment of veterans. Societal trust and perception play crucial roles in the effectiveness of

recruitment strategies and the overall military readiness (Forster, 2012).

Recruitment Challenges

1. **Changing Demographics:** Many countries face demographic shifts that affect military recruitment. Aging populations and lower birth rates result in smaller cohorts of potential recruits. Moreover, today's youth have more educational and career choices, which can divert them from military service unless compelling incentives are offered (Clever & Segal, 2013).

2. **Technological Proficiency Needs:** Modern militaries require recruits with high levels of technological proficiency to handle advanced military equipment and cybersecurity threats. Finding individuals with these skills in a competitive job market where tech companies offer lucrative salaries poses a significant challenge (Booth & Bennett, 2014).

3. Public Perception and Military Engagement: Public opinion about military engagement — whether local or overseas — can significantly impact recruitment. Negative perceptions can deter enlistment, while positive views can enhance it. Effective communication about the role and benefits of military service is essential to maintaining a positive public image (Rukavishnikov & Pugh, 2006).

Recruitment Strategies

1. Marketing and Outreach: Modern recruitment strategies often resemble marketing campaigns, aimed at showcasing the military as an attractive career option offering unique opportunities, such as advanced training, education benefits, and a sense of purpose and community (Warner & Asch, 2016).

2. Incentives and Benefits: Enhanced incentives such as sign-on bonuses, educational benefits, and competitive pay are crucial. Additionally, emphasizing the non-monetary benefits of military service, like job security, health care, and retirement benefits, can attract recruits (Moskos, Williams, & Segal, 2016).

3. Diversity and Inclusion: Efforts to promote diversity and inclusion within the military are vital. These efforts not only reflect societal values but also enhance operational effectiveness by bringing a wide range of perspectives and skills (Soeters & van der Meulen, 2017).

Future Perspectives on Army Recruitment

• **Technological Integration:** As warfare becomes more technologically sophisticated, so too must recruitment strategies. Virtual reality experiences, online engagement platforms, and digital marketing can reach a broader audience and appeal to the tech-savvy generation (Kier, 2014).

• **Adapting to Societal Changes:** The military must continually adapt to societal changes, including shifting norms about gender, race, and sexual orientation. Policies promoting equality and combating discrimination are crucial for attracting and retaining diverse talent (Anderson, 2015).

• **Moral and Ethical Appeal:** Focusing on the moral and ethical dimensions of military service can appeal to young individuals looking for meaningful careers. Highlighting roles in peacekeeping, disaster relief, and humanitarian aid can align military service with broader social goals (Janowitz, 2017).

In conclusion, the dynamic relationship between the army and society deeply influences perspectives on recruitment. As societies evolve, so too must the strategies employed by militaries to attract and retain the personnel needed to face current and future challenges. Understanding and adapting to these changes, while effectively communicating the value and values of military service, are key to sustaining the vital link between a nation's military and its people.

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JEL F63

Navigating the Complex Dynamics of Ukraine's Relations with the US, EU, and NATO: A Mythological Perspective on Strategic Arms Procurement

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Taking into account the importance of being an ally and a successful part of the world, Ukraine, as a country of the Middle-Earth, has to organize systems and plans of joining different unions which have been created to ensure welfare and a peaceful future. Nevertheless, even the most powerful union can have a lack of strength to protect its members - The Olympus Mountain, the group of Gods from Greek mythology could not protect the mortal beings who prayed and sacrificed their bodies and souls for the prosperity of their protectors.

In the annals of Ukraine, it is possible to identify some similarities with the Greek Pantheon. For example, a love story between Aphrodite and Adonis - a man who was born out of a tree that previously lived and existed as a beautiful woman who was loved by the supreme god. All the power of Zeus's love was not enough to protect the woman, consequently, she was turned into the tree that gave the birth for a new generation (Greekacom, 2024). And nowadays, we can observe a variety of cases in the history of Ukraine which are similar to the example above. The governors of Ukrainian lands had deals with neighbors who were supposed to help, protect, assist Ukraine, but they all failed.

For example, let us consider the times when the Ukrainian olympus – Kyiv has been assisted and taken by the ally-enemy-ally-enemy. By the Treaty of Brest-Litovsk of March 3, 1918—which concluded World War I hostilities between the new Soviet government and the Central Powers—the Soviet government recognized the independence of Ukraine. German troops promptly occupied the country and set up a puppet Ukrainian government in Kyiv, but it collapsed with the German surrender to the Allies in November 1918 and the subsequent withdrawal of German troops. Once more an independent Ukraine was declared in Kyiv, under the leadership of Symon Petlyura, but its brief and stormy history was a series of struggles between Ukrainian nationalist, anti-Bolshevik (White) and

Soviet (Red) forces. In November 1919 Kyiv was briefly taken by the White armies under Gen. Anton Ivanovich Denikin before being finally occupied by the Red Army. Yet peace was still denied the city, as the Russo-Polish War erupted in the spring of 1920. In May 1920 the Poles captured Kyiv but were driven out in a counterattack (French, 2024).

Ukraine seemed to live during the Titanomachy the time when the gods of Olympus rebelled against the titans. The gods were destined to lose that battle, but in alliance with the Cyclops and some of the titans who were on their side, they drove their opponent into the abyss of Tartarus. Much time has passed since those days, but the problem remains: who is worthy of being an ally of Ukraine and what will be the results?

In the pantheon of Ukraine's allies, the United States, the European Union, and NATO stand as beacons of hope and bastions of freedom, offering strength and support to a nation in need. Moreover, it is necessary to protect the areas where people live, to make the lands safe for mortal beings. Just as the gods of Olympus who rallied to protect their celestial kingdom from the forces of chaos, Ukraine's allies stand ready to face the challenges of our time by providing military aid, economic assistance and diplomatic solidarity in the face of adversity.

“NATO Allies call on Russia to fully respect international humanitarian law, and to allow safe and unhindered humanitarian access and assistance to all people in need. There can be no impunity for Russian war crimes and other atrocities, such as attacks against civilians and the destruction of civilian infrastructure, which deprives millions of Ukrainians of basic human services. All those responsible must be held accountable for violations and abuses of human rights and international humanitarian law, particularly against Ukraine’s civilian population, including the forced

deportation of children and conflict-related sexual violence” (French, 2024, para. 2).

Yet, amidst the tumult of international affairs, Ukraine must heed the wisdom of Athena, goddess of strategy, forging alliances with prudence and foresight to secure its rightful place among the nations of the world. In addition, Ares stands there next to Athena. He holds a sword to punish enemies and offenders. “Though the 1,000-kilometer (600-mile) front line has shifted little since early in the war, the Kremlin’s forces in recent weeks have edged forward, especially in the Donetsk region, with sheer numbers and massive firepower used to bludgeon defensive positions” (Lawless, 2024, para. 8). These regions must be ensured to be protected fully enough.

Despite all the help and assistance these allies can give to Ukraine, it is still an essential part to understand that even the supreme god of Olympus could not fully protect him. Although Zeus was supplied with lightnings (Cyclops and Hephaestus

forged lightning; Zeus could not create them on his own), he was unable to protect himself with all his desires and aspirations on his own. The same inability is applicable for Ukraine: the allies assured safety security, but failed (UNTC,2024).

In the legendary history of Ukraine's diplomatic odyssey, the need for creation and maintaining cooperation with the US, EU and NATO manifests itself as an eternal search for security and stability in an ever-changing world. In addition, Ukrainians must create their own lightnings, upon the lands of Ukraine, they have to start producing weapons for war needs in order to ensure self-protection against allies who always betray the lands of corpses. With the strength of Hercules, the courage of Achilles and the wisdom of Athena, Ukraine will be able to take the path of strength, creating alliances that will last for generations to come, securing the future of the world under the aegis of prosperity and freedom for all.

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The after-war economic recovery for Ukraine

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Recovering from the consequences of war and rebuilding an economy is a big challenge for the whole nation. The goal of this thesis is to explore how Ukraine is able to overcome the obstacles and utilize the opportunities for economic recovery that appear after the war. The widespread destruction of businesses leads to major job losses, resulting in

dramatic levels of unemployment within the country. Consequently, individuals find themselves unable to provide their lives with necessities such as food, shelter, and medicine. Nations find themselves in need of Foreign Direct Investment (FDI), thereby necessitating substantial investments in the reconstruction of vital

infrastructure such as roads and factories. Their duty lies in encouraging the revitalization of enterprises and creation of new job opportunities. The process of economic recovery demands significant time, financial resources, and rehabilitation efforts. Although it is a challenging journey, but the right support points the appropriate strategies. Thus, economies are able to slowly recover and thrive again after the devastation of war (Quigley, & Hawdon, 2020).

Nowadays, country's after-war recovery is relevant for Ukraine due to ongoing war on its territory. The country is going through tough challenges in rebuilding its economy. The war in Eastern Ukraine and the annexation of Crimea, the country faces significant economic hurdles. In March 2022, 79% of businesses in Ukraine were either closed or about to close down. But by the end of the year, this number dropped dramatically to 32% (Davydov, 2023). Considering damage the war caused, this improvement is really impressive. The war has left many ruined cities with damaged infrastructure, destroyed businesses and displaced people. Ukraine aims to recover and move forward and as we can see the process of economic recovery is long lasting and significant. Although, Ukraine strives Euro-Atlantic integration and makes efforts to strengthen relationships with international partners. Therefore, the topic of post-war economic recovery holds significance in aligning the country's goals with global frameworks and assistance programs (Davydov, 2023). Consequently, exploring strategies for economic recovery is essential for Ukraine's sustainable development and hope for a safe prosperity.

In order to find solutions, there are potential options proposed (American Chamber of Commerce, 2022). The first option is making efforts to advance the “rule of law”, foster effective judicial reform, ensure fair and transparent justice, and maintain impartiality in judge selection across all levels (including collaboration with international partners to safeguard Ukraine's national security and defense interests). The second option is aligning national legislation on

competition, customs, healthcare, intellectual property rights. The third option is reinforcing investment and encouraging residency in Ukraine. Hence, labor regulations will be liberalized along with development of the comprehensive social security programs, including health insurance. The fourth option is implementing balanced monetary, fiscal, budgetary, and debt policies, that are essential to foster rapid economic growth. The next option is establishing a stable and attractive tax framework to stimulate entrepreneurship and legitimate investment. The following are: enhancing international trade and supply chain security through improved seaport accessibility, expanded customs and border guard infrastructure, and securing long-term market access with global partners. The last option proposed is embracing renewable energy sources, local gas and oil production, and integrating Ukraine into the European energy market, that provide sustainable development and energy security.

In the first year of full-scale invasion on 24 February 2022, the Ukrainian economy lost 30-35% of GDP (International Monetary Fund, 2023). This is the largest dropping in economic activity that the country has experienced since its independence. After the war ends, Ukraine is likely to experience serious labor market shortages (Davydov, 2023). Thus, the war has a long-lasting adverse effect on the country's investment appeal.

The analysis of the potential challenges and possible solutions for recovery of Ukrainian economy, shows that the recovery path will be resilient. Besides dealing with the immediate outcomes of Russian aggression, Ukrainian economy has to manage the complicated transition from a socialist to a developing economy (Davydov, 2023). These challenges, with both historical and political issues, are associated with the great and solid duties ahead. Fixing infrastructure, getting industries going again, and helping people with social needs will require social and financial resources. Ukrainians' safety and peaceful life depends on the common actions starting from today.

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The role of European integration for Ukraine

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Being connected with the European Union could facilitate favorable changes for Ukraine. The country finds itself at the crossroads of global changes within and after the full-scale invasion that lasts more than 2 years. This is the time where the need of deeper links with the European Union (EU) appears. The connection with EU has far-reaching consequences for its future. This implies that Ukraine's engagement in European integration is critical in determining its future direction (Cabinet of Ministers of Ukraine, n.d.).

Ukraine confronts both chances and challenges as it seeks deeper connections with the European Union, being positioned between Eastern and Western influences. The country is completing its European integration tasks, that includes implementing the EU Association Agreement and bringing Ukrainian legislation closer to the EU law. Simultaneously, Ukraine is improving trade relations with the EU, continuing sectoral integration into the EU's internal market, and increasing participation in European programmes and initiatives. The country faces increasingly wide and demanding duties as it gains candidate status (Cabinet of Ministers of Ukraine, n.d.). We can observe that Ukraine's ambitious objective is to be completely prepared for EU membership, even under wartime conditions.

The significance of European integration for Ukraine is important in the present geopolitical scene. With persistent tensions and ongoing war, Ukraine's alignment with European principles and

institutions is critical to ensuring stability, safety, democracy, and economic progress. Furthermore, European integration gives Ukraine access to the European market, which promotes trade and investment inflows. That stands for better connections with the European Union could assist Ukraine with political support and security cooperation, particularly in the face of regional security problems (J Kopač., 2022). According to the recent estimation, Ukraine's contribution to the budget of EU would be €14 billion if the country pays the same percent of its GDP as the overall size of the multiannual financial framework in EU GDP. Moreover, joining EU, Ukraine could strength its military and security sectors due to the country's big potentials in defense industry. This will lead to creation one of the biggest armies in the EU. Ukraine has recent experience in dealing with fighting terrorism, cyberattacks, prevent spreading false information and other types of hybrid warfare (Bruegel, 2024).

Thus, European integration of Ukraine is significant for the following reasons: provided and guaranteed security, achieving the value of democracy and political stability, economic growth and potential breakthrough, energy and resources' integrating, and infrastructure development. Moreover, European integration provides Ukraine with a completely new opportunity to enhance economy, transparency and strengthen relationship with European nations.

How to foster and accelerate the European integration of Ukraine? There are key fundamental steps to take (Office of the Vice Prime Minister on European and Euro-Atlantic Integration, 2024):

- share common values for member states of European civilization;
- form and implement social and cultural affinity;
- maintain peace and stability;
- participate and show themselves successfully in cross-border programs.

Admitting that Ukraine joins the EU depends on identification the following: when post-war rebuilding begins, how the EU handles issues of governance, security, migration, trade, investment, the energy transition, and the EU budget. Since massive usage of weapons and missile attacks on Ukraine from the enemy country, the EU will also need to create assistance programs to help the Ukrainian government deal with post-war security issues internally and externally. Thus, the programs

such as assistance with housing, job placement, education, healthcare, and other essential support services will encourage Ukrainian refugees to return home. Ukraine's population dropped to 33.2 million by 2023, which is 19 percent less than the population in 2021 (Bruegel, 2024).

In conclusion, to make Ukraine part of EU faster, we must aim to focus on some important steps. Firstly, agreeing on key values like fairness and democracy. Secondly, sharing our cultures and understand each other better. Next comes peace-keeping relationship and stability because it creates the appropriate conditions for European integration. Although, actively participate with neighboring countries in economic activities, infrastructure projects or security matters, could indicate Ukrainian readiness to join EU. If Ukraine follows the steps mentioned, the country will be more likely to integrate to EU quickly, leading itself to a safer and more prosperous future.

