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Sustainable Development: Youth View

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У виданні представлені тези доповідей учасників VI Міжнародної конференції для студентів і молодих вчених (Київ, 15 листопада 2024 року). Матеріали висвітлюють напрями відбудови економіки України на засадах сталого розвитку. Особливу увагу приділено точкам економічного зростання та управлінню ризиками зовнішньої та внутрішньої політики, розвитку стартапи в умовах невизначеності та військового стану, питаннями боротьби корупції й ефективності санкцій. Окрему увагу було приділено викликам які повстали перед Україною після повномасштабного вторгнення, впливу цих подій на світову економіку та заохоченню бізнесу долучатися до відбудови країни.

Для науковців, викладачів, аспірантів, студентів закладів вищої освіти, економістів.

The proceedings present materials of the participants of the IV International Conference for Students and Young Scientists (Kyiv, November 24, 2023). The materials highlight directions for rebuilding Ukraine's economy based on sustainable development. The authors focused on the issues of economic growth and risk management of foreign and domestic policy, the development of startups in conditions of uncertainty and martial law, issues of fighting corruption, and the effectiveness of sanctions. Particular attention was paid to the challenges that arose before Ukraine after the full-scale invasion, the impact of these events on the world economy, and the encouragement of businesses to join the reconstruction of the country.

Materials could be helpful for scientists, teachers, graduate students, students of higher education institutions, and economists.

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*Actual problems of Ukraine's development in wartime: The use of
cryptocurrency for illicit activities and the role of Cloud Systems in
sustainable development*

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The instability of society and the economy have been worsened by the conflict in Ukraine, which has also made the problem of illegal funding much worse. In this regard, cryptocurrencies have become more involved in terrorist funding and money laundering, which is a major obstacle to long-term sustainability. Although cryptocurrencies provide safe financial transactions, their decentralized structure makes them vulnerable to exploitation, which in turn hinders national security and resilience and makes governance more difficult. In the face of physical infrastructure issues, Ukrainian institutions and enterprises have adapted by relying on cloud technologies, which are now essential for data protection and operational continuity.

Due to their poor traceability, pseudonymous cryptocurrencies like Bitcoin and Ethereum are being utilized for criminal operations at an alarming rate, particularly in regions where regulatory gaps are exacerbated by violence. This decentralization makes it more difficult to monitor transactions that are tied to organized crime or terrorism, according to the Financial Action Task Force (FATF, 2022). These actions put a burden on development initiatives in Ukraine, both now and in the future, and take funds that could be used for state recovery.

As defined by the Brundtland Report, sustainable development means meeting current needs without compromising future generations (Brundtland Commission, 1987). But uncontrolled Bitcoin transactions in Ukraine develop tax havens that are hard for law enforcement, undermining economic stability and cutting into funding for essential social services and infrastructure (United Nations, 2023). Government initiatives to promote sustainable development are further undermined by these money transfers, which sidestep conventional banking networks.

To combat this, the Ukrainian government has teamed up with foreign organizations to increase financial transparency and has put legal frameworks in place to track cryptocurrency transactions. In 2022, the goal is to implement the "Virtual Assets Law" in a way that limits the funding of terrorism and money laundering while still allowing for innovation (Ukraine Ministry of Finance, 2022). But execution is still difficult, especially in remote and war-torn regions.

The regulation of cryptocurrency in areas affected by war requires close international coordination. Interpol and the Financial Action Task Force (FATF, 2023) both emphasize the need of working together to develop auditable solutions that shield users from abuse (Interpol, 2023). Ukraine must cooperate with global partners to

enforce transaction protocols for the sake of national security and sustainable growth, yet, in the midst of a war, a balanced approach to policy is required.

Beyond the regulatory landscape around cryptocurrencies, the lessons learned during the conflict in Ukraine show the need of cloud computing for enterprise sustainability. Due to the rapid adaptation required by the conflict, Ukrainian firms are now dependent on cloud services to continue operations despite physical damage. Just three months after the invasion, Joint Stock Company 'Raiffeisen Bank' in Ukraine moved more than a thousand servers to the cloud, demonstrating the criticality of being digitally resilient (McKinsey & Company, 2023). Hackers may take advantage of cloud flaws, which is why strong defenses are crucial for development stability, and this fast adoption also brings cybersecurity concerns.

In addition to ensuring the efficient operation of businesses, cloud computing has played a crucial role in protecting vital records from any dangers during operations. Maintaining governance functions despite conflict has been greatly aided by the Ukrainian government's engagement with Amazon Web Services to transfer vital data to the cloud. In addition to preventing the physical destruction of crucial information, this strategic decision guarantees that government operations may continue uninterrupted, which supports the nation's resilience and sustainable development goals (Amazon, 2022).

Lastly, even while cryptocurrencies provide new ideas to the financial sector, their uncontrolled usage poses serious threats to Ukraine's long-term prosperity, especially in the areas of anti-money laundering and counter-terrorism financing. These difficulties must be addressed by stronger legislation, global collaboration, and local enforcement. Additionally, cloud systems in corporate management offer resilience in the face of wartime disruptions; this shows the importance of a transparent and secure financial system and digital infrastructure in ensuring peace, security, and sustainable growth for future generations.

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The role of a Central Bank Digital Currency (CBDC) in promoting Sustainable Development and Financial Inclusion

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In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development, which outlined 17 Sustainable Development Goals (SDGs). These goals serve as a blueprint for achieving a more equitable, sustainable, and prosperous world by addressing global challenges, including poverty, inequality, climate change, environmental degradation, and peace and justice (United Nations, 2015).

Central Bank Digital Currencies (CBDCs) are gaining traction globally as a new tool for enhancing financial systems. A CBDC is a digital form of a nation's fiat currency issued and regulated by the central bank. Unlike cryptocurrencies, which are decentralized digital currencies, CBDCs are centralized and serve as a digital equivalent to physical cash, aiming to provide a secure, efficient, and accessible payment system for both retail and wholesale transactions. CBDCs are designed to enhance the monetary system by improving financial inclusion, reducing transaction costs, and increasing transparency in financial transactions (International Monetary Fund, 2020; World Bank, 2021).

This paper proposes to increase the role of CBDCs in reaching SDGs through promoting financial inclusion, reducing environmental impact, and facilitating green finance on the example of Ukraine.

One of the primary motivations for introducing a CBDC is to **enhance financial inclusion**, especially in countries with large unbanked populations. Financial inclusion is a key component of sustainable development, directly contributing to the achievement of **SDG 1 (No Poverty)** and **SDG 8 (Decent Work and Economic Growth)**. By providing access to digital financial services without the need for traditional banking infrastructure, CBDCs can offer secure, efficient, and low-cost payment solutions to marginalized populations (World Bank, 2021). Research proves that CBDCs, when designed effectively, can replicate the accessibility and low

transaction costs of physical cash, making them more accessible to underserved groups (International Monetary Fund, 2023).

In Ukraine, the National Bank of Ukraine (NBU) has recognized that a digital currency could serve as a gateway for the inclusion of unbanked and underbanked communities. By offering programmable functionalities and simplifying peer-to-peer transactions, the **e-hryvnia** can help bring more individuals into the formal economy, improving access to financial services (Global Government Fintech, 2022).

The **environmental implications** of CBDCs also align with **SDG 12 (Responsible Consumption and Production)** and **SDG 13 (Climate Action)**. Traditional cash systems involve significant environmental costs related to the production, transportation, and disposal of physical currency. Digital currencies, on the other hand, offer a more sustainable alternative, reducing the carbon footprint of monetary systems (World Bank, 2021). Additionally, CBDCs could be integrated with energy-efficient blockchain technology, making them less resource-intensive than current payment infrastructures (Khiaonarong, 2023).

Ukraine's CBDC initiative considers the environmental benefits of a digital currency as part of its broader strategy for sustainable development. The NBU has emphasized the potential for an e-hryvnia to reduce the environmental burden associated with physical currency and has explored using the currency for digital asset transactions to further reduce paper money dependency (Ledger Insights, 2021).

CBDCs could play a significant role in promoting **green finance**, which supports environmental sustainability by channeling investments into climate-resilient infrastructure and renewable energy. Programmable features in CBDCs allow for more targeted and transparent deployment of funds, ensuring that green investments are efficiently directed to the intended projects (UNDP, 2021). Moreover, CBDCs can improve the efficiency of carbon markets by facilitating seamless digital transactions for carbon credits and other environmental assets.

Ukraine's CBDC project includes use cases for digital asset transactions, which could enhance the country's participation in global green finance initiatives. The ability of CBDC to track and verify transactions makes it a promising tool for fostering transparency in sustainability-focused financial activities (Ledger Insights, 2021).

In sum, the introduction of CBDCs and increasing their role has the potential to contribute significantly to sustainable development by advancing financial inclusion, reducing environmental impacts, and facilitating green finance. Countries like Ukraine, which are exploring CBDCs amidst economic and environmental challenges, may find that digital currencies can offer a robust mechanism for promoting long-term economic recovery and sustainability. Future research should continue to explore the role of CBDCs in the broader context of sustainable development goals.