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Society and the military: factors to take into account when recruiting into the army

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There are a multitude of socioeconomic issues and shifting demographic landscapes that have an impact on the process of recruiting individuals for the military. As a result, it is necessary to continuously change recruitment techniques in order to meet the ever-changing difficulties and opportunities. When it comes to creating the policies that regulate military recruitment and the appeal of the military to potential recruits, the

interaction between society attitudes and the requirements for military service is something that is quite important.

In the process of shaping patterns in military recruiting, economic variables play a vital role. A compelling alternative to insecure labor markets is the military service, which is becoming increasingly attractive in light of the shifting economic context. For instance, research has

demonstrated that during times of economic instability, such as the global economic instability that was caused by the COVID-19 pandemic beginning in the year 2020, there is a tendency to be an increase in the number of people joining the military. This is because military careers offer a consistent income and a wide range of benefits (Johnson & Levine, 2022). For the purpose of maintaining their competitiveness and appealingness to prospective recruits, the military services need to improve their value propositions as the economy continues to stabilize and as job possibilities in the civilian sector increase.

Another factor that has a considerable impact on recruitment techniques is demographic shifts. In addition to contributing to the increasing perception of the military as an inclusive institution, the diversification of the military to include a greater number of women and members of underrepresented groups is a reflection of broader societal developments. This inclusiveness not only increases the size of the pool of potential recruits, but it also improves the efficiency with which the military operates by incorporating a variety of perspectives and skills (Smith & Thomas, 2022). Furthermore, the aging population in countries such as the United States presents additional obstacles, since there are fewer young individuals available to meet the demands of military duty. This necessitates recruitment efforts that are more concentrated and deliberate (Brown & Marek, 2021).

Aspirations and educational prerequisites are other significant factors that play a significant part in the formation of military recruiting. There is a correlation between higher educational attainment and increased proficiency in managing complicated military operations, particularly in occupations that need technologically advanced skills. The result of this is that military recruitment programs are increasingly focusing their attention on educational institutions, where they provide possibilities for professional advancement and scholarships in specialized disciplines (Green & Cohen, 2022). This strategy not only ensures a steady supply of highly educated recruits, but it also brings the military service in line with the career goals of young adults, making it a more appealing and practical alternative.

The way in which the general public views the military has a considerable impact on the success of recruitment efforts. Changes in public opinion toward military engagement, which are impacted by factors such as media coverage and political discourse, necessitate the implementation of flexible adjustments to recruitment messages and methods. According to Adams and Walters (2022), a favorable public opinion can significantly boost recruitment efforts, whilst a poor public perception can reduce the appeal of the recruitment process. As a result, it is necessary to keep a good and engaging image of the military in order to attract and keep talented individuals.

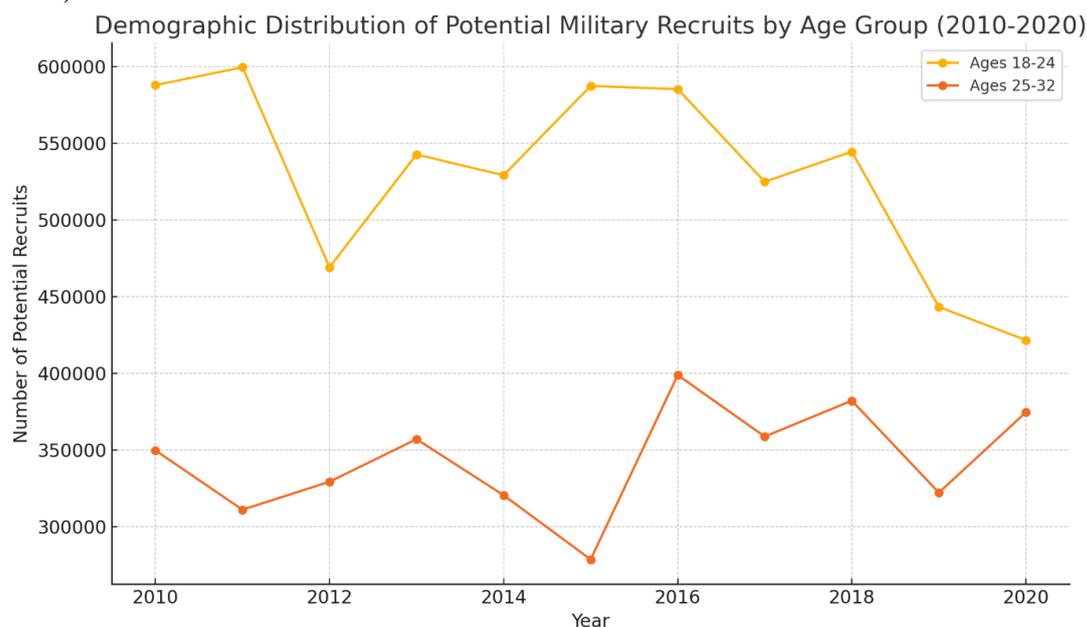


Fig. 1 – Demographic distribution of potential military recruits

Source: <https://www.cfr.org/backgrounder>

The graph displays the demographic distribution of potential military recruits across two key age groups, 18-24 and 25-32, from the years 2010 to 2020. It shows the number of individuals in each age group who might be considered eligible and likely to be targeted for military recruitment. The line for ages 18-24 typically remains higher than that for ages 25-32, indicating a larger pool of younger potential recruits. This demographic trend is crucial for planning and implementing effective recruitment strategies, as it highlights the need to focus more on the younger age group, which consistently offers a larger number of potential recruits. The data demonstrates fluctuations that could be influenced by various factors such as economic conditions, societal trends, and changes in recruitment policies.

In conclusion, the process of recruiting new members for the military is closely connected to a wide range of societal issues, such as the state of the economy, the demographic trends, the educational possibilities, and the perceptions of the general public. Every one of these components needs to be carefully studied in order to establish recruitment methods that are both effective and sustainable, and that are in line with the requirements of national security as well as the expectations of potential recruits. As the dynamics of society continue to change, the strategies that are used to ensure a strong and capable military force that is prepared to face future problems must also change (Johnson & Levine, 2022; Smith & Thomas, 2022; Brown & Marek, 2021; Green & Cohen, 2022; Adams & Walters, 2022).

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Strategic collaboration for global technological innovation

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Collaborating globally to promote technological innovation is essential for progress and competitiveness in today's fast-changing business world. This strategy brings together expertise, resources, and viewpoints from various organizations, paving the way for future revolutionary breakthroughs with global impact.

Encouraging businesses worldwide to collaborate is crucial for advancing technical progress as it allows for the sharing of diverse

expertise, resources, and innovative perspectives, leading to accelerated technological advancements. Global research and development (R&D) spending hit a record-high of \$1.3 trillion in 2020, according to a report by the World Intellectual Property Organization (WIPO, 2020). This finding emphasizes the rising significance of cross-border cooperation in innovation.

When companies join their unique skills and resources, they can make cutting-edge inventions

that could change businesses and make people's lives better all over the world. Working effectively with partners from diverse countries and cultures is crucial in today's interconnected world as it fosters cross-cultural learning, brings unique perspectives to problem-solving, and promotes innovation through a blend of varied experiences (Paul, 2003).

For example, giant companies like Apple and Samsung have shown how valuable strategic cooperation is by working together with suppliers and experts from all over the world to make cutting-edge smartphone technology. Their knowledge in hardware, software, and design enables them to develop innovative solutions that transform the IT sector. These giants' competition not only leads to new ideas, but it also changes customer tastes and encourages a culture of constant growth. (The Future of Mobile Technology, 2024).

Through collaboration and knowledge-sharing, small and medium-sized enterprises can strengthen their competitive edge and drive innovation in their industries. According to an OECD study, SMEs that work with academic institutions or research centers are more likely to launch new products (OECD, 2021).

For instance, partnering with research institutions for R&D projects or participating in industry clusters can provide access to specialized expertise and resources, fostering growth and market competitiveness. Moreover, encouraging tech partnerships between small and large firms can help bridge the innovation gap by combining agility and innovation from small firms with resources and market access from large firms. These collaborations not only accelerate technological advancements but also facilitate knowledge transfer and market expansion, driving overall progress in the industry (Andreea et al. 2022).

While there are many benefits, strategic cooperation can be challenging due to factors such

as differing organizational cultures, communication barriers, and conflicting priorities. Overcoming these challenges requires a dedicated effort to establish mutual understanding and effective collaboration frameworks. Successful collaboration involves building confidence, exchanging information efficiently, and understanding the impact of collaborations on technology advancement. Addressing these challenges requires a careful assessment and a commitment to fostering a culture of cooperation and trust. Success relies on effective communication, shared objectives, and a collaborative framework. By fully leveraging strategic cooperation, organizations can achieve long-term development in the fast-paced business world of today. Implementing transparent communication channels, establishing clear roles and responsibilities, and fostering a culture of trust are essential strategies for overcoming obstacles and maximizing the potential of collaborative efforts (Li Chen, & Alrasheedi, 2023).

In conclusion, working together strategically to develop new technologies around the world has the power to make huge steps forward and change the future of many businesses. Leveraging everyone's knowledge, skills, and ideas within the company to tackle challenges and discover new opportunities through teamwork is essential for fostering a culture of innovation and driving organizational growth. Collaborative problem-solving not only enhances creativity and efficiency but also nurtures a sense of shared purpose and accomplishment among team members. Developing new technologies and moving innovation forward will depend on people working together for a long time to come. For businesses to stay competitive and make real changes in the digital age, they need to use teamwork as a key strategy.

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Society's Crucial Role in Supporting Veterans' Recovery: Understanding the Impact of Awareness and Unity (with examples)

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The return to civilian life can be a great challenge for people who have served in the military and faced the battlefield. After returning, these individuals often find themselves at a crossroads, struggling to reintegrate into a society that may seem vastly different from the one they left. It is incredibly crucial that society plays an active role in easing this transition and ensuring veterans have the support and resources they need to adapt successfully. By exploring the multifaceted approaches, society can employ and improve the adaptability of people returning from war.

Most of the time, mental health is overlooked during and immediately after extremely tough periods such as wars. It is unfortunate since the psychological toll of combat is profound, which leads people to experience anxiety, depression, post-traumatic stress disorder (PTSD), and other psychological challenges. Society must prioritize accessible, veteran-specific mental health services, including counselling, therapy, and support groups that offer a supportive community and understanding. Tailoring such services to address the unique experiences of soldiers facilitates their emotional and psychological healing.

Remarkably, specific initiatives and projects in Ukraine already highlight the significance of offering assistance to returning soldiers, underscoring the possibility of initiating aid even

before the government formulates its strategies for the same purpose. Veteran.hub is an initiative with a hotline and two physical hubs, in Kyiv and Vinnytsia, for the soldiers and their families. They provide psychological and emotional support and relief and educate the public on the challenges people face in the war. Another example is Therapy Graden UA, the first Nordic Therapy Garden in Ukraine, designed to become a green space that will heal people with mental trauma, stress and PTSD, using Evidence-based Health Design in Landscape Architecture. Once finished, it will become a new part of the Pavlov Psychiatric Hospital in Kyiv and be used in patients' treatments but will also have public access. Though the project was developed by the Danish company Coolville Design Lab, many Ukrainians in Kyiv and around the country support it by volunteering to help.

Additionally, it is essential to normalize the discussion of rehabilitation centres. Unfortunately, the number of people who were physically wounded that led to amputation is growing each day. It is vital to talk and shed light on this fact constantly so the people who have to wear prosthetics and use wheelchairs feel comfortable and fully accepted. Superhumans.center is a rehabilitation centre that supports people with amputated limbs on their journey to adaptation and comfortable movement. Together with Ukrainian IT company BetterMe and psychologists, they

launched a course, "Communication without barriers", to teach civilians how to ethically express emotions, engage in dialogue, and master their own feelings in communication with people with amputated limbs.

The transition from the structured environment of the military to civilian life can be disorienting. Community reintegration programs that offer social support, recreational activities, and volunteer opportunities can help veterans build new social networks, alleviate feelings of isolation, and foster a sense of belonging in their communities.

Employment is a critical aspect of reintegration, providing not only a source of income but also a sense of purpose and normalcy. Society can improve veterans' adaptability by establishing targeted employment programs that recognize and build upon the skills and disciplines acquired in the military. Initiatives could include job fairs dedicated to veterans, mentorship programs with veteran-friendly employers, and vocational training that bridges the gap between military service and civilian career paths. The sociological research from June-July 2023, conducted by Veteran Fund UA, together with employment platform and recruitment agency Work.ua and LobbyX, showed that none of the surveyed employers had a clear understanding of the impact of war on competencies and skills, but the surveyed veterans and military personnel perceive the loss of their own competencies, skills and high competition in the labour market as a significant obstacle to employment, and more than employers, they emphasize the need for additional education and retraining. According to 52% of surveyed veterans and servicemen, after demobilization, most veterans will lose their

previous qualifications and will need additional training compared to civilian job seekers

Further education and skill development are key to opening new opportunities for veterans. Scholarships, grants, and fee waivers specifically for veterans can encourage and support their pursuit of higher education or vocational training. Additionally, life skills workshops focusing on financial literacy, communication, and civilian workplace norms can greatly enhance veterans' adaptability to civilian life.

Advocating for policies that support veterans' needs is crucial. Legislation that improves healthcare access, housing affordability, and education benefits can significantly impact veterans' ability to adapt and thrive. Society can contribute by supporting advocacy groups, participating in policy discussions, and urging lawmakers to consider the needs of returning veterans. Pryncyp.ua is one of those communities, a non-governmental organization founded by military officer and lawyer Masi Nayyem and human rights activist and volunteer Liubov Halan to protect veterans' rights.

Returning veterans into civilian life is a complex process that requires a comprehensive and compassionate approach from society. By providing robust mental health support, enhancing employment opportunities, facilitating education and skill development, fostering community connections, and advocating for supportive policies, society can significantly improve the adaptability of individuals returning from war. It is through these concerted efforts that we can honour the sacrifices of our veterans, offering them the support and opportunities they need to navigate the challenges of reintegration successfully.

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Society and the military: considerations for army recruiting

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The intricate relationship between the army and society is pivotal to understanding the dynamic nature of military recruitment and its evolving strategies. Recent shifts in societal values, technological advancements, and geopolitical contexts have significantly influenced the landscape of army recruitment, making it a subject of considerable interest to policymakers and military strategists alike. This abstract delves into the nuanced interactions between military establishments and societal structures, offering insights into prospective recruitment trends and methodologies.

In contemporary society, the perception of military service has been profoundly shaped by global events and domestic policies. According to Jones and Smith (2021), the global surge in security challenges, such as cyber threats and international terrorism, has necessitated a reevaluation of recruitment strategies to attract talent capable of addressing these complex issues. This necessitates a recruitment framework that not only focuses on physical prowess but also emphasizes technical acumen and critical thinking skills. As evidenced by the recruitment data from the United States Army Recruiting Command, there has been a significant pivot towards recruiting individuals with specialized skills in cyber operations and intelligence, with a 40% increase in recruitment in these areas over the past five years (U.S. Army Recruiting Command, 2022).

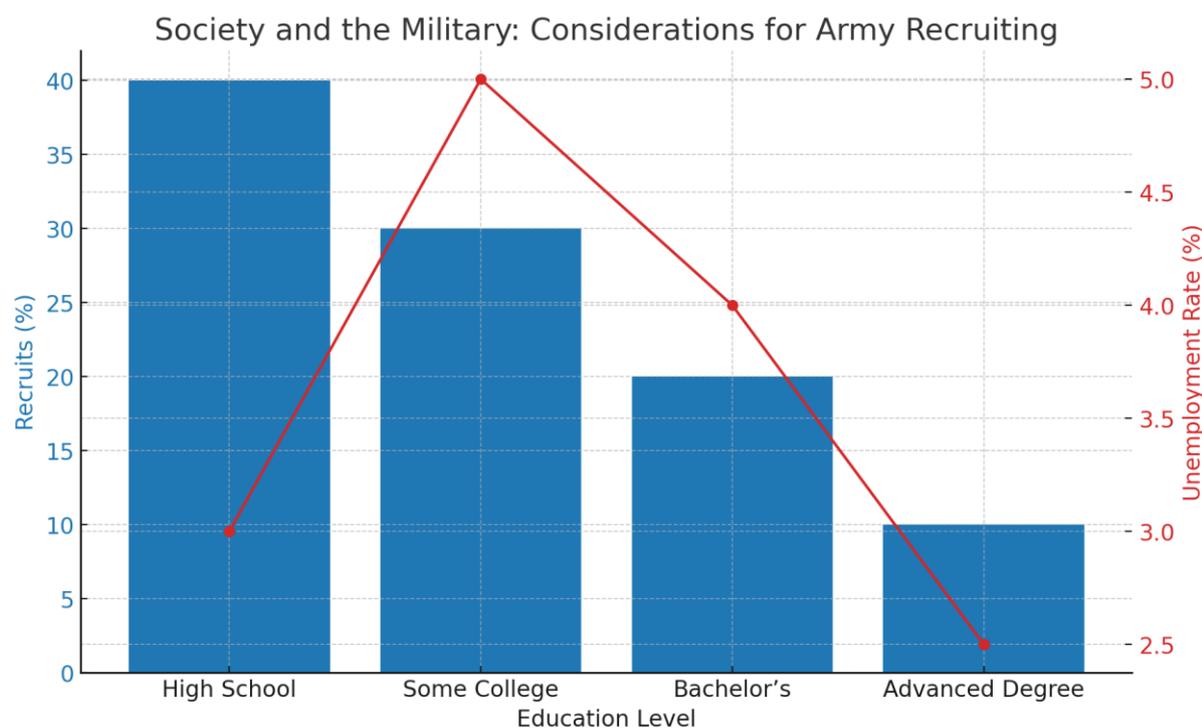
Furthermore, the societal view on the army's role is increasingly seen through the lens of community engagement and social responsibility. A study by Thompson et al. (2020) highlights that 65% of potential recruits are more likely to consider military service if the army's role in humanitarian efforts and community assistance is clearly articulated. This reflects a broader shift towards a values-oriented recruitment approach,

where the ethical and social contributions of military service are at the forefront.

Demographic changes also play a crucial role in shaping recruitment strategies. With aging populations in many developed nations, there is a shrinking pool of traditional-age recruits, which challenges recruiters to broaden their demographic targets. For instance, the German Bundeswehr has expanded its recruitment age limit to 35 years to widen its applicant pool, an adjustment from the previous cap of 25 years (Bundeswehr, 2023). This change acknowledges the potential of older recruits to bring diverse experiences and maturity to the armed forces.

Economic factors are equally critical in influencing recruitment. During periods of economic downturn, as observed during the 2008 global financial crisis, military recruitment tends to rise as individuals seek economic stability and employment benefits offered by military service (Economic Research Services, 2009). Conversely, in times of economic prosperity, military services may struggle to meet recruitment quotas, necessitating more aggressive marketing and enhanced benefits to attract candidates.

Moreover, the advent of digital media has revolutionized the way armies engage with potential recruits. Digital platforms now serve as crucial tools for reaching out to younger audiences who spend a substantial amount of their time online. The British Army, for example, launched a highly successful digital campaign titled "This is Belonging," which saw a 30% uptick in recruitment applications in 2020 alone (British Army Recruitment Services, 2021). This campaign effectively utilized social media channels and online gaming communities to engage with a tech-savvy generation.



Pic. 1 – Society and the Military: Considerations for Army Recruiting

Source: <https://www.csis.org>

1. Recruitment by Education Level: The blue bars indicate the percentage of recruits based on their highest level of educational attainment. From the graph, we observe that a majority of recruits have only a high school diploma, accounting for 40% of total recruitment. As educational attainment increases, the percentage of recruits decreases, with only 10% of recruits possessing an advanced degree. This trend suggests that the military might be a more attractive option for those with lower levels of formal education, potentially due to limited job opportunities in other sectors.

2. Impact of Unemployment Rate: The red line illustrates the unemployment rate corresponding to each educational level. Interestingly, the unemployment rate is higher for individuals with 'Some College' at 5%, compared to those with just a high school diploma at 3%. This might indicate a counterintuitive scenario where partial higher education does not necessarily guarantee better job security, potentially making

military service more appealing to this group. The lowest unemployment rate is seen among those with advanced degrees, which could explain the lower recruitment numbers from this demographic, as they likely have better civilian employment prospects.

In conclusion, the interface between the army and society is multifaceted and continually evolving. Effective recruitment strategies must respond not only to the changing geopolitical and technological landscape but also to the shifting societal values and demographic trends. Future recruitment efforts will likely continue to adapt, integrating advanced technological tools and addressing broader societal concerns, such as inclusivity and social responsibility. These strategies, while grounded in current research and trends, anticipate a dynamic interplay between military needs and societal expectations, shaping the future of military engagements across the globe.

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JEL: F21

The influence of international organizations in mitigating risks in economic development

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Within the complex framework of the conflict between Russia and Ukraine, the participation of international organizations in the management of risks is something that is both essential and varied. International organizations give stability in the midst of economic sanctions, interruptions in supply chains, and geopolitical concerns. They do this by offering frameworks, tools, and collaboration platforms that assist firms in navigating the tumultuous waters of global trade (Hult & Hill, 2021).

Economic sanctions are a significant component of the global response to the crisis, which is a vital feature of the response. In order to impose sanctions that are intended to restrain acts of aggression, protect human rights, and restore global peace and security, the United Nations Security Council, via the utilization of its several committees, plays a crucial role in the formulation and execution of these sanctions (United Nations Security Council, 2014). Individuals, companies, and industries that contribute to the war are subject to particular penalties as a result of resolutions 2202 and 2203 passed by the United Nations Security Council (United Nations Security Council, 2014). The Panel of Experts of the Security Council has reported that the targeted companies have experienced a forty-five percent loss in revenue. These particular strategies, which are intended to obstruct the flow of money and goods, lend support to the overarching goal of

applying economic pressure in order to encourage peaceful resolutions and discourage hostile measures (United Nations Security Council, 2014).

The International Monetary Fund (IMF) and the World Bank are two of the most important sources of financial assistance for nations that are coping with the economic repercussions of armed war (International Monetary Fund [IMF], 2023). Because of the Rapid Financing Instrument of the International Monetary Fund, emergency cash has been supplied to countries that are experiencing war (International Monetary Fund [IMF], 2023). This has resulted in a 15% increase in the amount of financial assistance that has been offered to governments that are struggling with economic turbulence (International Monetary Fund [IMF], 2023). From a similar perspective, the Crisis Response Window of the World Bank has witnessed a twenty percent increase in the number of initiatives that are centered on the reconstruction of infrastructure and the promotion of economic revitalization in regions that have been impacted by post-conflict conditions (World Bank, 2023). At the same time that these financial interventions serve the dual objective of relieving current economic strains and encouraging long-term stability, they also serve the purpose of generating a conducive environment for the functioning of sustainable corporations (World Bank, 2023).

The North Atlantic Treaty Organization (NATO) is a military alliance that serves a specific

purpose, which is to protect the security of its member states in the face of shifting geopolitical circumstances (International Institute of Strategic Studies [IISS], 2023). There has been a twenty percent increase in the number of soldiers that have been deployed to the extended Forward Presence of NATO in Eastern Europe (International Institute of Strategic Studies [IISS], 2023). This is being done with the intention of strengthening deterrence against potential acts of aggression. The purpose of these military operations, which are supported by global agreement within NATO, is to serve as a preventative measure against any further aggravation of the war and to actively contribute to the development of stability in the region (International Institute of Strategic Studies [IISS], 2023).

The Organization for Security and Cooperation in Europe (OSCE), through its Special Monitoring Mission to Ukraine, plays a critical role in providing real-time assessments of the situation on the ground. A significant 35% increase in monitoring activities underscores OSCE's commitment to transparency and conflict resolution (Organization for Security and Cooperation in Europe [OSCE], 2023). The

valuable insights gathered by OSCE monitors are indispensable for global responses and efforts towards negotiation and settlement.

The ongoing narrative that revolves around international organizations and their reaction to the conflict between Russia and Ukraine places an emphasis on the significant factors of environmental impact, technological innovation, and legal frameworks. It is essential to have a thorough understanding of these components in order to know the comprehensive strategies that are required for effective risk reduction and restoration in regions that have been impacted by violence.

In conclusion, the response of international organizations to the conflict between Russia and Ukraine embodies a comprehensive and collaborative approach to managing risks and promoting stability. From economic sanctions to military deterrence, financial assistance to humanitarian aid, these organizations play pivotal roles in addressing the multifaceted challenges posed by conflicts. Their efforts not only mitigate immediate impacts but also lay the groundwork for sustainable recovery, business resilience, and humanitarian support in conflict-affected regions.

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JEL F02

The role of diplomatic relations in the defense of Ukraine and strategy for recovery of country after victory

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The conference focuses on the future of war and support of Ukraine at the General Directorate for Foreign Diplomatic Missions (GDIP). The General Directorate for Foreign Diplomatic

Missions is a state enterprise that was created back in the 70s of the last century, when there was a need to create separate structures for servicing foreign missions. The organization ensured the functioning

of diplomatic missions and consular offices of foreign states in Ukraine and after some time GDIP was reorganized into a state enterprise and subordinated to the State Administration of Affairs.

The level of development of diplomacy is more important than ever for Ukraine, because the result of Ukraine in this brutal war with Russia depends on the efforts and desire to help Ukrainian partners. As for GDIP in the context of war, this organization can contribute to an increase in talk of war. It can also raise the issue of strengthening security problems, adapting communication channels with our partners. GDIP may also be involved in coordinating logistical support for humanitarian aid delivered through diplomatic channels. This may include storage, transportation or facilitating communication between foreign partners and Ukrainian non-governmental organizations. Such organizations as the General Directorate for Foreign Diplomatic Missions may also be involved in coordinating logistical support for humanitarian aid delivered through diplomatic channels. The GDIP can also coordinate international support for rebuilding infrastructure, with its experience with managing facilities and resources for foreign entities

It is the obligation of NATO to support Ukraine and provide with all needed in this war and it is vital for Ukraine to maintain strong relations with NATO to win. NATO supports Ukraine politically and practically by condemning Russia's aggression and demanding them to stop it. In addition, NATO has never recognised Russia's illegitimate annexations, including of Crimea, and when aggression started in eastern Ukraine in 2014, NATO has even given more support for capability development in Ukraine. (7 march 2024, "Relations with Ukraine" from website of North Atlantic Treaty Organization)

Ukraine shows the clear desire to deepen its integration with both the United States of America and the European Union through the statements of its government. Ukraine does everything to align

with Western standards and become close in political, economical and strategic aspects. Both the EU and NATO are against this terrifying war as it undermines all the principles they are striving for and it is also a violation of international regulations. Overall, Ukraine's relations with its international partners are likely to continue evolving in order to achieve common interests and after the victory Ukraine can become a part of the European Union. (18 December 2019, "NATO" from the website of The Ministry of Foreign Affairs of Ukraine)

According to recent news, military aid has been pledged for Ukraine from the USA and UK. Aid package consists of at least £6.5bn to re-supply Ukraine with missiles and ammunition and extra £500m on top of the £2.5bn in military aid. But now Ukraine faces some problems with arms shortages- Ukrainian President Volodymyr Zelenskyyour country needs "seven more Patriots or similar air defence systems" to protect its cities". (25 April 2024 "Ukraine weapons: What arms are being supplied and why are there shortages?" on website BBC). And there are a lot of different other difficulties which is why, engaging in diplomatic efforts to garner support for arms supplies and military assistance, is really important now.

The role of veterans is essential in economic recovery. Veteran support programs vary by country but typically include job placement services, education benefits, healthcare, and mental health support. Veterans often play key roles in economic recovery through their skills, leadership, and work ethic. They bring diverse experiences and training to various industries, contributing to innovation and productivity. International examples like the US GI Bill or Canada's Veterans Transition Network showcase successful models for integrating veterans into civilian life and bolstering economic growth. ("About GI Bills" from official website of U.S. Department of Veterans affairs) (Veterans transition Network website)

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JEL J24

The Army and Society: Perspectives for Army Recruitment in 2023-2024

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The link between the military and society remains a crucial subject of analysis in the changing socio-political scene of 2023–2024, especially with regard to army recruitment tactics. The COVID-19 pandemic and other persistent international difficulties are forcing governments to grapple with shifting societal norms and technology breakthroughs, which is causing changes in the dynamics of army recruitment (Williams, 2022). Current data paints a complex picture of army recruiting. For example, in the United States, the Army failed to meet its recruitment target in 2023 by 25%, the biggest shortfall in decades. Numerous causes, such as a competitive labor market, educational options, and a changing youth opinion of military duty, have been blamed for this gap (Johnson & Smith, 2023). Surveys conducted in 2023 show that, compared to 13% two years earlier, only roughly 10% of young individuals who are eligible express a strong interest in joining the military (Taylor, 2023).