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European integration and potential for economic development

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One of the most influential factors on the huge potential rise in economic development of Ukraine and the opening of new opportunities for development and modernization is the process of European integration. In this relation, there are already some achievements, such as the ratification of the Association Agreement with the EU and the coming into force of the DCFTA. The accords have been instrumental in the promotion of public administration reforms, anti-corruption measures, and refining the investment environment, while increasing access to the European Union market. These steps have resulted in economic growth and a excellent increase in export opportunities (European Commission, 2023; Intereconomics, 2022).

Potential and key areas of development:

1. The reform process to transform the Ukrainian institutions in line with European standards contributes greatly to increasing the stability of the country's economic structure, this lowering the chances of political and economic instability. On its part, the European Union is fully supporting Ukraine in crucial areas such as energy independence and court reform (Journal of Public Administration, Finance and Law, 2023).

2. Improving the Business Environment: European integration will contribute to improving regulatory standards and, therefore, make Ukraine more attractive to foreign investors. Reform in corporate governance and the court system brings Ukraine closer

to European practices and increases its economic competitiveness (European Commission, 2023).

3. Access to European markets and trade benefits: The DCFTA provides opportunities for Ukrainian companies to access the European market, with its over 450 million consumers, deepening economic interaction and helping to diversify the national economy. A rising volume of trade with the European Union certifies to the effectiveness of the integration process (Intereconomics, 2022).

Challenges and prospects of European integration:

European integration opens up new opportunities for Ukraine; at the same time, it demands a lot of effort from the country in the process of adapting its institutions and the state of political instability. The path to complete integration with the European Union lies through reform in the most important sectors: the court system, energy, and fight against corruption.

Summary:

The European integration is a strategic course for Ukraine to achieve stable long-term economic growth. Continuous reform and the implementation of European standards will help Ukraine to be more attractive economically. Joint efforts on the part of the state and with the support of international partners are expected to consolidate the place of Ukraine in the European economic area and improve sustainable development according to the process of integration into the world markets.

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Education for sustainable development – opportunities, challenges, prospects

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Education for sustainable development is extremely important in the context of the modern challenges we all face. Environmental, social and economic problems such as climate change, poverty, inequality require new approaches to learning and education (UNESCO 2020). It is also important to realize that education should provide the modern generation not only with theoretical knowledge, but also with skills that we

will be able to use in future practice and that will allow us to act effectively in a constantly changing world.

The sustainable development of education involves the deep integration of environmental, social and economic aspects into educational programs. This allows us, as students, to deepen our understanding of the problems we may face in our daily lives and prepare to actively participate in solving them. For example, the inclusion of educational topics related to climate change, the study of renewable energy sources and natural resource management helps students to understand the importance of sustainable use of resources and attitudes towards the environment. This forms in the modern generation a sense of responsibility and perception of problems concerning the future of the planet.

An important element is the development of critical thinking. Students must learn to analyze not only the facts, but also the situations in which they arise, evaluate the consequences of their actions and make informed decisions. Conflicting data and information can often appear, and in this case an adequate critical assessment becomes even more important. Education should educate young people who can not only accept facts, but also analyze information and understand context (Rieckmann 2018).

Also, at the same time, there is a need for interdisciplinary approaches to education. Classic models of learning often cannot show us and capture the complexity of the global challenges facing society and students. By combining knowledge from different fields, such as ecology, economics, sociology and political science, we get a more complete and possibly more holistic view of problems and can more effectively find possible ways to solve them. An interdisciplinary approach also creates opportunities for innovative solutions, because new ideas often arise from and through different knowledge and practices.

Despite all the possibilities, I think that the implementation of education for sustainable development has certain challenges, such as funding. Many educational institutions are faced with a lack of resources that do not allow them to effectively implement new programs and technologies. Developing courses requires financial and other human resources, which are often in short supply. This leads to inequality in access to quality education (Leal Filho 2017).

Another very important aspect is the lack of a clear policy in educational institutions. Without active support from the state, educational institutions may become insufficiently motivated to implement sustainable practices. It is important to ensure that there are foundations for the development of new specialized programs related to sustainable development, and without clear strategies and investments in education, it is difficult to expect significant changes in this area. Also, teachers often do not have sufficient training to implement educational practices focused on sustainable development. The training of teachers in this field should include specialized training that will allow them to better understand the concept of sustainable development and be able to effectively convey it to students.

Educational institutions may not be flexible enough to quickly adapt to new requirements and concepts, which leads to slow implementation of innovations in the educational process. This resistance to change often depends on traditional views of learning, which delay progress towards sustainable development (Barth 2016).

Despite the challenges and problems, there are prospects for education for sustainable development. International cooperation enables countries to exchange successful practices, innovative approaches and resources that can help to some extent in reforming educational systems. The adaptation of learning technologies and innovative methods, such as online courses and virtual learning, can also expand access to educational resources and ensure the possibility of inclusive learning for all students. Technical progress allows the implementation of new learning models that attract the attention of young people and interest in sustainable topics. development These methods form students' desire to deal with solving environmental and social problems.

And in the conclusion, I would like to add that education for sustainable development can become a powerful tool for the formation of a conscious, responsible society capable of coping with the challenges of the future. Modern educational institutions should help create people who not only understand the importance of sustainable development, but also actively work to achieve it in their professional activities and everyday life (Wals 2014).

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Sustainable Decision-Making for Individuals: the Case of Google Digital Products

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Over the last decade, sustainable development has become a central focus for many stakeholders, from governments to businesses, whose efforts have led to the innovation of new sustainable methods through changes in public policies and production standards. However, there remains a crucial need to engage individuals in achieving these goals through their daily choices, as individuals play a complementary role to policies and innovative methods. Studies indicate that people are willing to contribute to sustainability efforts, but making informed decisions can be difficult or complex due

to the need to analyse and compare various options in real time. This is where digital products come in, offering users guidance and options that align with sustainable development goals with minimal effort. As one of the leading companies in the digital space, Google has developed innovative solutions to help users make sustainable choices by integrating sustainability measures into its digital products and tools used in everyday activities such as searching, mapping, shopping, and traveling.

In 2020, Google aimed to guide 1 billion users to make more sustainable decisions by 2022 through fuel-efficient routing in Google Maps and transportation options in Search. This goal was achieved in both 2022 and 2023 (*Google Sustainability, a*). Herewith is the result of our analysis.

Google Maps is a popular tool used to search for places and routing options for drivers and travellers, which allows the company to integrate some measures that contribute to reducing environmental impact, such as fuel-efficient routing, low emission zone alerts, bikes and scooter sharing, electric vehicle charging, and information about traffic conditions.

In 2021, Google implemented the fuel-efficient routing feature that uses an AI prediction model for fuel consumption estimation. When users request driving directions from A to B, the model predicts the route that consumes the least amount of fuel or energy and recommends it to the user, if it's not already the fastest route. This feature was estimated to help reduce more than 2.9 million metric tons of carbon emissions by the end of 2023 since its launch. This amount is equivalent to taking approximately 650,000 fuel-based cars off the road for a year (*Google Sustainability, a*).

Low-emission zones are areas established by cities to restrict high-emission vehicles in order to keep the air clean. Google Maps has supported this effort by implementing a low-emission zone alert feature to notify drivers if their vehicle is allowed in the area, helping them avoid the route or choose an alternative mode of transportation (*Redefining*).

By the end of 2023, Google Maps featured approximately 400,000 EV charging locations globally (*Google Sustainability, a*). This feature enables drivers to find EV charging stations with detailed information, such as the number of available docks in real time where data is available, along with advanced search filters to narrow results based on compatibility with their vehicle.

Traveling. Google tools help travellers and tourists make sustainable choices by answering three key questions: Where to go? How to get there? And where to stay? (*Google Sustainability, b*). Tourists are encouraged to discover local adventures, plan nearby trips, and take direct routes when visiting farther destinations. To reduce the impact of transportation, which is tourism's main source of emissions, travelers are recommended to choose more sustainable options, such as taking a bus, train, or sharing a car, instead of flying, which has a higher environmental impact. Tourists can also select accommodations that implement sustainable practices and have earned eco-certifications. These certifications identify properties committed to lowering their environmental impact by reducing energy and water usage, minimizing waste, and sourcing suppliers in climate-friendly ways.

Google Shopping is a vast platform that provides the opportunity to guide users toward making sustainable choices, especially regarding home appliances and energy-intensive devices. Providing more information about sustainable options for home energy can significantly support the clean energy transition. The Search experience is frequently updated to display energy efficiency information and financial incentives when people search for high-consumption appliances. Products are shown with energy labelling where available, such as in the case of the EU's registry for product energy labelling (*Google Sustainability, a*).

The fashion industry is responsible for 10% of annual global carbon emissions (*How much*). Google Search helps mitigate the impact of fast fashion by highlighting pre-owned clothes with a badge, helping users make cost-efficient clothing choices that also extend the life of items.

In conclusion we want to stress, that Google is making significant strides toward sustainable development and reducing its environmental impact through its operations and products. By developing advanced technologies, particularly with the integration of artificial intelligence models, the company has greatly enhanced the efficiency and effectiveness of these initiatives. Google is also working to enable partners at all levels to collaborate in achieving its goal of reducing 1 gigaton of carbon emissions annually by 2030 (*Google, 2024*).

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Economics of YouTube: historical aspect and significance for the present

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The research delves into the query of how YouTube maintains its position, in the market despite facing increasing competition, from streaming services and social media platforms. YouTube has evolved significantly over its 19-year history to keep up with the changing media and cultural environments, around it. Its ability to adjust and grow is fuelled by advancements in algorithms and an engaging community which has led to the emergence of the creator economy and positioned it as a key player in the attention economy field. The platform serves as a connection point for forms of media, like entertainment and educational content. Throughout its journey YouTube has created a space that benefits all parties, including users, content creators and advertisers.

YouTube plays an important role, in today's media landscape showcasing its ongoing success and the changing relationship dynamics, between content creators and audience engagement. From its inception, in 2005 as a video sharing platform to becoming a major player in the market YouTube has transformed the way media is consumed (Brain, 2022). Its initial functionalities such as video embedding, channel subscriptions, view count tracking and seamless content sharing attracted a broad audience. The launch of YTPP (YouTube Partner Program) opened up opportunities for creators to monetize their content, paving the way, for a breed of professionals known as video content creators (Hale, 2024).

YouTube uses targeted ads and tailored algorithmic suggestions to optimise viewer engagement. This solidified its role in the newly founded attention economy, in which viewers attention is a commodity.

YouTube's introduction of shorts that mimic TikToks video style demonstrates its ability to cater to user preferences effectively and resulted in a record revenue of \$9.2 billion, in the last quarter of 2023.

YouTube focuses on catering to the needs of advertisers and enhancing user experience by implementing content moderation and displaying ads and content on the platform. The significant policy alterations following the 2017 'Adapocalypse' led to the establishment of more 'advertiser friendly' guidelines.

Even though it posed a challenge, for creators at first sight; these modifications have improved the platforms safety and efficiency (Kerkhof, 2024).

YouTube gives creators the ability to earn money using revenue sharing programs and a variety of ad options while fostering a community environment that attracts both novice and veteran creators despite facing challenges, like those encountered in 2017.

YouTube has become a major player, in the attention economy thanks to its knack for innovation and flexibility over the years. By combining different forms of media and continuously adjusting to meet the demands of both users and advertisers the platform maintains its importance and financial success, in today's ever evolving digital world.

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Sustainable Development: Youth Perspectives on Cryptocurrencies, Energy Consumption, and Developmental Impact

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Abstract. Development is sustainable when it satisfies the needs of current generations without sacrificing the ability of future generations to satisfy their needs. This principle has particular resonance among youth that will be most affected in the long-term by existing economic, environmental and technological trends. Over the past couple of decades, cryptocurrencies, one of the major innovations of the 21st century, have emerged to spark many discussions around their compatibility with sustainable development. Even though cryptocurrencies offer new chances for economic inclusion and innovation, their high-energy usage poses to challenges to sustainability across the world.

Introduction. Sustainable development aims for more interactions between economic growth, social inclusion, and environmental preservation. To the youth of today, the need for sustainability must be the most imperative reason to connect

progress with solutions that embrace the earth as their home. Dovetailing with the web3 movement, cryptocurrencies, decentralized digital assets, represent a financial revolution linking transparency, less corruption, and inclusion for the unbanked. But the underlying blockchain technologies that support them often depend on large amounts of computational power, posing questions about the energy consumed and the carbon discharged. With youth that care about a sustainable future, this is the key to judging cryptocurrencies.

The energy consumption of cryptocurrencies. Bitcoin, the original cryptocurrency, uses a Proof-of-Work (PoW) consensus mechanism to validate transactions and secure the network. This process requires computing power, lots of it, and electricity, to solve complex mathematical problems. According to Cambridge Centre for Alternative Finance's Bitcoin energy consumption is estimated at 176.62 terawatt hours which is more than the annual energy consumption of several nations, like Poland or Egypt (Cambridge Centre, 2024)).

This energy-intensive model, from a youth perspective, contradicts climate mitigation goals. In other words, in developing nations, where energy is lacking, it by prioritizing blockchain networks over essential services leads to greater inequality. Youth advocates for PoS mechanisms, which at least use vastly less energy. Innovations such as PoS could create a perfect synergy, making use of cryptocurrencies compatible with sustainable development principles.

Developmental Advantages and Challenges. Despite valid concerns about energy consumption, cryptocurrencies offer unique opportunities for development as well. It helps to facilitate economic inclusion by providing banking access to the economically marginalized groups such as the unbanked and underbanked populations. Public services can be made more efficient with the use of smart contracts, thereby cutting down on inefficiencies and corruption in developing economies. Additionally, cryptocurrencies enable global remittances at lower transaction costs, which enhances financial autonomy. According to the UN, the World Food Programme (WFP), the largest UN agency delivering humanitarian cash, has found that blockchain can help to ensure that cash gets to those who need it most. A pilot program in Pakistan showed that it was possible for WFP to get cash directly to beneficiaries, securely and quickly, without the need to go through a local bank. The project, Building Blocks, has also been successfully trialed at refugee camps in Jordan, ensuring that WFP could create a reliable online record of every single transaction. (UN Building, 2024).

Nonetheless, these benefits come at environmental costs and inequities. Young people believe that using renewable energy sources in cryptocurrency mining can reduce its ecological footprint. Projects such as hydro, solar, or wind-powered mining facilities demonstrate the alignment of technological advancement and sustainability.

Youth as Agents of Change. The youth have a unique potential to promote the momentum of sustainable development owing to their creativity and understanding of ICTs. A lot of young leaders are suggesting that regulatory frameworks should create incentives for sustainable practices in cryptocurrency. This means, for instance, that mining operations that take up green energy could be issued carbon credits. Moreover, youth-run startups and initiatives are in the works to address the energy inefficiency of blockchain technology.

Through education and awareness, youth can change the way the general public views cryptocurrencies. This means working with governments, industries and green groups to shape technologies that are in line with the global goals of sustainability.

Conclusion. In the age of sustainable development, cryptocurrencies represent the contradiction between progress and challenge. And yet while they open up possibilities for ground-breaking economics the environmental implications call for a red mark on the check list. Young people recognize that as the stewards of the planet, we must balance these dimensions. Through promoting sustainable technology, diverse policy solutions, and international cooperation, they are best positioned to shepherd the incorporation of crypto into a sustainable future. Finding this balance will take innovation, vigilance, and a resolute approach to the principles of sustainable development.

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JEL Q01

The Role of Management in Sustainable Development

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Sustainable development is becoming increasingly vital in today’s world, especially as we face the challenges like climate change, social inequality, and economic instability. As the new generation is taking on leadership roles, it is important to understand how various management styles can promote sustainable practices. This is why it is important to explore how adaptive leadership, participatory management, and transformational approaches can drive sustainable development initiatives across various sectors, including public administration, education, and international cooperation.

First of all, it is important to understand that effective leadership is essential for achieving sustainable development goals. According to an article on leadership for sustainability, “effective leadership translates into prudent public policy formulation and implementation...” (IISD, 2018). This means that leaders who prioritize sustainability can create policies that not only address immediate needs, but also consider long-term impacts, which will act positively to reach the agenda by 2030. For example, transformational leadership is particularly relevant here - it inspires change

and encourages innovation. Leaders who adopt this style motivate their teams to think creatively about solutions to sustainability challenges, which fosters an environment where sustainable practices can thrive.

Moreover, it is necessary to think about leadership on a bigger scale – not just companies, but rather countries. For example, European integration can mean both opportunities and challenges for sustainable development, particularly as nations work together within the European Union. The management styles adopted by these nations can significantly impact their ability to cooperate effectively on sustainability initiatives. One effective approach is participative management, which actively involves stakeholders in decision-making processes. This style enhances community engagement and ensures that different voices are heard, while countries are shaping policies. As highlighted in the same article, leaders should “create opportunities for people to come together and generate their own answers” (IISD, 2018). By integrating youth perspectives into these discussions, policymakers can get fresh ideas and innovative solutions that are critical for addressing contemporary sustainability challenges.

Additionally, public administration plays a big role in implementing sustainable policies across various levels of government. Adaptive management, which is characterized by its flexibility and responsiveness, can significantly enhance the implementation of sustainability initiatives by allowing governments to adjust their strategies based on feedback and changing circumstances. This approach is particularly valuable during crises, such as the ongoing war in Ukraine, as it can allow governments to adjust strategies based on feedback and changing circumstances. Furthermore, adaptive management in environmental initiatives is "a systematic and iterative approach for improving resource management by emphasizing learning from management outcomes" (Dallmeier et al., 2013). This method allows public administrators to handle complex situations and make decisions based on real-time data. Essentially, it's about being responsive and adjusting strategies as new information comes in, which helps to ensure that sustainability efforts are effective and relevant.

International cooperation is another fundamental aspect of achieving sustainable development goals. Due to the fact that there are diverse management styles in different countries, it can affect their ability to collaborate effectively on global sustainability challenges. Countries that adopt collaborative management approaches are often more successful in forming partnerships outside of their borders. And by fostering an environment of trust and shared responsibility, these nations can work together to address ongoing issues such as climate change and resource depletion. Also, engaging younger people in these international discussions can be valuable as their innovative ideas and commitment to sustainability can drive meaningful change on a global scale.