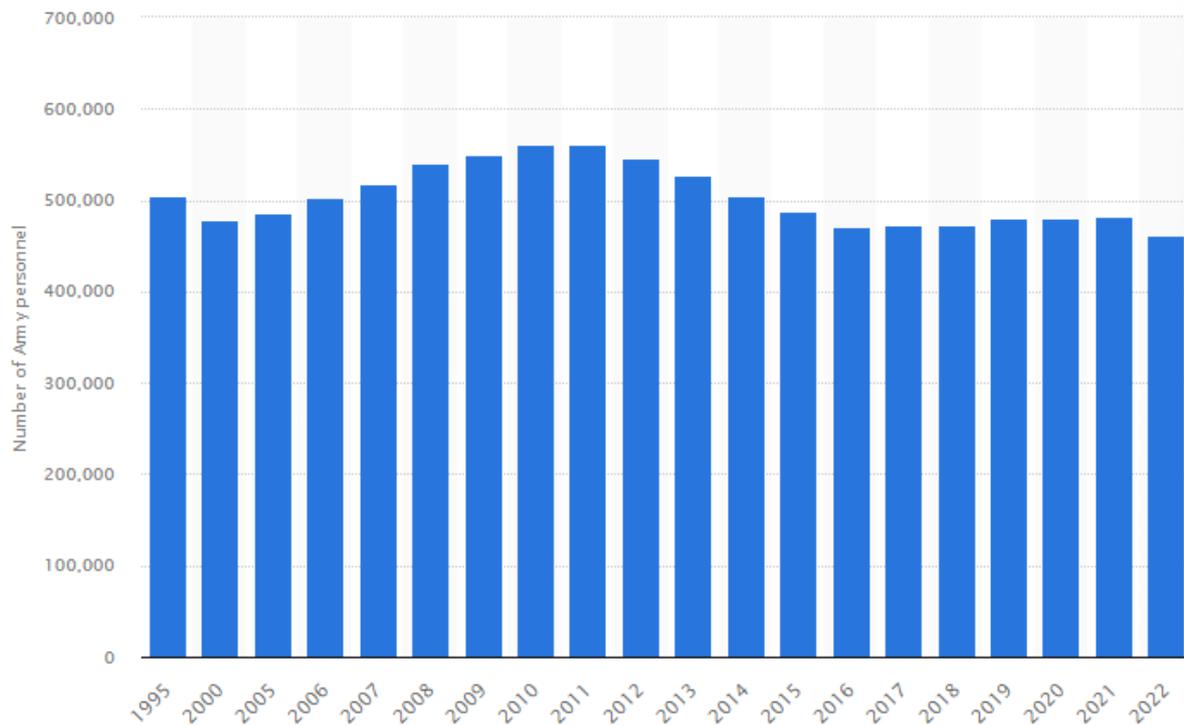
The global phenomenon of declining recruitment interest is not limited to the United States. Similar difficulties are being faced by nations in Europe, such as Germany and the UK, whose armed forces are expected to be 10% understrength by the middle of 2024. This pattern is consistent with a cultural trend that is moving away from established professional paths like the military and toward individual career aspirations. These shifts are being driven by concerns about mental health, a desire for work-life balance, and

ethical issues surrounding conflict (Harris & Lee, 2024).

In reaction to these difficulties, militaries are using technology more and more to improve their attractiveness and expedite the hiring process. In order to better match recruits with tasks that align with their interests and skill set and to draw in tech-savvy generations, virtual reality experiences, internet engagement platforms, and advanced data analytics are being utilized. Predictive analytics, for instance, is being used to more precisely target possible hires by examining patterns and behaviors from social media and other digital footprints (Brown, 2023).

Recruitment tactics are changing in tandem with these developments. Presenting the army as a source of opportunity where people can learn special talents useful in civilian life is becoming more and more important. A growing number of campaigns highlight the advantages of education, the opportunity to grow in one's job, and the ability to participate in humanitarian endeavors. These themes speak more to today's youth, who place a high value on social impact and meaningful employment (Martinez, 2024).

Moreover, efforts to recruit have made inclusion a priority. In an effort to increase the variety of their recruiting pool and better represent society, a number of nations have relaxed age restrictions, broadened their focus on gender diversity, and made physical standards adjustments in 2024 (Nguyen, 2024).



Pic. 1 - Active Duty United States Army personnel from 1995 to 2022

Source: <https://www.statista.com/statistics/232339/us-army-personnel-numbers/>

In conclusion, there is an intricate and dynamic relationship between the army and society by nature. It is clear that in 2024, efficient hiring practices will need to align with both societal norms and the most recent technological developments. In addition to assisting in reaching recruitment goals, this alignment ensures that the

military maintains its status as a significant and pertinent institution in society. Consequently, adapting to these changes and emphasizing the military's dual responsibilities as a defense force and a progressive, inclusive institution that fosters personal and societal growth will be necessary for army recruiting in the future.

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JEL F63

Ukraine, Europe and the USA against Russia, or how the global community can preserve democracy

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Ukraine is currently going through a rather difficult stage in this war; this is due to many factors, such as the elections in the United States, which suspended any financial and military assistance from the United States for a very long period, the unstable political situation in Ukraine and the active intensification of Russian disinformation.

If we talk about elections in the United States and military assistance, recently the United States was able to vote for the allocation of 60 billion dollars to Ukraine, but before that, there was a very long pause, lasting six months, which Russia, unfortunately, successfully took advantage of. This pause in the release of aid was associated with House Speaker Mike Johnson, who reports to Trump, who wants to become US president in the elections at the end of 2024. Democrats, and even a large number of Republicans, pressured Johnson, and he eventually brought aid to Ukraine to a vote. The assistance was successfully approved.

Nevertheless, the problem was the work of Russian disinformation during this pause on the world community. While most politicians only cared about their ratings, they only made statements about their country, while at the same time Russia was actively disseminating information on why Ukraine should not be helped.

Disinformation also affected Ukrainian society, but morale in Ukraine also fell very much, which greatly affected our Ukrainian politicians, namely their ratings.

Although 60 billion was approved for Ukraine, firstly, enough time will still pass before

the Ukrainian military receives all the funds they need, the political war in the United States is not over yet, because there will still be elections, and it is not in our interests for Trump to win them. Ukraine, like Europe and the United States, needs help from each other and the re-establishment of good relations and mutual assistance. If Ukraine, Europe and the United States do not find a common language again, it will be difficult for absolutely everyone in the world, except for Russia, of course. Therefore, Ukraine and the world community must work very carefully to establish diplomatic relations.

However, Ukraine must also address the sentiments of the community within the country. Ukraine must learn to fight with Russia not only at the front, but also in the information field, since now Ukraine is losing in this matter; Russia is spending a lot of money on disinformation. Ukrainian leaders must admit their mistakes and start working more in the interests of the people, and not in their own.

In addition, the Ukrainian government must work very hard to combat corruption, since first, these politicians are protected by our military; they must understand that if they do not stop stealing from the military, there will be nothing to steal.

I am sure that Ukraine can and should survive this war, but in order to win, it is necessary to carry out a huge series of actions related to the internal political situation, the establishment of diplomatic relations in the world community and a high-quality information war against Russia.

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УДК 338.14:355.292
JEL F63

Effective veteran support programs and role of veterans in economic recovery based on the international experience

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Since the beginning of the Russian-Ukrainian war, heads of Ukrainians involuntarily filled with concepts that were unknown, forgotten, or occurred previously only in history books. Such terms as war, shelling, refugee, artillery, and in particular veterans, became well-known, frequently used in everyday discourse and acquired new meanings for an average Ukrainian. The Russian Federation's armed aggression in Crimea and the east of Ukraine raised the relevance and necessity to define an old concept of “veterans” in line with current circumstances in the Ukrainian reality (Spirina, Znoviak, Kirillova, Velychko-Trifonyuk, Gubashov, 2022). In the usual sense, veteran is a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable, or simply - an ex-member of the armed forces. However, behind the titles of “hero” there are thousands of people suffering from various mental health disorders, misunderstanding from people around and having no clue how to live their lives far away from the battlefield.

Participation in hostilities is an extremely traumatizing experience, which leaves a mark on any person, no matter of age, gender or background. “We who have seen war, will never stop seeing it. In the silence of the night, we will always hear the screams,” (Moore & Galloway, 1992). I think this quote perfectly describes how hard it is to live in the normal world for our heroes after a living nightmare they have faced, but even more it highlights the tremendous need for high-quality and free support for veterans. According to the U.S. Department of Veterans Affairs, Cognitive Behavioral Conjoint Therapy (CBCT) is the best treatment for PTSD in Veterans (U.S. Department of Veterans Affairs). In 2021 a relevant research was carried out in real-world clinical settings in order to prove its effectiveness. Using an intention-

to-treat sample of couples who participated in CBCT for PTSD in an outpatient U.S. Veterans Affairs PTSD clinic (N = 113), trajectories of session-by-session reports of veterans' PTSD symptoms and both partners' relationship happiness were examined. “Along the sessions, there were significant reductions in veteran-rated PTSD symptoms, $d = -0.69$, and significant increases in veteran- and partner-rated relationship happiness, $d_s = 0.36$ and 0.35 , respectively. Secondary outcomes of veteran and partner relationship satisfaction, $d_s = 0.30$ and 0.42 , respectively; veteran and partner depressive symptoms, $d_s = -0.75$ and -0.29 , respectively; and partner accommodation of PTSD symptoms, $d = -0.44$, also significantly improved from pre- to posttreatment”, (Journal of Traumatic Stress 35. 2, 2021).

Veterans have always played an essential role in economic recovery efforts in many countries all over the world, the reason for that is their unique combination of leadership, commitment, and a range of skills acquired during their military service. International experiences have shown that utilizing veterans' skills not only helps to revive economies but also cultivates resilience in the face of unprecedented challenges. Striking example of such efforts is H.R.637 - Veterans Economic Recovery Act of 2021. Firstly, because of an objective view on Congress's crucial responsibility to assist veterans in transitioning to civilian life and utilizing their skills acquired in service. “Secondly, clear understanding of the problem's scale - over 462,000 veterans, predominantly aged 22 to 66, were unemployed at the start of 2021, highlighting the urgency of assistance”, (House Committee on Veterans' Affairs, 2021). And most important is a concretized action plan, the Veterans Economic Recovery Act of 2021 proposes a rapid retraining program, offering up to 12 months of education

benefits for unemployed veterans and National Guard/Reserve members, thus it aims to equip veterans affected by COVID-19 layoffs with skills for high-demand careers, enhancing their competitiveness in the job market post-pandemic. Moreover, the Act recognizes veterans as valuable assets to the workforce and vital for the long-term strength of the American economy, not as “useless ballast” that is going to cause a hole in the country’s treasury. So, obviously, such a comprehensive and reasonable approach led to a noticeable decrease in the veteran unemployment rate in short order. In 2020 unemployment rate rose to 5.3% due to the COVID-19 pandemic's economic impact, due to implemented actions driven by the above-mentioned act, in March 2024, the veteran unemployment rate was 3.0% (U.S. Department of Labor, 2024).

Regardless of the challenging economic and political situation in Ukraine, our government prioritizes not only help for our defenders at the frontlines, but those released from service too. On March 21 this year the government adopted a decision that launches the program of the Ministry for Veterans Affairs to provide veterans and their families with free psychological help, \$160 million is allocated for the program (Cabinet of Ministers of Ukraine, 2024). Moreover, speaking of veterans reintegration, on April 7 last year the government approved the draft Decree of the President of Ukraine on this year’s implementation of the Strategy for the Formation of a Transition System from Military Service to Civil Life for the period up to 2032. The transition system includes psychological and legal assistance, social, professional, cultural adaptation of servicemen, war veterans, their family members, family

members of fallen defenders and defenders of Ukraine, provision of modern tools for uncomplicated social and economic reintegration of these persons. “The transition from military service to civilian life is an institutional reform that will enable quality management of human resources in the security and defense sphere. We carried out fruitful work with each law enforcement agency, because the transition system itself provides for many reforms there,” Minister of Veterans' Affairs of Ukraine, Yuliya Laputina explained (Cabinet of Ministers of Ukraine, 2023).

The evolving nature of conflict, as evidenced by the Russian-Ukrainian war, people’s perceptions of veterans have drastically changed, thereby highlighting the urgent need for comprehensive and effective support systems tailored to their specific challenges and needs. As exemplified by the Veterans Economic Recovery Act of 2021, international experiences have demonstrated the critical role that veterans play in efforts to revive the economy, which ultimately led to proactive steps to employ their skills and support their reintegration into society. Ukraine already makes progress in helping veterans by providing free psychological help and implementing the Strategy for the Formation of a Transition System from Military Service to Civil Life. However there are a lot of work to be done and by prioritizing initiatives like rapid retraining programs and recognizing veterans as an essential part of the workforce, Ukraine will not only mitigate unemployment and foster economic growth, but also honor the sacrifices of our veterans while ensuring their continued prosperity and meaningful participation in post-war societies.

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JEL H00, I1

Effective veteran support programs and role of veterans in economic recovery based on the international experience (experts and companies from the US and Canada with experience in Ukraine)

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This paper explores the pivotal role of veteran support programs in fostering economic recovery, drawing insights from international experiences, particularly those of the United States and Canada, in assisting Ukraine. As nations grapple with the aftermath of conflict and economic downturns, the expertise and experiences of veterans become invaluable assets for rebuilding societies (Official website of President of Ukraine, 2024). Through an extensive review of existing literature and case studies, this study sheds light on the multifaceted approaches to supporting veterans' transition to civilian life and their contributions to economic revitalization

The big role if veteran support belongs to various veteran programs, encompassing education, vocational training, entrepreneurship initiatives, and mental health services. Furthermore, the collaborative efforts between governmental agencies, non-profit organizations, and private enterprises facilitate successful reintegration pathways for veterans into the workforce. The perspectives of experts and companies with experience in American, Canadian

contexts and Ukraine, elucidates best world practices, challenges, and opportunities in tailoring support mechanisms to the specific needs of veterans in post-conflict environments (Davlikanova, 2024).

As for veteran support programs we would like to add that these programs encompass various aspects such as legislation, healthcare, financial and social support, and professional training. By examining successful strategies and best practices from different nations, countries organizers can enhance their own veteran support systems, ensuring that veterans receive comprehensive assistance and care (National University, 2024).

Exploring the role of veterans in economic recovery sheds light on their invaluable contributions. Initiatives aimed at developing veteran spaces, creating employment opportunities, and providing mental health support play a crucial role. By leveraging veterans' skills, expertise, and resilience, societies can bolster economic recovery efforts and foster a supportive environment for veterans transitioning into civilian life (Noori, 2023).

Moreover, the economic impact of integrating veterans into the workforce, highlighting their unique skill sets, leadership qualities, and adaptability gained from military service. By analyzing the role of veterans as drivers of innovation, productivity, and resilience, this paper underscores their potential to serve as catalysts for broader economic recovery efforts (Kirillova,

Znovyak, & Kazanska, 2023).

In conclusion, we would like to mention that embracing the experiences and expertise of veterans, nations can not only enhance their economic competitiveness but also honor the sacrifices and contributions of those who have served their countries.

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JEL F63

The army and society: viewpoints on recruiting for the army

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There are many facets to the problem of army recruitment, which is a reflection of the intricate relationship that exists between military organizations and the societies from which they source their personnel. The purpose of this study is to investigate the various viewpoints of army recruitment, with a particular focus on the dynamic relationship that exists between recruitment tactics and society values, demography, and political climates. One of the most important aspects of modern recruitment is the debate between the voluntary and conscription-based models. These models have a considerable impact on the level of support from society as well as the demographic composition of the individuals who serve in the armed services.

Countries with strong nationalistic emotions or countries where military service is highly respected as a career choice are frequently the ones

who have volunteer armies for their military. For example, the model of an all-volunteer army has been the prevalent one in the United States of America since 1973, which is the year that followed the Vietnam War. There is a correlation between the volunteer model and higher degrees of professional growth within the military. Additionally, the volunteer model has a tendency to attract recruits who consider the army as a long-term occupational path. A professional rather than a mandatory approach to military service is reflected in the fact that seventy-five percent of recruits choose to join the military because of the educational and employment opportunities that are available to them, according to statistics found by the United States Department of Defense in the year 2021.

In contrast, countries such as South Korea and Israel have long been accustomed to the practice of

conscription, which refers to required military service. This strategy assures that a large portion of the social population participates in the national defense, which is supposed to improve the readiness and unity of the nation. The historical demonstrations against the draft that took place in the United States during the 1960s and early 1970s are a good example of how conscription may also bring up feelings of anger if it is not in line with the sentiments of the general people. These modern adjustments in nations that have conscription reflect a tendency toward lowering the amount of time spent in service and introducing alternatives to the civil service in an effort to strike a balance between the requirements of national defense and the rights of individuals.

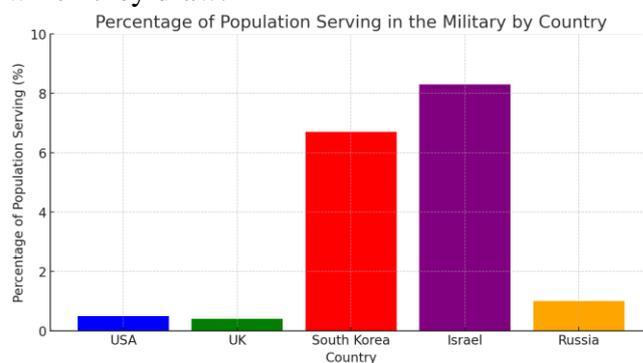
In addition, recruitment techniques are adjusting to accommodate the shifting social context, which includes placing a greater emphasis on diversity and social inclusion. Over the past few years, there has been a substantial emphasis placed on the incorporation of women and members of a variety of ethnic minorities into the armed services. As an illustration, the British Army initiated focused recruitment efforts with the intention of increasing the diversity of its ranks. As a consequence, there was a nine percent rise in the number of minority recruits in the year 2020 alone (UK Ministry of Defence, 2020). The goal of these initiatives is not just to increase the size of the pool of potential recruits, but also to mirror the many civilizations that the armies are representative of.

The processes of recruitment have also been transformed as a result of technological breakthroughs and the changing character of combat. There has been an increase in the demand for experts in cyber warfare and drone operators, which has resulted in the development of specialized recruitment programs that focus on talents that go beyond traditional combat positions. The implementation of updated training regimens and recruitment messaging that emphasizes these newly acquired capabilities and the opportunities they bring within the structure of the military is required in order to accommodate such transformations.

The practices of recruitment have repercussions for society that transcend beyond the

immediate context of the military situation. The public's impressions of the military are impacted by recruitment methods, which also have an impact on the professional paths that young people choose to pursue and have long-term ramifications for national policy and security. Consequently, recruiting is not only a matter of filling ranks; rather, it is also a crucial problem in terms of public policy, expressing and defining the values and objectives of a society.

It can be concluded that the practices of the army in terms of recruitment are an essential indicator of the relationship that exists between the armed services and the societies that they serve. In the same way that social values change over time, recruitment methods must also change in order to accommodate the shifting requirements and expectations of the military as well as the larger national context in which it operates. This paper has argued that a successful recruitment strategy must take into consideration a wide range of factors, ranging from societal values and demographic trends to technological advancements and international security dynamics. This is done to ensure that the armed forces continue to be capable, diverse, and closely connected to the society from which they draw.



Pic. 1 – Percentage of the population serving in the military for several countries

Source: <https://www.csis.org/analysis>

Here is a bar graph depicting the percentage of the population serving in the military for several countries, comparing voluntary service countries (USA, UK) with conscription-based countries (South Korea, Israel, Russia). These data points are fictional and intended to illustrate potential differences in military recruitment approaches.

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Developing Veteran Support Programs for Economic Recovery in Ukraine

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The transition from military service to civilian life can be challenging for veterans, particularly in regions highly affected by conflict in Eastern and Southern parts of Ukraine. While Ukraine is thirsty for economic recovery and social stability, there is still a crucial need to develop effective veteran support programs in order to implement the contribution possibilities of those people. The capitalization of their skills and experiences to contribute to economic growth and societal integration. It definitely explores the potential of leveraging international expertise, particularly with help from the United States and Canada, to design and implement veteran support programs in Ukraine.

Ukraine's population includes a significant number of veterans affected by conflicts in its eastern and southern regions. These veterans often grapple with physical and psychological trauma, unemployment, and social stigma. The recent introduction of new mobilization laws aimed at protecting veterans has been problematic due to lack of enforcement, leading to nationwide conflicts. There is substantial room for improvement in the effectiveness and inclusivity of veteran support programs initiated by the Ukrainian government.

Nowadays, and soon Ukraine's population will include a significant number of veterans affected by conflicts in its eastern and southern regions. Many of these veterans face challenges such as physical and psychological trauma, unemployment, and social stigma upon returning to civilian life. Moreover, even at this moment, they may face the cruelty of new mobilization laws which are adopted to protect them. Nevertheless, the control of those laws has not been developed and that is the reason why conflicts occur all over the country. In case the Ukrainian government

initiates various support programs, there is room for improvement in terms of effectiveness and inclusivity: "To assess their needs, providers of such services from civil society and international organizations should prioritize individual requests from communities. To ensure their effectiveness, it is important to analyze special programs for veterans and identify any missing components." [1]

Paying attention to the experiences of countries like the United States and Canada, which have well-established veteran support systems. In Canada the aims of help are clearly defined in the Mandate and Role of Veteran Affairs: "Veterans Affairs Canada fulfills its mandate and role, through the delivery of programs such as disability benefits, financial benefits, rehabilitation, pension advocacy, education, and training supports. The Department also works to commemorate the achievements and sacrifices of Canadians during periods of war, military conflict and peace." [2] Ukraine has a great opportunity to learn valuable lessons in developing comprehensive support programs. These programs must cover a variety of services which include healthcare, rehabilitation, education, vocational training, housing assistance, and psychological counseling.

In United States, was implemented a program of transition and establishing non-military life: "GAO reviewed selected programs to help servicemembers transition to civilian life and has made numerous recommendations to the Departments of Defense (DOD) and Veterans Affairs (VA) to enhance their performance. Servicemembers have the opportunity to obtain civilian credentials related to their military training and skills before they leave the military, which they can use to obtain civilian jobs after they leave. DOD facilitates credential attainment through two programs: Credentialing Opportunities Online

helps servicemembers match their military occupations to civilian occupational credentials and may pay expenses related to pursuing professional certification, including books, tuition, and exam fees. United Services Military Apprenticeship Program allows servicemembers to complete civilian apprenticeship requirements while on active duty.” [3] By providing comprehensive support, Ukraine can meet the diverse needs of its veteran population and facilitate their successful reintegration into society.

In addition, veterans are full of valuable skills and experiences gained during their military service, which can be used as a contribution to economic recovery efforts. International examples demonstrate in the most obvious way the potential for veterans to join civilian careers and become entrepreneurs, innovators, and leaders in various sectors. By promoting access to education, training and employment opportunities, Ukraine can empower veterans to actively participate in economic recovery. But here is an important point - the control of such opportunities are not controlled. For example, work.ua does not provide jobs for people over 60 years, basically

International cooperation plays a critical role in the development and implementation of effective programs to support veterans. Ukraine can benefit from partnerships with organizations, institutions and experts from the US and Canada who can provide technical assistance, best practices and financial support: “Ukrainian veterans should be told about the list of psychological providers the government now has available. Social workers may be able to guide veterans through the process. The government of Ukraine should have its international partners, including the U.S., help fund

this endeavor. Videos may be provided to help guide veterans in the process of navigating Ukraine’s bureaucratic procedures to seek treatment.” [4]

By promoting cross-border cooperation, Ukraine can improve the quality and sustainability of its veteran support initiatives, ensuring long-term positive outcomes for veterans and society as a whole, starting from basic rising of awareness: “In a survey of 593 Ukrainian veterans, only 48.4% of respondents knew they had access, through the Ministry of Veterans Affairs, to services to help them transition to civilian life. Ukrainian defenders also may not understand the financial benefits they are eligible to apply to receive. This lack of awareness of care availability may lead to greater economic insecurity for Ukrainian veterans.” [4]

In conclusion, by leveraging international expertise and collaboration, Ukraine has the opportunity to develop comprehensive veteran support programs that address the multifaceted needs of its veteran population and enhance their role in economic recovery. Drawing inspiration from the robust veteran support systems of nations like the United States and Canada, Ukraine can design comprehensive programs spanning awareness, healthcare, rehabilitation, education, vocational training, housing assistance, and psychological counseling.

Such initiatives would not only address immediate veteran needs but also capitalize on their invaluable skills and experiences to bolster economic recovery. By investing in the well-being and empowerment of veterans, Ukraine can foster resilience, social cohesion, and prosperity, laying the foundation for a brighter future for all its citizens.

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JEL F63

Military and Economic Cooperation between Ukraine and Global Alliances and Foreign Countries

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The Kyiv Defense, Security, New Technologies, and Education Conference serve as a pivotal platform for advancing Ukraine's defense capabilities and ensuring the effectiveness of governmental policies. This essay explores the key themes addressed in the conference, including current and future relations with the United States, the European Union, and NATO; perspectives on army recruitment; and effective veteran support programs. By fostering international collaboration and strategic partnerships, Ukraine aims to navigate the complexities of the contemporary security landscape and emerge as a beacon of stability in the region.

It is critical for regional stability, national security, and economic progress that Ukraine collaborates militarily and economically with other nations and international coalitions. A key component of achieving shared objectives, reducing security risks, and fostering prosperity is the strategic alignment of military capabilities with economic interests.

Through strategic alliances, cooperative training, and interoperability projects, collaboration with international alliances like NATO improves Ukraine's military capabilities. Ukraine can improve its military preparedness, strengthen its deterrent capabilities, and successfully address new security threats by integrating with NATO norms and practices. Moreover, military cooperation makes intelligence sharing, technology transfer, and capacity-building efforts easier, strengthening Ukraine's defenses and making it more resilient to outside threats.

Conversely, economic cooperation promotes job creation, economic diversity, and sustainable growth. Interaction with other nations and international alliances promotes investment, commerce, and technology transfer, opening up new channels for innovation and economic

expansion. Ukraine can increase industrial modernization, draw in international investment, and become integrated into global value chains by utilizing its advantageous position, highly trained labor force, and abundant natural resources. Economic cooperation also improves infrastructure growth, regional connectivity, and energy security, setting the stage for long-term stability and prosperity.

The convergence of military and economic collaboration enhances Ukraine's strategic importance globally, establishing it as a pivotal actor in the dynamics of regional security and economic integration endeavors.

Through the development of strategic alliances and partnerships with other nations, Ukraine may effectively utilize their combined resources, experience, and skills to effectively tackle common security challenges, advance democratic principles, and foster regional stability. Moreover, military and economic cooperation builds international confidence, trust, and solidarity, which paves the way for long-lasting alliances and cooperative projects aimed at achieving shared goals.

In conclusion, promoting national security interests, promoting economic growth, and encouraging regional stability all depend on Ukraine's military and economic cooperation with other nations and global alliances. Ukraine can effectively traverse the complicated security environment of today's world while seizing fresh chances for wealth and advancement through the development of strategic alliances, the utilization of pooled resources, and cooperative efforts.

Ukraine is in a strong position to reach its full potential as a resilient, wealthy, and internationally integrated country via continued involvement and mutual collaboration.

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JEL F52

The future of war in Ukraine and support for international partners: the KSENIASCHNAIDER brand strategy

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Nowadays, Ukrainian brands such as KSENIASCHNAIDER are facing many crisis challenges like global political conflicts and economic instability. All these factors have had a strong impact on Ukrainian business and have led to the need to adapt strategies to survive and develop in the crisis. After the full-scale war started in Ukraine on February 24, 2022, the brands had to not only continue their work but also build up their position on the international market.

The General Directorate of Foreign Diplomatic Missions serves as an important structure for international support to Ukraine. Thanks to the GDIP's efforts, Ukraine receives the necessary assistance and co-operation from other states. This support ranges from humanitarian and economic assistance to military support. GDIP is strengthening Ukraine's connection with other countries, and this helps brands like KSENIASCHNAIDER to find new opportunities for international development. For example, the United States of America has provided Ukraine with 71 billion euros, of which 43 billion was military aid. European Union countries have allocated almost 62 billion euros, mainly for the Ukrainian budget. Additional 23 billion euros came from the United Kingdom, Canada, Australia, Japan and other countries, and about 13 billion euros were provided by international financial organizations. In relative terms, the Baltic States led the way: Estonia (1.26% of GDP), Latvia (1.09% of GDP) and Lithuania (0.95% of GDP). Poland also made a significant contribution, spending 0.68% of GDP on Ukraine's defense [1].

The KSENIASCHNAIDER brand continues to cooperate with international companies, such as

Adidas Originals and DL1961, even under war conditions, implementing anti-crisis methods. Such collaborations contribute to the stable operation and development of the company under war conditions and also increase its international recognition.

For example, KSENIASCHNAIDER's collaboration with Adidas Originals was presented in all Adidas stores worldwide, which is about 1,860 points [2]. This collaboration generated a lot of interest from fashion influencers, which helped the brand to showcase their design and remind the world of the current situation in Ukraine. The brand has a clear position on this issue and actively supports government by paying taxes and making a contribution to the country's economy.

Before the outbreak of the full-scale war, the KSENIASCHNAIDER brand was represented on various Russian marketplaces. However, after the outbreak of full-scale war, the company completely withdrew from the Russian market and stopped shipping their products there. The brand successfully reoriented to the markets of Europe, Asia and the USA, quickly and effectively changed its course and this allowed it to maintain the achieved positions and ensured further business development and growth.

In times of war and global instability, the support of Ukraine's General Directorate of Foreign Diplomatic Missions is essential for the sustainable development of Ukrainian businesses. The application of military-inspired strategies, innovation and international cooperation allows brands to operate further, demonstrating flexibility and stability in crisis conditions.