Furthermore, in sectors like hospitality, where sustainability is increasingly prioritized, effective management styles can lead to significant advancements. And enterprises that are led by younger executives are more likely to adopt sustainability initiatives. Also, by encouraging staff involvement in sustainability initiatives, such as waste reduction programs or eco-friendly practices, hospitality businesses not only improve their bottom line, but also contribute positively to their communities.

Another important aspect of leaders that is important to meet SDGs by 2030 is their education since it plays a vital role in preparing future leaders. Educational institutions can adopt effective management styles that promote sustainability in their curricula and governance. They face challenges like limited resources and resistance to change, which can be addressed through innovative leadership that engages both students and faculty. As Gro Harlem Brundtland, former Prime Minister of Norway, said, “Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland). This principle should guide educational institutions when they prepare students for a sustainable future. The more people will know about sustainability, the earlier the change can happen.

In conclusion, understanding how different management styles impact sustainable development is very important for empowering young leaders, who in several years might take the executive roles. By utilizing adaptive leadership, participatory management, and transformational approaches, young leaders can create resilient systems that prioritize sustainability across all sectors and countries. And as we face various global challenges, it is important that we engage youth in these discussions and initiatives to cultivate a new generation of leaders who will be ready to tackle pressing issues, while also promoting economic growth and social equity.

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International Cooperation as a Fundamental Part of Sustainable Development

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In today’s interconnected world, international cooperation has become essential to address global challenges such as climate change, poverty, and resource scarcity. These issues cannot be solved by individual nations alone; rather, they demand a collaborative

effort from the global community. Sustainable development, defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs, requires a collective approach. International cooperation is therefore crucial, as it provides a pathway toward a more resilient and equitable future for all.

The significance of international cooperation is underscored by the complexity and scale of the problems the world faces. The United Nations' Sustainable Development Goals, adopted by all UN Member States in 2015, exemplify the need for countries to work together to address urgent challenges across various domains, including environmental protection, economic equality, and social justice. Global frameworks such as the Paris Climate Agreement highlight that coordinated international action is not just beneficial but necessary. By combining resources, expertise, and political will, nations can implement solutions that no single country could achieve alone.

This study aims to analyze the role of international cooperation in achieving sustainable development, emphasizing how partnerships between nations drive progress in economic, environmental, and social sustainability. By examining specific examples of successful international collaboration, this research demonstrates the critical importance of cooperation in reaching sustainable development goals and fostering a more interconnected and sustainable world.

International cooperation is a foundational element for sustainable development, as it drives innovation, fosters economic growth, promotes environmental protection, and supports social equity. By working together, countries can reduce disparities and create inclusive growth. Through initiatives such as sustainable agriculture, renewable energy projects, and green technology partnerships, nations can share expertise and resources, which leads to technological advancements and economic opportunities that support sustainable development without harming the environment.

Environmental challenges, such as deforestation, ocean pollution, and climate change, require a unified global response. International agreements and organizations enable countries to set shared environmental standards, pool resources, and coordinate actions. For instance, the Green Climate Fund, under the UN Framework Convention on Climate Change, provides financial assistance for sustainable projects in developing countries, ensuring that all nations can contribute to and benefit from efforts toward environmental sustainability.

Additionally, international collaboration plays a critical role in addressing the social dimensions of sustainable development, including health, education, and social justice. Organizations like the World Health Organization (WHO) help coordinate responses to global health crises, ensuring that resources and expertise reach those in need. Furthermore, international education initiatives promote equitable access to knowledge and skills, helping to level the playing field and supporting social equity across nations. These collective efforts are essential in creating a sustainable, equitable, and prosperous future for all.

In conclusion, international cooperation is indispensable for achieving sustainable development. By fostering economic growth, advancing environmental protection, and promoting social equity, global collaboration enables countries to tackle the complex and interconnected challenges of our time. Whether through shared

technological innovations, coordinated environmental efforts, or collective responses to health and social issues, the benefits of cooperation extend far beyond national borders. As the world faces increasingly urgent challenges, strengthening international partnerships is not just a strategic choice, but a necessity for building a resilient, equitable, and sustainable future for all.

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Actual problems of Ukraine's development in war-times

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Sustainable growth in Ukraine has been experiencing challenges since the war started. The nation's development course was impacted: the conflict disrupted economic activities, increased the pressure on social structures, caused environmental damage, and continues to do it. These factors make meeting Sustainable Development Goals complicated. Despite this fact, the country's information technology sector has shown astonishing resilience and growth, appearing to be one of the key forces in addressing the mentioned challenges and nurturing sustainable development during wartime.

The information technology sector was making a significant contribution to the national economy even before the war started, showing a 36% revenue growth in 2021 from exports of services, including software development, IT consulting, and various technology solutions, increasing from 5 to 6.9 billion dollars. This growth was progressing in 2022 with the IT sector generating 7.3 billion in export revenues, demonstrating an increase of \$400 million compared to the pre-war year and confident sustainable development despite unfavourable conditions (Vasyuk, 2022).

The development of the nation's public services has also been impacted. In response to the destruction of infrastructure and internal migration of citizens, Ukraine's digital transformation continued to develop under wartime conditions and proposed a solution in the form of the launch of new digital services of financial support and compensation through the early developed Diia app (Mamediiieva, 2023). Furthermore, since September 2024, Ukrainian couples who are hundreds of kilometres apart due to the war have been able to register their marriage online, proving the

relevant contribution of the IT sector to the delivery of public services and ensuring the sustainable governance of the country during the war.

Despite the conflict's consequences, Ukraine's tech sector is believed to have the potential to drive economic recovery after the war. Precisely this notion attracted the largest direct foreign investment since February 2022, with the European Bank for Reconstruction and Development and the International Finance Corporation funding 435 million dollars in October 2024 for a newly merged telecoms company "Lifecell" and "Datagroup-Volia", creating Ukraine's second-largest telecom operator (Harmash, 2024).

Ukraine's IT sector also plays an important role in maintaining the nation's defence. The formation of the "IT Army of Ukraine" in February 2022, followed by the successful protection of critical infrastructure from Russian cyber spying and reflecting its attack attempts on dedicated web servers, is showing how IT-savvy citizens can be useful for national security and can represent strategic importance, contributing in sustainability, in times of war especially (Pearson, 2022).

The war is having a devastating impact on the environment with its damage to ecosystems due to falling aircraft debris or intentional mine-laying. After the environmental catastrophe caused by the Kakhovka dam's destruction in June 2023 which has washed away vegetation, eroded riverbanks and contaminated drinking water sources with 150 tons of heavy fuel oil, in addition to polluted sediment and human and animal remains, digital tools have been used to analyze the damage, forecast and plan the long-term recovery of the region (Littlejohn et al., 2023).

In conclusion, the war has created considerable problems for Ukraine's sustainable development. Despite this fact, the digital technologies and IT sector of the country extended its influence as an integral part of adapting and addressing the war-caused economic, governance, defence and environmental challenges. Therefore, the integration of IT technologies across all sectors will be vital for Ukraine to continue implementing sustainable development measures both during the war and in the post-war time.

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Transition from Oil to Sustainable Energy: Challenges and Prospects

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The oil industry has played a vital role in the global economy for many years. It provides energy for manufacturing processes, land transport, air transport, and is a key source of energy for shipping operations around the world. The production of crude oil plays a critical role in the economic growth and development of many countries. At the same time, the mainstream idea today is a switch to renewable energy as part of sustainable development.

In 2023 the total world consumption of oil was around 100 million barrels a day (mb/d) [1]. The United States Energy Information Administration (EIA) reports that the United States is the world's largest producer and consumer of oil, with a production rate exceeding 21 mb/d and a consumption rate of over 20 mb/d in 2023 [2]. Saudi Arabia and Russia rank as the second and third largest producers, respectively. China, as the leading oil importer globally, holds a significant position in the market, with a daily consumption exceeding 15 mb/d, underscoring its critical influence in global oil dynamics.

OPEC in its World Oil Outlook 2024 says that global oil demand is projected to reach 112.3 mb/d in 2029, representing a strong increase of 10.1 mb/d compared to 2023 [3]. However, reliance on fossil fuels comes at a cost, both environmentally and economically. In addition, fluctuations in oil prices create difficulties and uncertainties for energy companies. Tension in the Middle East these days contributes significantly to it. Fluctuations in supply and demand further complicate the situation for economies dependent on fossil fuels. The roaring back of oil demand in 2021 and the spike in oil prices triggered by the Ukraine conflict has highlighted again the size of the effort that will be needed to wean the global economy from an oil habit ingrained over decades. Analysts say that shifting oil demand is difficult in the short term as it requires trillions of dollars to replace legacy infrastructure such as vehicles and equipment [4].

Today, the world is moving towards sustainable energy. Renewable energy sources such as solar, wind and water are considered to be clean and sustainable alternatives to fossil fuels. It is thought that they have the potential to transform the energy landscape and mitigate climate change; yet, it is necessary to evaluate the drawbacks of using alternative energy sources and comprehend, whether a complete transition away from oil production toward exclusively renewable energy is both necessary and feasible, or this vision leans more toward utopian idea. Therefore, when talking about the transition to renewable energy sources, we need to think about the economic, social and environmental aspects of this issue.