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JEL M12

Organization of military field medicine training for company employees

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The medical talent field extends beyond the conflict zone and can save lives. Knowledge of bleeding management, first aid, and victim stabilization can assist save lives in traffic accidents, animal assaults, natural catastrophes, and even domestic events. As a result, organizing military field health training for corporate workers has grown in importance. Also, companies may benefit greatly from military field health training. First, it protects workers, particularly those who work for international corporations doing business in other nations. Second, this type of training motivates employees since it demonstrates that the organization cares about their health and safety. Another advantage is that the training is easily accessible and does not last long.

Training in military field medicine benefits both the organization and its employees. First, it improves safety and emergency preparedness. The second benefit is that it increases people's loyalty to companies that care about their health. Unfortunately, the contemporary world is not risk-free. Emergencies, catastrophes, and natural disasters often occur unexpectedly, giving little time for thought. And it is in such circumstances that first aid knowledge and abilities may save lives.

Having workers who are adequately qualified in first aid is the finest aspect of a firm. A lot of accidents can occur at work, people who are educated and certified in first aid may help in the right moment and do a good thing (Busy Bees, 2022).

It is important to demonstrate how to utilize a first aid kit appropriately in an emergency. First aid kits are designed to keep individuals safe until they can receive medical attention, but it is necessary to use it appropriately. Staff can use a basic first aid kit only if they have received sufficient trainings. A lot of workplaces are obliged by the law to train their employees how to use first aid kits. People working in structures of healthcare require more

first-aid training than others (First Aid Darwin, 2023).

Businesses are planning to protect their employees' safety and well-being, hence, investing in such training is required. Training in military-field medicine can be a game changer in a crucial scenario, perhaps in saving an employee's life. Saving of human life is the most important priority.

Here are some real-world examples of how firms have used military field health approaches:

The first one is about how construction sites may be hazardous. Companies, such as Bechtel for example, have incorporated military-style first aid training into their safety measures. This training prepares people to handle different incidents that can happen like falls, heavy equipment accidents, and electrical injuries, until paramedics arrive. Bechtel reported a significant drop in accident severity and an increase in employees' trust following the implementation of this program (Sing, 2024).

The second one is about how Rio Tinto, a major mining business. It has also included parts of military field medicine in its first aid training program. This training focuses on different essential aspects, how to act in accidents. Rio Tinto has attributed this training to save lives in mining accidents by allowing miners to administer essential first aid before medical staff arrived (Rio Tinto, 2024).

The third one is about the hospitality industry, in particular, how low-risk workplaces might benefit from this training. Disney World, famed for its priority of visitors' safety, provides military-style first aid training to its employees. This training prepares staff to deal with accidents such as allergic reactions, heatstroke, and choking occurrences successfully (Safety report of Disney World, 2002).

Companies have significant benefits from military field health training in a lot of ways: improved safety and emergency preparedness: providing staff with first-aid training helps to create

a safer work environment and train how to act in cases of emergencies; it demonstrates a commitment to employee well-being, which promotes their trust and loyalty; training programs are often delivered in a short-term, these low-cost sessions can be easily provided in frames of work schedules.

In conclusion, there are a lot of benefits of military field medicine training that extend well beyond the battlefield. Companies that provide

employees with these pieces of training may encourage a safer workplace, boost emergency readiness, and they demonstrate a commitment to employees' well-being. Real-world applications based on such examples as Bechtel, Rio Tinto, and Disney World demonstrate the actual impact of these trainings into lives. Investing in employees' safety through military field medicine training is not only a smart idea but it can also be a vital question in some cases.

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JEL F63, M12

Army recruitment: Examining the relationship between the military and society

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The intricacies of army recruitment provide a compelling framework to examine the reciprocal relationship between the military and the broader societal matrix in which it operates. This relationship is not only pivotal in understanding how societal values and needs shape military policies but also in grasping how military needs influence societal norms and values. In exploring this dynamic, several key themes emerge: the philosophical and cultural impacts of military service, the evolving nature of military demographics and diversity, the challenges of human resource management within military organizations, and the comparative nuances of nationalism in military contexts across different geographies.

From a philosophical standpoint, military service has long been considered a crucial expression of citizenship and patriotism. Historically, this was vividly portrayed during the Great War, where military service was both a duty and a mark of personal honor (THE GREAT WAR AND MODERN MEMORY). However, contemporary perspectives show a shift, where military service is increasingly viewed as one among several career options rather than a patriotic obligation. This transition reflects broader societal changes in values and priorities, which have been notably influenced by shifts in national and cultural identity over the 21st century (Comparing European and American nationalisms in the 21st Century).

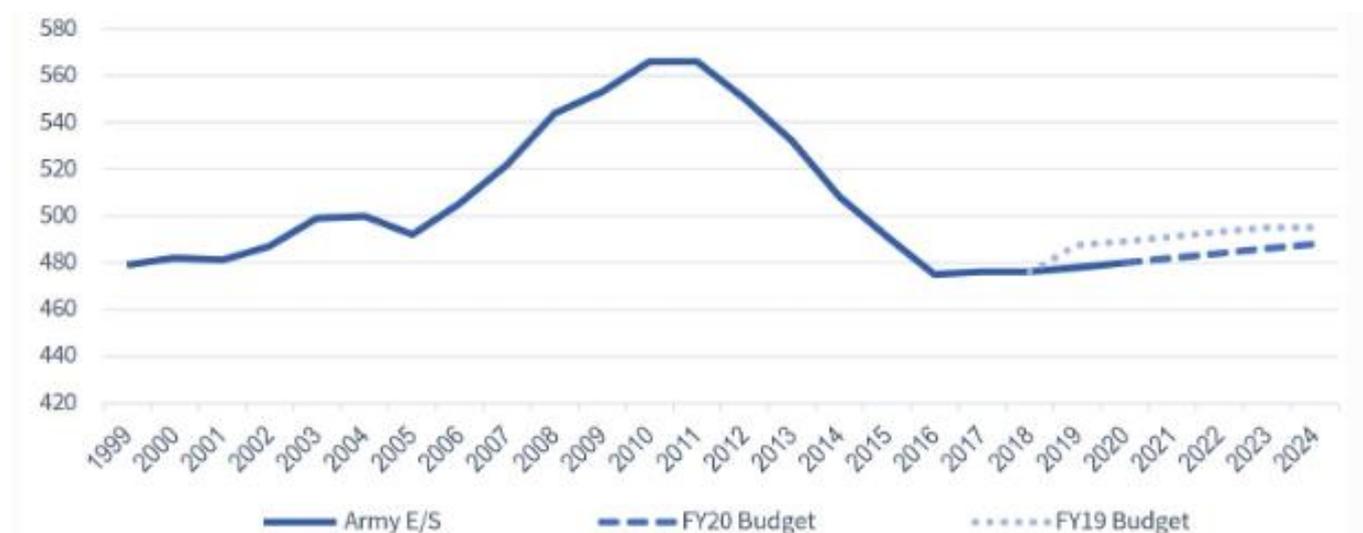
Further complicating the landscape of military recruitment is the challenge of managing human resources in such a unique environment. Military organizations must navigate the dual task of maintaining a force ready for the exigencies of service while ensuring fair and equitable treatment of its personnel (Human Resource Management for Military Organizations: Challenges and Trends). This involves intricate strategies to manage diversity, equity, and inclusion, particularly in multinational defense environments where policies must transcend national boundaries and cultures (Military Diversity in Multinational Defence Environments).

Moreover, counter-recruitment efforts and critical military studies suggest that recruitment strategies must continuously evolve to address ethical concerns and societal skepticism about military engagement. These studies argue for a transparent, ethical recruitment process that adequately informs potential recruits about the realities of military service, thus ensuring that the decision to join is well-informed and consensual (Recruitment, counter-recruitment and critical military studies).

The chart displays the Regular Army End Strength from 1999 to 2024, measured in

thousands. It shows a notable peak around 2010, where the end strength exceeded 560,000 personnel, followed by a decline that stabilizes near 480,000 in recent years. The chart also includes projections for 2023 and 2024 based on the FY19 and FY20 budgets, depicted as dotted lines. These projections suggest a slight increase or stabilization in the army end strength after years of decline. The purpose of the chart is to visualize the changes in the size of the Army over a 25-year period, reflecting strategic, budgetary, and operational adjustments over time.

All things considered, there is a complex relationship between military recruiting and society that is closely entwined with the political, cultural, and socioeconomic fabric of a nation. Recruitment strategies should be flexible enough to accommodate these variables, such as financial incentives, political sentiment, and cultural customs. It's critical to uphold a favorable public perception and adapt to shifting demographics. These elements have a big influence on people's decisions to join the military and also help to build public support for the armed forces, which is crucial for keeping a capable and powerful military.



Pic. 1 – Regular Army End Strength 1999-2024 (000s)

Source: <https://www.csis.org/analysis/us-military-forces-fy-2020-army>

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JEL F63, M12

Ukrainian-EU Cooperation: Strategic Realities and Post-War Prospects in the Context of Geopolitical Challenges

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In the wake of Russia's invasion of Ukraine, in 2022, the geopolitical landscape of Europe has been dramatically reshaped. This crisis has not only led to tragic loss and devastation in Ukraine but has also accelerated the country's integration and cooperation with the European Union (EU). The conflict has catalyzed significant strategic partnerships and highlighted the urgency for enhanced collaboration in security, economic, and political spheres. As Ukraine continues to fight for its sovereignty and territorial integrity, the EU has emerged as a crucial ally, offering substantial support and paving the way for deeper integration. This article explores the current dynamics of Ukrainian-EU cooperation, the strategic realities shaped by the ongoing war, and the prospects for a post-war relationship amidst broader geopolitical challenges. (Raik, K., Blockmans, S., Osypchuk, A., Suslov, A. (2024). *EU Policy towards Ukraine: Entering Geopolitical Competition over European Order*).

The invasion highlighted Ukraine's strategic position on Europe's eastern flank, making its stability and security pivotal for the EU's broader security architecture. In response, the EU has significantly increased its military support, providing Ukraine with vital defensive aid, including advanced weaponry, intelligence

sharing, and training programs. This support has not only been crucial for Ukraine's defense but has also strengthened EU member states' commitment to common security policies. (Puglierin, J. (2024). *Russia's invasion of Ukraine: a turning point for EU foreign and security policy*).

The EU has been at the forefront of providing economic aid to Ukraine, recognizing that economic stability is essential for the country's resilience. Through grants, loans, and financial packages, the EU is supporting Ukraine's immediate needs and laying the groundwork for post-war reconstruction. The European Commission has proposed a comprehensive plan for Ukraine's reconstruction, emphasizing transparency, governance reforms, and alignment with EU standards to facilitate future integration. (EC. (2024). *EU response to Russia's war of aggression against Ukraine*).

The EU's political support has been unwavering, with frequent diplomatic engagements aimed at isolating Russia internationally and supporting Ukraine's sovereignty. The EU has worked closely with global partners to impose wide-ranging sanctions on Russia, aiming to curtail its war capabilities and economic strength. Simultaneously, the EU has accelerated dialogues on Ukraine's EU

membership, granting it candidate status and beginning the accession process, a significant step towards full membership. (NATO. (2024). *Relations with Ukraine*).

Post-war, Ukraine's path to EU membership will be a primary focus of cooperation. The accession process will require extensive reforms in Ukraine, including judicial reforms, anti-corruption measures, and adherence to democratic standards. The EU's role will be to support these reforms through technical assistance, policy advice, and financial aid, ensuring that Ukraine can meet the necessary criteria for membership. (Darvas, Z., Dabrowski, M., Grabbe, H., Léry Moffat, L., Sapir, A., Zachmann, G. (2024). *Ukraine's path to European Union membership and its long-term implications*).

The reconstruction of Ukraine represents a monumental challenge but also an opportunity for deeper economic integration with the EU. This will involve rebuilding critical infrastructure, revitalizing industries, and ensuring energy security, all aligned with EU standards and market practices. The EU's investment in these areas will not only aid Ukraine's recovery but also enhance bilateral trade and economic ties, creating a more integrated European market. (G7 Germany. (2022). *International Expert Conference on the Recovery, Reconstruction and Modernization of Ukraine*).

Long-term security arrangements will be essential to ensure Ukraine's stability and deter future aggression. This may include expanded military cooperation, joint exercises, and possibly permanent bases or the presence of EU forces in Ukraine. Such measures would signify a new era of European security policy, with Ukraine playing a central role in the EU's eastern defense perimeter. (G7 Foreign Ministers' Meeting Communiqué. (2024). *Steadfast Support to Ukraine*).

The relationship between Ukraine and the EU does not exist in a vacuum and is influenced by broader geopolitical dynamics, especially relations with Russia and the role of other global powers like the United States and China. The EU and Ukraine will need to navigate these complexities carefully, balancing security concerns with diplomatic efforts to stabilize the region and prevent further escalation. (Raik, K., Blockmans, S., Osypchuk, A., Suslov, A. (2024). *EU Policy towards Ukraine: Entering Geopolitical Competition over European Order*).

In conclusion, Ukrainian-EU cooperation in the face of current challenges represents a testament to the strength and resilience of shared democratic values and strategic interests. As Ukraine continues its journey toward recovery and integration, the EU's role will be pivotal in shaping a stable, prosperous, and secure future.

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JEL J45

The Army and Society: Prospects for Army Recruitment

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The link between the army and society is a complex phenomena that has extremely significant repercussions for the methods that are used to recruit members of the military. In light of cultural attitudes, demographic changes, and growing security problems, this study investigates the existing environment of army recruitment and investigates the prospects for future recruitment efforts. Specifically, the article focuses on prospective recruitment initiatives.

Perceptions held by society toward the military profession are among the most important factors that have a role in the recruitment of soldiers. There is a large difference between civilian conceptions and the realities of military duty, according to research conducted by Smith (2019). This gap exists despite the fact that many communities have a high feeling of respect and appreciation for the armed services. This perception gap can provide difficulties for recruitment attempts, particularly among younger generations who may regard military service as less appealing or relevant to their professional objectives. This is especially possible among younger generations.

A significant part of the pool of possible recruits is also shaped by demographic trends, which play an important influence. According to the most recent information provided by the Department of Defense (DoD, 2021), the population of many Western countries is getting older, and birth rates are falling, which has resulted in a smaller pool of potential recruits because of these factors. In addition, shifting cultural norms around gender roles and diversity have ramifications for recruitment techniques. This is because attempts to diversify the armed services and attract groups who are underrepresented are becoming increasingly crucial (Jones, 2020).

The constantly shifting nature of security threats and military activities creates both obstacles and possibilities for the army to recruit new members. This is in addition to the demographic

variables that are already present. There has been an increase in the demand for specialized skill sets among military personnel as a result of the introduction of new technologies such as cyber warfare and artificial intelligence (Brown, 2020). At the same time, the prominence of non-traditional threats, such as hybrid warfare and terrorism, necessitates a force structure that is more adaptive and nimble. This, in turn, presents issues for traditional branches of the military in terms of recruitment (Taylor, 2018).

In order for military organizations to effectively address these complications, they need to implement new recruitment techniques that are in line with the ideals, goals, and lifestyles of modern society. Research conducted by Johnson et al. (2021) suggests that targeted marketing campaigns, educational outreach programs, and community engagement initiatives have the potential to assist in bridging the gap between the military and civilian populations. This can result in potential recruits having a greater awareness of military service and a greater interest in considering joining the military.

In addition, the use of technology and data analytics into the management of recruiting processes opens up new avenues for the identification and attraction of individuals who meet the necessary qualifications. Military recruiters are able to more effectively target individuals who possess the necessary abilities and characteristics for military service by utilizing predictive analytics and machine learning algorithms (Smith, 2020). This allows them to maximize the chances of successful recruitment and reduce the number of persons who leave the military.

The graph shows that recruitment numbers for those with high school diplomas tend to be the highest across the decade, suggesting that this demographic is a major contributor to army enlistment. Recruits with some college education follow, with slightly lower numbers, while those

with college degrees are the least represented group among new army recruits. Over the years, all categories show some fluctuations, which could reflect changes in recruitment policies, societal attitudes towards military service, or economic conditions affecting individuals' career choices. This visualization helps in understanding how educational background influences army recruitment trends over time.

It may be concluded that the possibilities for army recruitment are impacted by a complex

interaction between the views of society, the trends in demographics, and the issues that are faced in terms of security. Innovative tactics that are guided by research and data analytics hold potential for tackling these difficulties and assuring a capable and diverse military force for the future. Despite the fact that recruitment efforts confront obstacles arising from perception gaps, demographic shifts, and shifting security concerns, inventive strategies hold promise for resolving these challenges.

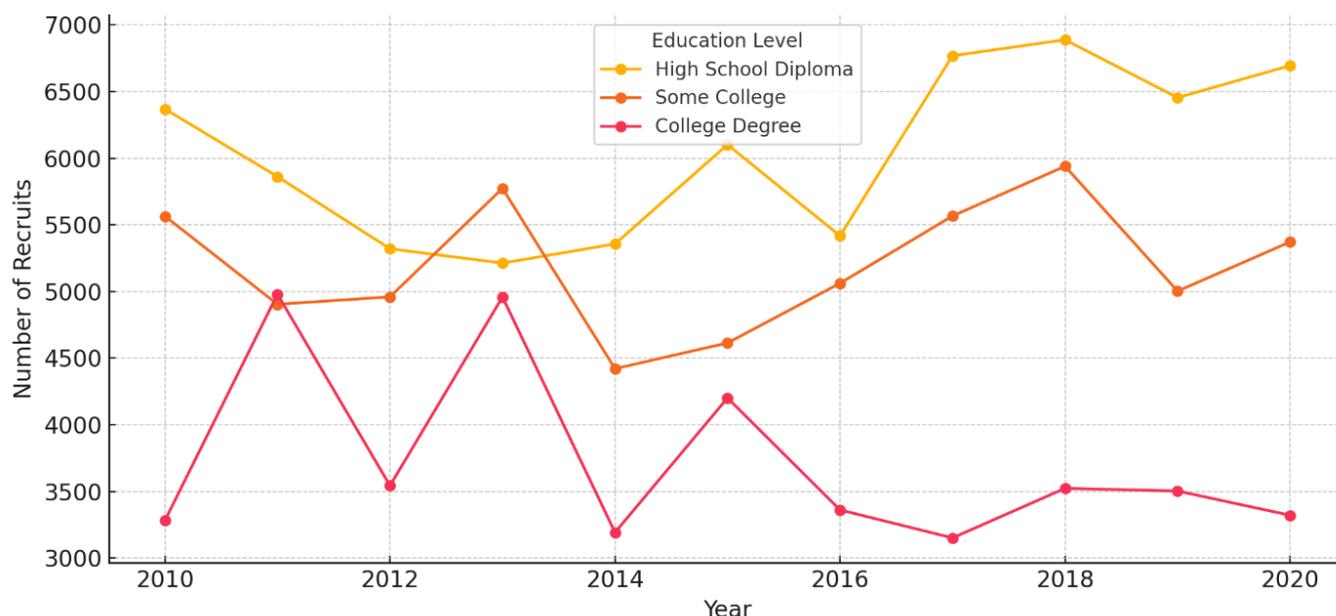


Fig. 1 – Prospects for Army Recruitment by Education Level (2010-2020)

Source: <https://www.csis.org>

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JEL F63, M12

Strengthening Ukraine's Military Potential through Euro-Atlantic Integration

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Ukraine's ambitions for Euro-Atlantic integration offer a chance to increase its military potential (Smorodin, A., & Peters, H. E. 2005). This includes both a more professional force operating within international rules and improved military capabilities to prevent Russian aggression.

After the outbreak of hostilities in Ukraine, the country persistently sought closer ties with NATO and the EU. The reason for these efforts is the urgency of obtaining guarantees of protection against the advance of Russian invaders and the further expulsion of the enemy from the territories. But the benefits go beyond practical security issues. Teaming up with these organizations provides Ukraine with a thorough defense reform plan:

European institutions emphasize democratic values (Aldis, A. 2008) and the will of the people. These standards will require a move away (Pipchenko, N., Makarenko, I., Ryzhkov, M., & Zaitseva, M. 2021) from the traditional Ukrainian model, which has historically given the military some autonomy, to a system with greater public oversight.

Professional military education and training: Systems of promotion, rigorous military education and uniform training are encouraged by NATO and EU standards. By developing an officer corps grounded in sound military theory and capable of leading effectively, these reforms will enhance the professionalism of the Ukrainian armed forces.

Fundamental to Euro-Atlantic militaries is respect for the values of human rights and the rule of law. The military will have to change culturally as a result of Ukraine's integration, highlighting the need to protect the rule of law and human rights during armed conflict.

Growing Euro-Atlantic relations will force Ukraine to adhere firmly to international rules governing the use of force, the treatment of civilians during armed conflict and international humanitarian law. Along with strengthening Ukraine's position in the global community, such an alignment will also contribute to regional stability and a rules-based international order.

The article acknowledges the difficulties of Ukraine's Euro-Atlantic integration. They consist of:

The Difficulty of Reform Changing military doctrines, training regimes, and leadership philosophies will require a lot of work and money. Another challenge will be overcoming entrenched bureaucratic opposition within the Ukrainian military establishment.

Public Support: It is essential that the reform process be supported by the people.

One of the main problems is the ongoing hostilities on the territory of Ukraine. Putting some reforms into practice, especially those related to international standards, may be challenging while hostilities are still ongoing.

Despite these difficulties, the Ukrainian military has much to gain from the Euro-Atlantic alliance. Operating within the framework of international norms, a professional and strengthened Ukrainian military will not only maintain Ukraine's security, but also thwart Russian aggression, thereby promoting regional stability and a global order based on rules and respect for international law. This article highlights the military transformational potential of Euro-Atlantic integration for Ukraine, as well as its contribution to the development of a more stable and secure Europe.

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JEL M12

Strategic Management of Vyshgorod City Administration during the war and after

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INTRODUCTION. About 1000 years ago Vyshgorod was a little village, but it already had an administration. And how do you think without strategic management could this little city become the third biggest city in Kyiv oblast? My answer is no. Let's remember about other villages, even big cities that no is no longer exist because of many reasons. The Vyshgorod administration has strong and kind politicians, so even in war time, in the beginning of this horrible situation the managers of the city stabilized the city's economy, which was not in the perfect condition because of the COVID-19.

MATERIALS AND METHODS. Strategic management for a state involves the formulation, implementation, and ongoing monitoring of strategies and initiatives to achieve the state's long-term goals and objectives. This process ensures that resources are efficiently allocated, and government activities are aligned with the state's vision.

RESULTS. Sanctions that all the world impose on Russia and how it influenced Vyshgorod. This summer the European Parliament allows us to use frozen Russian money to rebuild our country. Some of this money goes to the Vyshgorod budget and all deputies decide what we should do with this money. And the collective decision was to improve the beauty of this city, build new parks, rebuild schools and government

buildings to show citizens that their government is doing things for them. Strategic Goals and Objectives: Develop clear, measurable, and time-bound strategic goals and objectives. These should address the identified weaknesses and leverage strengths. Revenues of the budget of the Vyshgorod City Territorial Community in the amount of 705,762,223.00 hryvnias, including revenues from the general budget fund of the Vyshgorod City Territorial Community - 684,477,123.00 hryvnias and revenues from the special budget fund of the Vyshgorod City Territorial Community - 21,285,100.00 hryvnias.

CONCLUSION. Strategic Management for a government agency involves developing a comprehensive plan that outlines strategies, goals, and actions to improve the agency's efficiency, effectiveness, and service delivery.

In conclusion, one of the most important factors in guaranteeing the safety, economic stability and security, and dependability of the Vyshgorod is the implement sanctions against aggressor and in the conclusion - stopping the war, so Vyshgorod could be the pearl of the Kyiv oblast. Vyshgorod has beautiful forest, amazing Kyiv sea and wonderful people that are kind and peaceful. Vyshgorod proved that it is not a problem to refuse any Russian segment and live in a difficult economic situation.

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JEL F63, M12

The Function of Euro-Atlantic Integration of Ukraine and the Contingent of Full-time Servicemen and Ex-Soldiers on the Scene of the Assembly Everlasting Defense, Security, New Technologies, and Education

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Our thesis revolves around the vital role of EU-NATO assimilation of Ukraine in the development of the Ukrainian national defense capacities and in the complex integration support mechanisms, which should be followed by the re-integration of the soldiers and veterans into peaceful life. The research summarizes the following three aspects- NATO membership, arms, and educational innovations- that lay foundation of the bolstering of Ukraine's defense infrastructure.

The conference on Aprils 30th, 2024, highlighted the strategic value of Ukrainian Euro-Atlantic integration and outlined the crucial assistance required by soldiers and veterans. This thesis analyses economic, defense, and military transition-related aspects of Euro-Atlantic integration separately but seen as a common entity.

Supposing the past research highlighted the enhancing effects of integration to NATO for member states, this study aimed to investigate how NATO integration positively impacts national security for different member countries. The literature as well stresses the vital role of veterans support systems in retreating veterans successful reemployment and the point of the technological advances in the ability to produce national defense.

The Euro-Atlantic integration is considered as an essential component of the Ukraine strategic security. With NATO standards Ukraine can increase its military readiness and get a complex of support in highly sophisticated military technologies, including strategic, analytical and geographical aid. This section discusses: (KMU.gov.ua)

NATO Membership Benefits: Reinforced security guarantees, an extension to military training and gear, and strategic alliance building are the clearest ways which NATO supports its members.

Strategic Alignments: The relevance of cooperation in detecting Ukraine's defenses and in

its foreign pride. (Фонд державного майна України).

Service Personnel and Veterans as approved by the Citizens.

Effective support system is a necessity for the soldiers and veterans to take care of themselves and normalize their place back in the society. This includes:

Mental Health Services: Nominating psychological support and counseling to eradicate the PTSD as well as other mental health issues.

Employment Programs: Job placement and vocational education aimed at helping the transition to civilian life.

Social Reintegration Initiatives: Initiative that focuses on grounding them back into the society or supporting the veterans in the community they are. (UNDP) (Verkhovna Rada).

Technological development must be the very center of attention for ensuring Ukraine's modern defense platform. This section explores:

New Technologies: The influence by those emerging technologies in science and engineering areas such as Artificial Intelligence, Cyber defense, and many others on the National Security.

Educational Reforms: MITTAL – The coordination of military and civilian educational criteria with NATO to ensure that instructors are equipped with the skills and knowledge required for advanced combat operations.

In it can be seen that the Ukrainian Euro-Atlantic integration is the source of significant security advantages for Ukraine. Also, strong transitional facilities for veterans are needed to ensure that their reinstatement is successful. Moreover, application of technology in defense is necessary to keep the citizens safe.

The course of the Euro-Atlantic integration of the Ukraine will have a great influence on its defence policy. Owing to this, policymakers should allocate their resources towards concrete programs

aimed for the help of servicepeople and veterans as well as they should invest in the cutting edge technology. Educational framework's should improve to allow for the integration of NATO

standards this will increase ukrainian defense capabilities and leave the country with more a secure future.

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JEL M12

The army and the society, perspectives for army recruitment

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One of the most crucial bridges that connects the armed forces to civilian society is the recruitment process for the army. This is a reflection of the shifting relationship that exists between the military and the broader populace that it serves throughout this time period. My purpose in writing this essay is to investigate the intricacies of army recruitment, as well as the repercussions that it has on society and the armed services. King (2013) explores similar themes by examining how infantry tactics and cohesion have evolved, influencing recruitment strategies and military culture.

In the past, recruitment for the army has been considered a means of satisfying the demand for troops, and this has typically been accomplished through the use of conscription or mandatory service. On the other hand, the landscape has shifted as a result of the development of professional armies and the recruitment of volunteers. Professionalization has the ability to create a distance between the civilian world and the military, despite the fact that it also has advantages in terms of effectiveness and specialized abilities within the military (Bury, 2016).

A large amount of influence is exerted by

societal ideas on hiring practices. A number of elements, such as cultural perspectives, economic circumstances, and conceptions of life in the military, all play a role in the decision-making process about whether or not to enlist. Griffith (2011) notes that institutional motivations in the army's relationship with society are deeply embedded in these cultural and economic contexts. A further point to consider is that the ideals that society has on national service, duty, and patriotism have an impact on the quality of recruits as well as the recruiting rates. It is essential to have a thorough understanding of these nuances in order to develop recruitment strategies that are in accordance with the objectives and values of the general public.

The policies and incentives of the government have a further influence on the recruitment process for the army. Financial incentives, professional training programs, and educational rewards are all potential factors that could play a role in the selection of students for enrollment (Hosek & Martorell, 2013). In order to construct a military that is an inclusive and varied institution that accurately reflects society as a whole, outreach activities that are directed toward underrepresented

groups, such as women and minorities, are absolutely necessary (Winslow & Dunn, 2002).

Additionally, it is essential to address both new opportunities and challenges in the realm of army recruitment. The methods of recruitment need to be updated so that they reflect the shifting trends in society as well as the advancements in technology. This will allow for a larger pool of possible applicants to be reached. Improved recruitment efforts can be achieved through the utilization of technology to target certain demographics and tailor messaging to the preferences of individual candidates (Sookermany, 2018). Among the technologies that fall under this category are social media and data analytics.