In the United States, the Fed estimates that every \$10 per barrel rise in oil prices cuts GDP growth by 0.1 percentage point and increases inflation by 0.2 percentage point. In the eurozone, as a rule of thumb, every 10% rise in the oil price in euro terms increases euro zone inflation by 0.1 to 0.2 points, according to European Central Bank research. The fact that key sectors like shipping, aviation, freight and petrochemicals are much further behind the auto sector in switching to alternative fuels, mean large areas of oil demand remain firmly entrenched [4].

Aviation will be one of the toughest sectors to decarbonize, as weight, distance, and safety concerns limit the alternative fuel options available to other transportation sectors. While drop-in biofuels are advancing, the ultimate solution to reducing jet fuel emissions might rely on continued aircraft efficiency gains, together with the exploration of alternative and lower-carbon transport modes for both passengers and freight—particularly for shorter haul trips. With the International Maritime Organization’s marine sulphur cap in place, a more protracted battle begins for shippers over which cleaner fuels can cut the sector’s emissions in half by 2050. No clear replacement has yet emerged, with options like LNG, methanol, hydrogen, and ammonia all facing challenges [5].

While dealing with environmental conservation, we should not forget about land use and biodiversity. Solar power plants, wind turbines and hydroelectric dams require significant land and water resources. Large solar power plants often occupy huge territories, which can result in creating a negative impact on plant and animal habitats. Wind turbines, for instance, while producing no emissions, are sometimes associated with bird and bat deaths. The production of solar panels and wind turbines requires significant amounts of raw materials such as lithium, cobalt and nickel, as well as significant water use during the manufacturing process. The processes of mining and extracting these materials causes environmental degradation and pollution.

Renewable energy sources like solar and wind are intermittent: they depend on weather conditions and time of day. Nowadays, switching from diesel and gasoline engines to electric vehicle (EV) lithium-ion batteries is a common phenomenon. However, manufacturing EV batteries is energy-intensive and emits greenhouse gases, and improper disposal can lead to environmental harm due to toxic materials like lithium, cobalt, and nickel. Although recycling these materials could reduce environmental impact and lessen the need for new mining, current EV battery recycling is limited by complex designs, high costs, and logistical challenges.

To summarise, although alternative sustainable energy sources are often considered more environmentally friendly than oil resources and are now gaining

popularity, it is important to evaluate their disadvantages as well as the problems for economies and the environment they can cause. The world will continue to be dependent on oil in the near future. Hence, it is more important to seek methods to rationalise the extraction, refining, and use of oil and oil products than to try to replace them completely.

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Digital transformation as a catalyst for sustainable economic growth in developing countries

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Concept of digital transformation stands today as a cornerstone in the perspective of sustainable economic growth, especially on the regions where some or the other things are yet to happen. It is this new trend to introduce digital tools to forge fast-paced progress toward the existing economic and social goals. And for these types of shifts, it has quite a significant effect on many economic and social aspects by creating new reserves, whereas all possibilities may be opened for enhanced growth. Specifically, the digitization builds networks on which innovative ideas are supported, giving better market exposure and more productivity.

Main aspects of digital transformation include the following points:

Expanding access to platforms and digital services.

Access to online solutions in education, commerce and financial transactions is of utmost importance. Access to digital tools ensures more and more international collaboration and levels the playing field for all social groups (Gil-Garcia et al., 2014).

For instance, introducing Internet connectivity in rural areas expands the catchment area of economic activities to more and more individuals by cutting short the digital divide. Providing the backbone infrastructure of reliable internet connections will ensure that nobody is left behind for services which are being taken over by all. Local projects that teach everyone about basic digital skills help more and more individuals to actively get involved in the fast-advancing kind of economics. Training programs for students and adults alike shorten the gaps caused by disparate access to technology. With many people on the different sides of digital platforms, it is possible for every citizen to participate in the digital economy while making sure that fair opportunities for all are maintained.

Improving business process efficiency.

Digital solutions provide automation in existing production and management subsystems. Automation provides companies with great cost and productivity advantages in addition to adding higher value in customer service quality. Artificial Intelligence and data analytics allow businesses to adapt to market variations much quicker than human-controlled planning and prediction systems. For instance, by using an automated SCM tool, companies can avoid millions of dollars in losses due to human errors. On the other hand, direct digital media or platforms will always help such companies reach new and personalise more services for their customers in that ever-widening market. In relation, cloud systems play an essential role in streamlining routine administrative jobs. The implementation of digital strategies in fact makes firms more competitive at home and abroad (Gil-Garcia et al., 2014).

Encouraging inclusive economic development

Several ways forward are possible to achieve this, including job creation, the development of entrepreneurship, and the integration of marginalized groups into the economy (de Guimarães et al., 2020). The greater the access to digital assets for social and economic inclusion and to broaden opportunities for growth. Equally crucial is digital education, through which a new set of skills and trades are passed on to further build up human capital. New startups with digitalized business models are particularly efficient in providing novel job opportunities for vulnerable and younger populations. The SME-oriented programs for introducing digital tools in local markets can count on reducing inequality. For example, in any given zone microloans available provide for digital startups. This consequently boosts innovation and grants local economies additional resources meant for their development. Consequently, a just society is achieved.

Supporting sustainable development.

Digital means may reduce environmental hazards via efficient use of resources, prime concepts for green projects, slaughter the reduced carbon footprints (de Guimarães et al., 2020). One particular example would be the smart city technology's applications that work in transport and power aggregates, conserving energy and ensuring environmental conservation for a long spell. In this context, digital technology in farming can save water and resources by making precise land management systems (Lombardi P. et al., 2012). It is significantly vital to set up an e-monitoring of environmental sensors for the purpose of tracking and anticipating undesired environmental effects caused by human actions. For instance, climate change is

addressed when it analyses big data for variables of climate, hence assists in developing effective climate action strategies. Through coordinated efforts, such steps will be able to contribute to the ecological balance that has been disrupted from the human factor and put back in place by the government and businesses.

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Tax concordance as powerful tool for European integration

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Taxes play a crucial role in the process of European integration, as they directly influence a country's alignment with EU economic standards and its ability to attract foreign investment. A fair and efficient tax system ensures the smooth functioning of a single market, facilitating cross-border trade and investment between EU member states. By aligning their tax policies with European norms, countries like Ukraine can demonstrate their commitment to the rule of law, economic stability, and transparent governance, all of which are essential for integration into the European economic space.

Moreover, an effective tax system fosters sustainable economic development by creating a predictable and equitable environment for businesses and consumers. It encourages entrepreneurship, drives innovation, and supports job creation, which are vital for post-war recovery and long-term growth. By implementing tax reforms that promote fairness and efficiency, Ukraine can improve its competitiveness, stimulate economic activity, and ultimately strengthen its position within the European market, paving the way for a more prosperous future.

The comparison between Ukraine's and Germany's tax systems reveals crucial insights for potential reform in Ukraine. Germany's progressive income tax scale, which considers various factors like income level, marital status, and dependents,

ensures an equitable distribution of tax burden. Adopting a similar approach in Ukraine could promote fairness and reduce the disproportionate pressure on small businesses, which currently face an excessive tax burden, particularly through indirect taxes like VAT. The implementation of more differentiated tax classes would alleviate the tax load on lower-income citizens while ensuring wealthier individuals pay a fairer share (Sarakhman et al. 2021). Moreover, incorporating Germany's practices such as enhanced tax management and fraud detection could help establish a more transparent financial system, vital for long-term economic stability and sustainability in Ukraine.

Introducing a progressive income tax scale, as seen in Germany, would ensure a more equitable distribution of the tax burden, which is essential for long-term development. By imposing higher taxes on individuals with higher income, Ukraine could relieve the tax burden on small businesses, fostering entrepreneurship and innovation. One of the most significant difference with Germany is a personal income tax, which is the largest source of revenue for the state. The tax system is designed with six tax classes (Mykyta, 2024), which take into account various life and property circumstances, such as marital status, dependents, and health conditions. This progressive taxation ensures that those who can afford to contribute more to the state do so, while minimizing the burden on those with lower incomes. Social contributions are shared equally between the employer and employee, promoting fairness and sustainability in the system.

A progressive tax system would encourage business growth, stimulate job creation, and enhance fiscal transparency—key elements for post-war economic recovery. Additionally, reducing reliance on indirect taxes, such as VAT, would further promote fairness, especially for essential goods and basic necessities, making the tax environment more progressive and conducive to economic development. In terms of tax burden, some of Ukraine's taxes (such as VAT, corporate income tax, and personal income tax) tend to be slightly lower than those in Germany. However, despite these lower rates, Germany's tax system is highly efficient due to its high level of tax collection, thanks to factors such as disciplined taxpayers, a national culture of following regulations, a professional tax service, and comprehensive, well-structured tax laws.

Aligning Ukraine's tax system with European Union standards, especially with Germany's tax policies, could significantly enhance Ukraine's attractiveness to foreign investors. A tax system that mirrors European practices, such as the differentiated VAT rates and a progressive tax scale, would demonstrate Ukraine's commitment to European integration. This alignment would foster greater economic competitiveness, drawing investments, and facilitating smoother integration into the European market. The adoption of similar tax structures to those in Germany could create an investor-friendly environment, allowing Ukraine to leverage EU economic standards for its growth and modernization.

The current Ukrainian tax system could be more administrative efficient and effective (OECD, 2024). Implementing reforms based on the German model, such as introducing tax consultants for better taxpayer guidance and ensuring efficient tax collection, could improve the overall functioning of Ukraine's tax system. Addressing these flaws through better management practices and adopting progressive tax policies

would create a fairer, more efficient tax environment, necessary for sustainable economic development and post-war recovery.

In conclusion, the adoption of a more progressive and equitable tax system, inspired by Germany's tax model, would provide Ukraine with an effective framework for sustainable economic development. The proposed reforms could stimulate entrepreneurship, reduce economic inequality, and enhance transparency, all of which are essential for Ukraine's successful integration into the European market and for rebuilding its economy in the aftermath of war.

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Aligning Strategic Goals with Sustainable Development: Insights on European Integration

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As global challenges such as climate change, resource depletion, and social inequality intensify, the alignment of strategic goals with sustainable development has become critical for organizations and governments. This paper examines the intersection of strategic management and sustainable development within the context of European integration, illustrating how aligning objectives with sustainable practices can foster economic growth and advance broader sustainability goals.

The Brundtland Commission (1987) defines sustainable development as meeting the needs of the present without compromising future generations, which underscores the necessity of integrating economic, social, and environmental dimensions into strategic management. The Resource-Based View (RBV) posits that organizations can achieve a competitive advantage through the efficient utilization of resources, including sustainable technologies and corporate social responsibility initiatives (Barney, 1991). Furthermore, the Triple Bottom Line (TBL) framework emphasizes the importance of balancing economic performance with social equity and environmental stewardship (Elkington, 1994).

The European Union has established a robust framework for promoting sustainable development through initiatives such as the European Green Deal, which aims to make Europe the first climate-neutral continent by 2050. A pertinent example is the EU's Circular Economy Action Plan, which seeks to enhance resource efficiency and reduce waste. Companies that align their strategic goals with this initiative benefit from regulatory support and funding opportunities. For instance, Unilever's commitment to achieving net-zero emissions by 2039 exemplifies the integration of sustainability into core business strategies, resulting in increased brand loyalty and market share. Local governments also play a significant role in aligning strategic goals with sustainable development. The city of Amsterdam serves as a noteworthy example, having adopted a strategic plan that prioritizes sustainability across various sectors. Through its "Amsterdam Circular 2020-2025" program, the city aims to transition to a circular economy by promoting recycling and reducing waste, thereby improving the quality of life for residents and attracting businesses focused on sustainability.

However, while the EU and its member states are making significant strides, it is essential to recognize that countries like Ukraine, despite the ongoing war, are also moving forward with their own sustainability goals. Ukraine's commitment to sustainable development remains a critical aspect of its aspiration to join the European Union. This movement is vital not only for Ukraine's future but for the broader vision of European integration. Without such alignment, the goal of sustainable development cannot be fully realized across the continent. Sustainable development in Europe can't succeed in isolation. For the EU's goals to be fully realized, post-Soviet countries must be integrated into the process. Ukraine's ongoing commitment to sustainability, despite the war, underscores the urgency of a collaborative, inclusive approach. The success of both EU integration and broader sustainability efforts depends on the inclusion of all European nations, particularly those, like Ukraine, that are actively working towards these objectives amid significant challenges.

The process of aligning strategic goals with sustainable development is not merely a regulatory obligation but a strategic imperative for organizations operating within the context of European integration. Ukraine, despite the ongoing war, continues to pursue its sustainable development goals as part of its broader EU integration ambitions, demonstrating resilience and a commitment to building a sustainable future.

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Education for Sustainable Development

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In this paper, I explore the importance of Education for Sustainable Development (ESD) and examples we have in the Ukrainian system and NGO cluster. I investigate how education for sustainable development can inform people and reinforce the implementation of sustainable development goals locally to promote them globally. To complete the picture of this research, I will focus on the intersection of theoretical perspectives and their application in practical cases.

Opportunities

The goal of ESD is to promote and provide real-life applications of eco-conscious behaviors and to inform the workforce about supporting sustainable industries (Tilbury, 2011). Given the importance of continuous learning and adaptation, many educational institutions are turning to collaborative initiatives and advisory partnerships to improve their educational opportunities and remain at the forefront of education.

I want to provide specific examples of international initiatives and projects that contribute to the formation of a community of leaders and active professionals.

- The University of Bern (Switzerland) actively develops joint training and professional development programs aimed at enriching and broadening the horizons of students.

*The Compass program gives students the opportunity to experience student life for a year, study German, and take part in standard courses. This initiative promotes intercultural understanding and facilitates adaptation to new environments.

*The Mobility program allows students to study on exchange for one or two semesters at other universities in Switzerland. This creates unique opportunities for enriching academic experience and developing intercultural skills.

- The Erasmus student exchange program is an important element of international integration. It allows students to study and live in different countries, which contributes to the expansion of their horizons and the development of international cooperation.

Participation in joint training and professional development programs allows universities to be at the forefront of the global educational environment. These initiatives enrich students' studies, making them more open to the world and ready for international challenges.

It is also important to highlight the internships. For example, Metinvest has talent acquisition and development programs and focuses on technical and industrial specializations. Metinvest also cooperates with foundations such as the student senate and universities.

Talking about institutions, the Ukrainian Leadership Academy and House of Europe especially with their recent course in democracy inform Ukrainian youth about educational opportunities, particularly within sustainable development goals. Thus, these are resourceful and engaging platforms, pertinent to this research.

Challenges

Yet, challenges can impact the outlook of perspectives of sustainable development in the sphere of education. There are limited resources; when resources are available, they are often underutilized due to inefficient allocation or inadequate integration of modern curricula and pedagogy. Another challenge is the lack of well-prepared educators. From 2018 to 2024, the number of teachers in Ukraine fell by approximately 16.2%, with particularly severe shortages in subjects like mathematics, physics, and foreign languages. This shortage is linked to a combination of factors including low salaries, difficult working conditions, and the ongoing full-scale war, which has led to a higher turnover and fewer new recruits into the profession (Teachers of Future, 2024). Last but not least is a preference for traditional methods over innovation present obstacles (Wals, 2020). The clearest example is removing tools like ChatGPT from the list rather than teaching how to use them effectively and appropriately. For example, Ukrainian-American Concordia University has "Chat GPT for creative management" course to the curriculum and many students found it resourceful and applicable.

Perspectives

And now I would like to bring under focus current 7 areas of focus where the perspectives of Education for Sustainable Development. They include a holistic and Transformative Approach, Interdisciplinary and Experiential Learning, Promotion of Global Citizenship and Social Responsibility, Lifelong Learning and Adaptability, Inclusivity and Equity, Future-Oriented Thinking, Active Participation, and Community Engagement. And I will further explore on three. The first one concerns Interdisciplinary and Experiential Learning, and is represented by volunteering positions opened across various organizations. There are also programs featuring the

European Solidarity Corps that even provide transportation and accommodation funding. The, next one is the Promotion of Global Citizenship and Social Responsibility and the best example is SD Platform. Last but not least is Active Participation and Community Engagement. On the Ukrainian plane we can zoom in on ETOL ("Exchanges to Internships," n.d.) which provides USG programs alumni with the opportunity to receive professional development through targeted training and capacity building, as well as encourage alumni to explore careers in public service.

Conclusion

To conclude this research, we analyzed the relevance of ESD, opportunities, challenges and perspectives in Ukraine and raising awareness about European values as part of sustainable development goals. Economic and social growth will be indicators that can measure the implementation of ESD in Ukraine. Aligning with EU standards can support Ukraine's development goals and demonstrate the role of ESD in promoting sustainable change.

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*Education for sustainable development - opportunities, challenges,
prospects*

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High-quality and available education is a fundamental aspect of building a sustainable future. Education contributes to enhancing knowledge and skills among the population, allowing individuals to become game changers in sustainable development (UNESCO, 2024). Education for sustainable development is a point of growth for societies. It increases the population's awareness and knowledge of important issues that drive countries' economic, social, and technological development, leading to global progress.

In the modern world, there are still foundations that lead to the formation of challenges for the re-formation of education systems for the benefit of stable global development. It is necessary to understand that the reasons for the emergence of these retrospectives are established cultural traditions, politics and history (Wals, Kieft, 2010). Therefore, deepening the study of these issues is an inevitable part that is worth addressing, since this is what prevents the transformation of education into a reliable tool for sustainable development.

Education is a direct investment in society's future, which opens up many opportunities. It contributes to the advancement of new, more intelligent, and informed generations that will be able to contribute to the development of conflict resolution and more competent interaction with risks. To pave this path, it is necessary, first of all, to make education accessible to all people, respecting their rights and eliminating all barriers like gender inequality, religious bullying, and emotional intimidation (Universidad CEU Cardenal Herrera, 2021).

Providing quality education from childhood is key to developing progressive generations that will be able to interact with the challenges of the present. In childhood, individuals have their own opinions and interests, which need to be supported, and this is what quality educational programs can provide. Changes should also be aimed at developing critical thinking to raise leaders from childhood who will be able to think, propose, express themselves, and create. Thus, investing in children will be a direct contribution to a sustainable future.