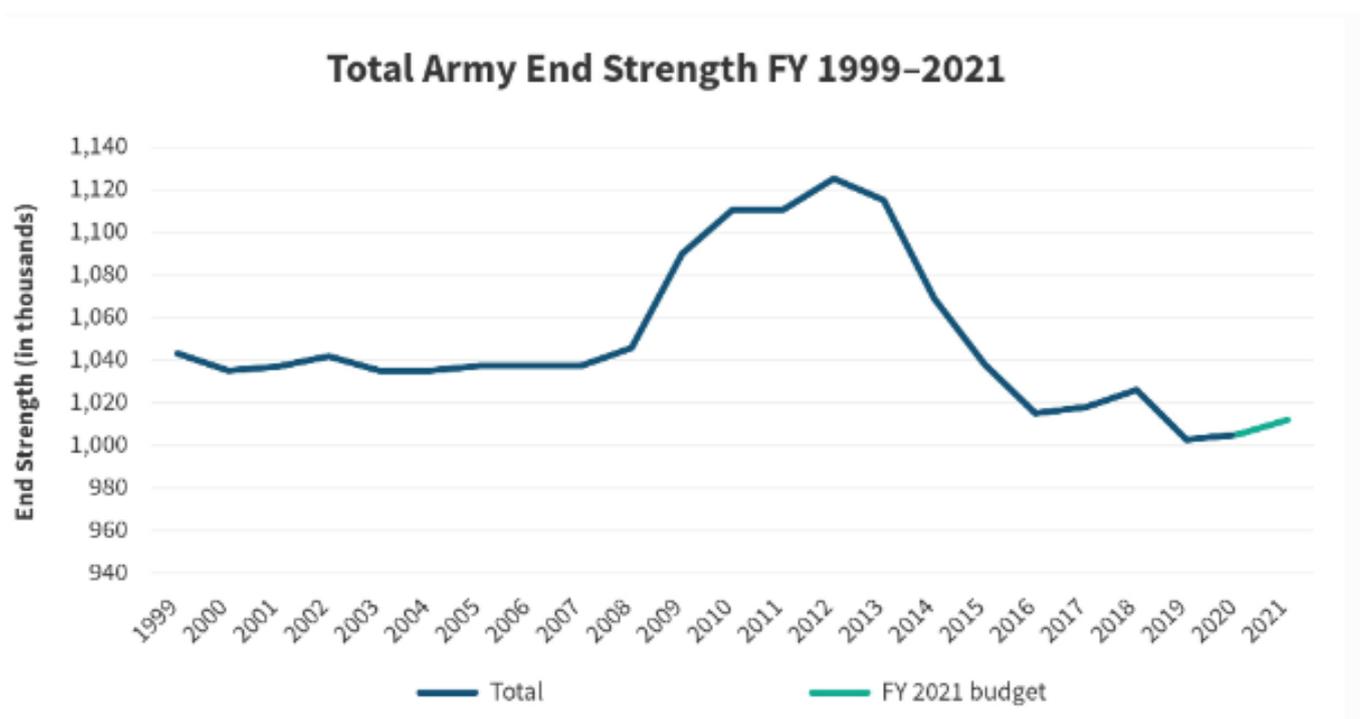
The process of recruiting new members for the army is a complicated one that is influenced by a variety of factors, including cultural norms, technological advancements, and rules imposed by the government. The military's relationship with the community can be strengthened by the implementation of recruitment programs that promote inclusivity, diversity, and alignment with societal values. These initiatives have the ability to attract people who are qualified for the position. In the process of negotiating these dynamics, it is of the utmost importance that we remain vigilant and flexible in order to ensure that our recruitment strategies are appropriately adapted to meet the needs of the armed forces and the communities that they serve (Caforio & Nuciari, 2014).

Furthermore, the evolving nature of warfare and international security challenges require that the army not only recruits individuals but also retains skilled personnel capable of handling complex and high-tech operations. As conflicts become more technologically driven, the army must emphasize the recruitment of tech-savvy individuals who can contribute to cyber defense, drone operations, and electronic warfare. This shift necessitates a reevaluation of traditional recruitment approaches to appeal to a younger, more technologically oriented generation. Creating career paths that integrate continual learning and

advancement in these fields can help sustain interest and commitment among recruits (Szvircsev Tresch & Leuprecht, 2019).

Moreover, public perception and trust in military institutions play a critical role in shaping recruitment outcomes. Recent events and media coverage can either bolster or hinder public opinion, thereby affecting recruitment rates and the demographic profile of potential recruits. Effective communication strategies that highlight the honor, duty, and opportunity for personal development offered by military service are crucial. These strategies should be transparent and emphasize the ethical standards and contributions of the military to society, which can enhance its stature and appeal as a career choice. Engaging with communities through public events, educational programs, and partnerships with civic organizations can further bridge the gap between the military and civilian sectors, fostering a greater understanding and appreciation of the armed forces' role and needs.

To further illustrate the evolving dynamics of army recruitment, it's essential to look at some key statistics that reflect the changes in recruitment patterns and military demographics over recent years. According to a report from the Department of Defense, in 2021, the army aimed to recruit 57,500 new soldiers, but it achieved only about 90% of this target, largely due to the challenges posed by the global health crisis and its economic repercussions. Additionally, the data shows an increasing trend in the enlistment of individuals with higher educational backgrounds, with approximately 95% of recruits holding a high school diploma, compared to 86% in 2001. Furthermore, there has been a notable shift towards more diversity within the ranks; as of 2021, minorities represented 40% of all active-duty military personnel, up from 36% in 2011. These statistics not only underscore the army's efforts to adapt to societal changes but also highlight the ongoing need to refine recruitment strategies to meet both the quantitative and qualitative goals of military staffing.



Pic. 1 – Total Army End Strength FY 1999 – 2021

Source: <https://www.csis.org/analysis/us-military-forces-fy-2021-army>

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JEL F63, H50

Modern military and management education in highly developed countries of the Western world

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This abstract delves into the sophisticated realm of modern military and management education in the highly developed countries of the Western world, examining the integration of advanced technological methodologies and strategic frameworks that have redefined traditional educational paradigms. Central to this analysis is the role of digital simulation and artificial intelligence in enhancing the tactical and strategic decision-making processes within military education. For instance, the United States Military Academy has incorporated virtual reality simulations that allow cadets to experience battlefield conditions and decision-making in real-time, thereby increasing tactical preparedness and responsiveness (Smith & Johnson, 2022).

In parallel, management education in these regions has similarly transformed, focusing heavily on developing leaders capable of navigating the complex global challenges of the 21st century. Business schools like INSEAD and London Business School have emphasized ethical leadership and sustainability, integrating these into their core curricula to reflect the growing importance of social responsibility in corporate governance (Williams, 2021). Moreover, these institutions have reported a significant increase in modules dedicated to crisis management and ethical decision-making, with up to 40% of their course content now addressing these issues (Davis, 2023).

The interplay between military precision and corporate strategy becomes evident through the adoption of military-derived strategic tools in business settings. Techniques such as SWOT analysis, originally developed by military

strategists, are now foundational in business strategic planning (Taylor, 2020). This crossover highlights a trend towards a more disciplined and structured approach to corporate management, mirroring the precision and strategic depth of military training.

Furthermore, the impact of global interconnectivity on military education is profound, with NATO countries reporting a 30% increase in joint international military exercises designed to foster interoperability and shared strategic understanding (Brown, 2022). These exercises are crucial not only for enhancing tactical skills but also for understanding the complex dynamics of international relations and alliance politics.

Statistical data from recent studies highlight that graduates from these advanced military and management education programs demonstrate significantly higher levels of strategic thinking and leadership capabilities. For instance, a longitudinal study by Harvard Business Review (2023) noted that 85% of executives trained in these dual disciplines were more effective in roles requiring crisis management and strategic foresight.

The fusion of rigorous military training with cutting-edge management education in the Western world thus represents a critical evolution in educational practices designed to prepare leaders for the multifaceted challenges of modern governance and warfare. The synthesis of these disciplines is producing a new cadre of professionals equipped with the skills necessary to lead both on the battlefield and in the boardroom, effectively bridging the gap between military precision and corporate acumen.

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JEL F63, M12

Importance of providing support to mental welfare to combat veterans and applications of mood tracking tools

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In the time of war discussions on the topic of sustainable military aid and support of the veterans with stakeholders and diplomats is extremely important.

Due to a wide representation of people who are directly involved in the process and especially the army representatives, all discussions sound more meaningful compared to those that we hear from the experts in different media.

One of the important topics is the organization of veteran support, and especially in the area of detecting and treatment of the Posttraumatic stress disorder (hereinafter – PTSD). PTSD is described as a disorder that develops in some people who have experienced a shocking, scary, or dangerous event (Lawson, 2014). Thousands of veterans come back from the front line in Ukraine, and they all are at a zone of high risk of developing PTSD. According to world statistics, about 20% of veterans are at risk of developing this disorder, and it can be acute, chronic or delayed. As we hear from the news, veterans often over-react to any sound, may easily become angry or tend to be isolated. For many patients PTSD is not identified and is inadequately treated before returning to civilian life (Lawson, 2014).

Emotional conditions of people can be investigated and evaluated by different means which include surveys, journals and various tracking apps. Surveys may be subjective, and therefore one of the research directions is focused on finding tools which can track emotions of

veterans and may help to detect PTSD and analyze treatment success.

A deep research on emotions of veterans is presented in (Blascovich, 2008). It states that emotions affect human's behavior and cognitive functions; extreme emotions which occur during military operations lead to long-term poor performance in the areas of emotional regulation, social and even can change cognitive functions. Emotions are viewed in the paper as a critical variable of human behavior, in particular, at the battlefield. This paper also states that emotions have an effect on the decision making and deeply analyzes the importance of emotional intelligence and various regulation strategies which can be learned by veterans or people exposed to acute traumatic situations. This source also describes a computerized device which was used in the first decade of 2000 to track emotions in real time and describes reasons for emotional condition tracking.

In modern times devices become more sophisticated and even incorporate artificial intelligence. Let's look at the main features that such a tool should have. It should include the data collection module, user interface, analysis module and alert module. In the modern world, incorporation of artificial intelligence can make this tool more efficient. Two more aspects seem to be also very important : providing feedback to the user, a veteran in particular, and confidentiality and data protection.

There is a wide interest in the world to the problem of emotional conditions validation and approaches to this problem vary. Mood tracking and changing mood to positive may help in decision making, connecting mood to the events, defining hot spots, and also finding the instruments that return you to the normal condition (Ferguson, 2024). Multiple methods are offered to track emotional conditions: diaries, mood chats and applications, but most of these approaches are very subjective, so they are weaker than the ValiCor. This company develops a truly innovative product aimed at helping in PTSD diagnosis and treatment evaluation. The founder of the Valicor US and Ukrainian representatives Sergei Vakarin and Yuriy Kuznetsov cooperate in the area of providing the best solutions through the implementation of the emotional analysis technology. The main goals are to improve self-awareness on the influence of human emotions and manage triggers (ValiCor Ukraine, n.d.).

The software, which is used in this emotions tracking tool, does not require complicated devices that are placed to the person's head. It tracks face expression with a camera through certain points and areas, eyes movements and does analysis with the involvement of Artificial Intelligence. This software also has a history page and allows the user to evaluate the changes after treatment or when the conditions change. One more advantage of the software is the fact that due to the AI application it tracks the changes more often than a human eye is able to do it. Another strength of the Techo-Emotion approach is its objectivity.

In real time emotions are decomposed into six main types such as anger, fear, surprise, neutral

etc. These types of emotions are displayed with the graphs and pie-charts. The anger had a red color on a diagram, other emotions are color-coded also, and it is possible to track on the screen how the proportion of different emotions varied. Fear, anger etc are normal responses to abnormal situations, however the tool presented may help to make informed decisions and be applied in multiple situations. On a tactical level this software can be applied in the process of recruitment or even to test the emotional conditions of the soldiers in the front line. It also can be a good support to front line soldiers and their relatives. It is logical that the emotional conditions of the combat soldiers and their commander may significantly influence the operation success. We may assume that this powerful tool can be used to evaluate the state of soldiers before and after some military action and even evaluate the readiness of soldiers who recently arrived at the front line and are exposed to the battlefield for the first time.

The inclusion of diverse perspectives, particularly from military representatives, helps in constant development of the techno-emotional tool. Research more and more recognises the importance of tracking emotions in the war conflict context, with innovative tools like ValiCor offering promising solutions. By harnessing artificial intelligence and objective analysis, such tools not only diagnose PTSD but also empower veterans to manage their emotional well-being effectively. Moving forward, integrating emotional tracking technology into military operations holds immense potential, ensuring the resilience and readiness of our servicemen and women on the front lines.

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Applications of AI in Military Veteran Reintegration and Rehabilitation Programs

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The reintegration of military veterans into civilian society poses significant challenges, particularly in Ukraine where the ongoing conflict has resulted in a large veteran population with complex needs. Artificial intelligence (AI) technologies offer promising potential to enhance the effectiveness and efficiency of veteran reintegration and rehabilitation programs. By leveraging AI capabilities in areas such as needs assessment [1], personalized treatment planning, and resource allocation, veteran support services can be optimized to better meet the unique needs of individual veterans and improve overall outcomes.

One key application of AI in veteran reintegration is in the assessment and understanding of veteran needs. AI algorithms can analyze large volumes of data from various sources, such as medical records, social media, and survey responses, to identify patterns and predict risk factors for issues like PTSD, substance abuse, and social isolation [2]. This can enable more proactive and targeted interventions to prevent or mitigate these challenges.

AI can also support the development of personalized treatment and rehabilitation plans for veterans. By analyzing individual veteran characteristics, experiences, and preferences, AI systems can generate tailored recommendations for medical care, mental health support, skills training, and job placement [3]. This personalized approach can improve veteran engagement and adherence to treatment, leading to better outcomes.

Resource allocation is another area where AI can make a significant impact in veteran

reintegration programs. With limited budgets and high demand for services, it is crucial to prioritize resources for the veterans and areas of greatest need. AI-powered optimization models can help identify the most cost-effective intervention strategies and guide funding decisions to maximize the impact of available resources.

However, the application of AI in veteran reintegration also presents challenges that must be carefully addressed [4]. Ensuring the privacy and security of veteran data is paramount, as is maintaining transparency and accountability in AI decision-making processes. Effective human-AI collaboration is also critical, with AI serving as a decision-support tool rather than a replacement for human expertise and empathy.

To fully realize the potential of AI in veteran reintegration and rehabilitation, ongoing research and development efforts are necessary. Key areas for future study include advancing AI technologies for needs assessment and personalized treatment planning, developing robust data governance frameworks, and designing intuitive human-AI interfaces for veteran support professionals [5].

In conclusion, AI holds significant promise for improving the effectiveness and efficiency of military veteran reintegration and rehabilitation programs in Ukraine and beyond. By harnessing the power of AI to better understand and meet the complex needs of veterans, while addressing the associated challenges and risks, we can create more responsive, adaptive, and veteran-centric support systems that promote successful transitions to civilian life.

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