An important aspect often underestimated but which has a huge input to continuous educational progress is the development of creativity (Habitat for Humanity of Broward, 2024). It is required in educational training and program formation, this will be a significant breakthrough and modernization of educational systems, and future generations soon will be able to provide creative solutions and new concepts.

Teachers and lecturers play an important role in the re-formation of education: it is they who, with their individual and unique approaches, can show the significance of the subject being studied and the applicability of all acquired knowledge in practice (Milne, 2022). And also, actors in the educational system can demonstrate and teach how important is the contribution of each in creating the future.

Quality education and high skills allow individuals to find a good, high-paying job and bring benefits not only to themselves but also to make a profound contribution to the development of society and the economy. Such people who have worked hard to get an education - demonstrate high motivation not only to gain knowledge but also practical experience (Habitat for Humanity of Broward, 2024). Members of society are more likely to be able to find a prestigious job and gain the necessary experience to develop practical skills. Ultimately, such individuals are more likely to transform their lives by receiving a high income and raising their living standards. This will positively affect the formation of the country's economy, reducing the level of poverty, and increasing the level of GDP per capita.

In attempts to develop the education system, one may encounter some challenges. One of them is the difficulty of implementing changes and the lack of commitment of educational institutions to accept modifications (Ashford, 2010). Resistance may be encountered mainly because educational institutions, especially state ones, are more conservative in their approach and teaching methodologies. There may also be problems with funding reforms at the global level since the transition to a student-centered approach requires the creation and promotion of new curricula and the advancement of new learning spaces.

Another challenge that may be encountered during the development of educational systems is the threat of losing highly skilled labor abroad. High-quality education cultivates highly ambitious, prospective, proactive individuals who, in the general mass, are not interested in working in lower-paid jobs, but will be aimed at high positions with further opportunities for career growth and high wages. In the case of analyzing this scenario, the labor market will be overflowing with ambitious employees who will not agree to a lower salary, subsequently, this will be an impetus for the migration of the young working-age population to more developed and economically stable regions where professionals are more in demand. To avoid the outflow of labor, a range of reforms should be undertaken aimed at improving the economic situation of the country and improving conditions in the labor market (Lowell & Findlay, 2001).

A striking example of the application of practices aimed at sustainable development in curricula can be seen in the educational institutions of the UK. Most importantly, institutions are not only theoretically studying how the world can be made better economically, socially and environmentally, but are also implementing their knowledge into practice. Recently, students and academic staff have been involved in volunteering programmes and are also developing their own sustainable programmes. For instance, the University of Southampton with its Sustainable Action Programme or the University of the West of England with its ESD programme (AdvanceHE, 2024).

Another instance can be higher education institutions in Central Asian countries, where students are aware of environmental issues and the importance of achieving the Sustainable Development Goals. However, this awareness came not as a result of the

vector taken by educational institutions, but thanks to the Internet. This is why educational institutions in countries such as Kyrgyzstan, Turkmenistan and Uzbekistan are now actively using Sustainability-oriented learning methodologies in their practices (Bespalyy & Akhrorova & Alnazarova et. al., 2024).

Samsung Group strives to achieve social and environmental sustainability adhering to compliance and ethics. The company maintains an organizational culture of integrity by being socially responsible, respecting customers, shareholders, and employees, and caring for the environment, health and safety. On February 5, 2020, Samsung launched Samsung Compliance Committee which is an independent external organization aiming to monitor compliance with key values and manage potential non-compliance risks (Samsung, 2023).

Conclusion.

Education for sustainable development is key to creating a resilient world for future generations. It fosters the formation of new values and attitudes in society leading to a comprehensive growth of the world. High-quality education activates the progress of the world globally. However, several challenges must be foreseen and overcome. Among them, the following are worth noting: the difficulty of implementing reforms in the education system and teaching methodology due to conservatism in the education system, the lack of funding directed to this area, as well as the migration of highly qualified labor in search of higher income and a better life. An excellent example of the introduction of new approaches in training can be the programs implemented in higher education institutions in the UK: most universities are developing programs to achieve the Sustainable Development Goals, in which students have the opportunity to gain new useful experience and knowledge applied in their future careers. Samsung demonstrates how it is possible to achieve stability in all directions and track the effectiveness of the implemented changes. For this purpose, a separate organization was created that monitors the process and helps in building a culture of compliance. The above examples are good evidence of how success can be achieved in organizing awareness raising about sustainable development, as well as activities aimed at this same goal both in educational institutions and in companies.

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Financial stability of business: risks and effects of war

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It is quite difficult to assess and predict the financial stability of an enterprise under martial law, since war actually creates force majeure circumstances that involve not only a reduction in the volume of active activity of the enterprise, but also its possible complete cessation and even irreversible loss of property or resources. Force majeure circumstances are characterized by unpredictability and impossibility of forecasting, which complicates the process of analysis. In such conditions, it is more appropriate for experts, analysts and managers to talk about survival, rather than ensuring the financial stability of the business. However, despite this, the practice of a full-scale war between Ukraine and Russia in 2022 has shown that martial law is not always a crisis for business. If you are flexible and respond quickly to market changes, that is, with competent enterprise management, the opportunity to continue business operations in wartime conditions is formed, creating conditions for the preservation of assets and resources and even their development.

The need to reformat the business was faced by about 50% of Ukrainian enterprises (ACC (2022)), which in wartime conditions were forced to migrate to other regions of

Ukraine, diversify their own product line completely and switch to new business models that involve changing the financial system of the enterprise, forming new types of cash flows, etc. Of course, the activities of any enterprise in wartime must be balanced and take into account a large number of risks and unforeseen circumstances. The analysis of the financial stability of the enterprise must be based on the possibility of forming "financial safety cushions" that will allow a quick response to unforeseen situations, in particular, to the possible loss of property, labor and material resources, to search for alternative ways of earning money and the possibility of cooperation with other market participants. The war allowed to activate completely new types of activities that allow many enterprises not only to survive, but also to gain a foothold in the market, and in the future to gain leadership positions. That is why those enterprises that constantly monitor external challenges in wartime and adjust their operational activities accordingly are able to survive. In accordance with the goals of the enterprise, its financial system is built, which determines the relevance of the study.

Under martial law, many enterprises encountered liquidity problems.

At the beginning of the war, many enterprise managers withdrew funds from circulation in order to preserve them. As a result, almost every enterprise worsened its liquidity indicators, and the repayment period for short-term payables increased significantly. Approximately three months after the start of the war, when business had largely adapted to military operations, the activity of enterprises was partially restored, but this fundamentally changed the liquidity management policy.

Speaking of the enterprise's payment obligations, first of all, the financial policy was focused on accumulating funds to repay payables to suppliers, which became the basis for ensuring logistics and, as a result, continuous business processes. The lack of trade credits and the inability to obtain affordable loans from banking institutions formed new financial models that involve business operations using their own funds. In such conditions, liquidity indicators become the highest and provide for minimizing the risks of insolvency to suppliers. Another direction of liquidity regulation is focused on paying off salary arrears in order to preserve labor resources that ensure production and stability of the enterprise. Practice has shown that in war conditions, the population that does not receive proper financing moves to other regions and countries, which allows obtaining new sources of financial income. In conditions when there is a serious outflow of personnel, enterprise managers have realized that it is possible to keep employees in place only by paying them on time and demonstrating their own stable position in the market and solvency.

Profitability is a key indicator that should be used when building a financial model in martial law. Many companies understand that stopping operations will result in the loss of a market that has been won over many years. This situation is unacceptable for business, and therefore many of them have decided to work only to ensure the survival of the enterprise. The survival of business in wartime involves the ability to maintain staff and ensure solvency for taxes and suppliers (Zubar, D. (2022))

In order to understand the peculiarities of analyzing the financial stability of an enterprise under martial law, it is necessary, first of all, to study the main factors that influence the change in the financial stability of an enterprise.

It should be noted that all enterprises at the beginning of the war reduced turnover. This is especially true of the non-food sector.

Enterprises that are focused on the sale of household appliances, equipment, furniture, construction equipment for objective reasons reduced sales volumes due to the natural desire of the population to spend money exclusively on essential goods.

However, this situation is characteristic only for a certain period of time - a panic state of the population, when at the beginning of hostilities a potential buyer optimizes his own financial resources. Over time, when economic activity stabilizes, essential goods change.

Practice has shown that any war leads to material losses, and therefore that part of the population that loses property or faces the problem of property damage will primarily need construction goods, furniture, equipment, etc. The main characteristic of the turnover of enterprises in wartime is the instability of the turnover indicator - it can fluctuate depending on the activity of military operations in a particular region.

It is worth noting that only those enterprises that stay afloat in a crisis situation during a sharp decrease in sales volumes and try to build their own business in accordance with changes in demand for products are able to rapidly increase sales volumes, taking the place of competitors that closed or stopped their activities due to the war.

Maintaining the turnover indicator at an acceptable level for the enterprise is possible only if flexible sales channels are organized. It is important for the enterprise to find alternative sales channels, including e-commerce, which allows expanding geography and significantly increasing turnover. (Zyuskin, A. (2022)) Those enterprises that are able to establish supplies of essential products in wartime are able to enter new markets and win new customers.

The financial stability of an enterprise is influenced by many factors caused by martial law. The main one is the instability of the external environment, which requires competent financial management and quick responses to various challenges.

Every enterprise operating in conditions of military operations faces a situation where it is necessary to adjust business models in order to continue operating in the market.

The main tasks in this case are to organize security for personnel and customers, retain personnel and ensure solvency to suppliers. The appropriate financial policy also affects the normative values of financial stability indicators.

In conditions of impossibility of using external financial resources, the financial stability and liquidity of enterprises increases significantly, since they are forced to work at the expense of their own funds. In turn, those enterprises that do not have their own resources will not be able to operate in the market, which does not provide for available commodity or financial loans.

This situation causes a change in approaches to ensuring solvency in such a way that the company can urgently repay its debts with free cash, as well as make operational investments in development. Thus, the requirements for the solvency of the company are increasing. In turn, the requirements for profitability and turnover are decreasing, since in wartime it is believed that the company can operate on the verge

of loss and even with a slight loss if it does not reduce the number of employees and remains solvent.

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Financial stability of business: risks and effects of war

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In a traditional economy, borrowed funds are considered to be the driving force behind development. During the war, all companies faced the problem of not being able to use these borrowed funds. Practice has shown that suppliers are willing to work with buyers only if they are paid in full for the goods delivered. Companies that have built their business model on commodity lending have reorganized it in such a way as to ensure that suppliers receive immediate refunds as soon as they receive the goods (materials or raw materials). This is an understandable and logical approach in wartime, reducing financial risks for both parties. To stay in the market, many companies had to urgently repay their debts and secure new supplies of goods and resources at their own expense. Thus, most companies refused to raise capital during martial law and switched to self-financing.

However, it should be noted that not all companies have sufficient financial resources to refuse to raise debt capital. Many of them have changed their financing model by increasing internal debt, including wage arrears. This model of covering external debts with internal debts also faces difficulties, as employees go abroad without the possibility of earning income during martial law. As a result, the financial position of many companies in wartime appears to be more stable, and their capital structure is characterized by an almost complete absence of debts to suppliers and employees. Companies that do not have sufficient financial resources and cannot cover their debts to suppliers and employees will not be able to operate according to pre-war models. As a result, a significant number of companies suspended operations, which

significantly deteriorated their financial performance and led to insolvency and, ultimately, bankruptcy.

In order to understand the specifics of analysing a company's financial stability under martial law, it is necessary to first examine the main factors that affect changes in its financial stability. It is worth noting that at the beginning of the war, all companies reduced their turnover, which was particularly noticeable in the non-food sector. Companies selling household appliances, equipment, furniture and construction materials objectively reduced their sales due to the natural desire of the population to spend money only on essential goods. However, this situation is typical only for a certain period of time - a state of panic among the population when potential buyers are trying to optimise their financial resources at the start of hostilities. Over time, as economic activity stabilises, the need for basic goods changes. Practice shows that any war leads to material losses, so a part of the population that has lost property or faced material damage will primarily need construction materials, furniture, equipment, etc.

The main feature of business turnover during a war is the instability of the turnover indicator - it can fluctuate depending on the intensity of hostilities in a particular region. It is worth noting that only those companies that stay afloat in the face of a sharp drop in sales and adapt to changes in demand for their products are able to quickly increase sales by taking over the niche of competitors who have closed or stopped trading due to the war. This leads to changes in approaches to solvency, as the company must quickly repay its debts and make operational investments in development from free cash flow. Therefore, the requirements for a company's solvency are increasing. On the other hand, the requirements for profitability and turnover are decreasing, as in wartime it is considered acceptable that a company can operate at break-even or even with small losses if it maintains the number of employees and remains solvent.

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The Impact of U.S. Foreign Aid to Ukraine on the American Economy

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Introduction. The provision of U.S. aid to Ukraine during the ongoing conflict has not only shaped the geopolitical landscape but has also left significant imprints on the American economy. Since the invasion of Ukraine by Russia in 2022, the United States has been a leading ally in providing military, economic, and humanitarian support to

Ukraine. While the aid is primarily aimed at defending global democracy and countering aggression, the economic consequences of these measures ripple through various aspects of the U.S. economy. This paper explores the multifaceted impacts of U.S. aid to Ukraine, examining its effects on defense spending, energy markets, trade relations, inflation, and public finance.

1. Increased Defense Spending and Industrial Growth

One of the most direct impacts of U.S. aid to Ukraine is the rise in defense spending: by the end of 2022, Washington had spent almost \$20 billion on arming Ukraine. The U.S. has allocated billions of dollars in military assistance, providing weapons, ammunition, and training. This surge in spending has led to a significant increase in production for U.S. defense contractors such as Lockheed Martin, Raytheon, and Northrop Grumman.

The conflict has reinvigorated the defense industry, creating jobs and spurring innovation in military technology. However, these economic benefits come with trade-offs. Allocating substantial resources to Ukraine has contributed to a growing federal deficit, raising questions about long-term sustainability. Additionally, the redirection of funds toward defense could potentially divert investment from domestic priorities like education, healthcare, and infrastructure.

2. Impacts on Energy Markets

The war in Ukraine has disrupted global energy markets, particularly in Europe, which were heavily reliant on Russian oil and gas. As the U.S. has supported Ukraine, it has also worked to alleviate Europe's energy crisis by exporting liquefied natural gas (LNG) and crude oil. This has opened new opportunities for American energy producers, bolstering revenues and expanding the U.S.'s role as a major energy supplier. The price of natural gas has skyrocketed from 3.30 USD/MMBtu in January 2022 to 9.33 in August 2022.

However, these shifts have also contributed to volatility in US domestic energy prices. Higher global demand for U.S. energy has sometimes led to increased prices for American consumers, exacerbating inflation. The U.S. government has had to balance its role as a global energy stabilizer with the need to protect domestic consumers from economic shocks.

3. Trade Relations and Economic Opportunities

The U.S.'s financial and logistical support for Ukraine has strengthened trade relationships with Europe and other allies. American companies involved in infrastructure rebuilding and agricultural support have gained access to new opportunities in post-war Ukraine. Additionally, the U.S. agricultural sector has benefited from increased grain exports to fill the gap left by disruptions in Ukraine's supply chain. Total value has risen from \$176,609 million in 2021 to 195,856 in 2022.

However, these benefits are not without costs. Aid spending may strain U.S. public finances, and the reliance on emergency funding mechanisms could impact other sectors. Furthermore, the economic fallout from the war has heightened global economic uncertainty, potentially dampening investor confidence in the U.S. economy.

4. Long-Term Economic and Strategic Benefits

Despite the short-term economic challenges, the U.S.'s aid to Ukraine could yield long-term strategic and economic benefits. By supporting Ukraine, the U.S. is

reinforcing a rules-based international order, which is essential for global economic stability. A stable Europe benefits the U.S. economically by maintaining strong trade partnerships and reducing the likelihood of broader conflicts. Additionally, the aid demonstrates the U.S.'s leadership on the global stage, strengthening alliances and deterring adversaries. These geopolitical advantages could translate into economic benefits over time, as stronger alliances foster trade, innovation, and investment.

Conclusion

The U.S.'s aid to Ukraine during the war represents a significant economic and geopolitical commitment. While it has bolstered the defense industry, expanded energy markets, and strengthened international alliances, it has also contributed to inflation, increased public debt, and intensified political debates. Balancing these costs and benefits requires careful policymaking that aligns foreign aid with domestic economic priorities. In the long term, the U.S.'s support for Ukraine could enhance global stability and economic growth, underscoring the importance of strategic investments in a volatile world.

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The Role of Youth in Promoting Sustainable Jewelry and Ethical Gem Sourcing

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Ethical sourcing and environmental impact reduction within this industry are two methods to be explored in this paper, as methods for sustainable practices are applied in the jewelry industry. Consumers are increasingly calling for transparency in jewelry, which puts pressure on brands who produce with sustainable practices, throughout their supply chain. Important innovations this study explores include recycled materials, ethical mining practices and lab grown alternatives. To make a positive contribution towards meeting such standards of environmental and social responsibility as indicated in the goals of sustainable development the jewelry industry must address sustainable solutions.

Environmental and ethical challenges in the jewelry industry are as old as the industry itself; from extracting precious metals to manufacturing and distribution. With

its push to sustainability, however, brands have shifted toward practices of ethical sourcing, cutting waste and lowering carbon footprints. This research looks at what the industry is doing and what innovations are hitting the market, to see how the jewelry industry is evolving to become less impactful on people and the planet.

Sustainable jewelry research emphasizes the tremendous impact traditional mining has on the environment, including the destruction of many acres of land and pollution. Despite the fact that not many brands are practicing good ethical precedent, several have learned and implemented new practices. Sources have cited recycled metals and lab grown diamonds as sustainable alternatives and according to reports lab grown diamonds have lower emissions and same material quality (Ethical Jewellery UK, 2024; CEO Magazine, 2024).

It examined recent sustainability reports and market data from major jewelry brands and non profit organizations charting a sustainable luxury path. Surveys of consumers in the industry were undertaken to gather more data to determine the trends of consumer expectations as well as those of corporate sustainability goals.

Data shows that companies using recycled metals save on environmental impact. Brands certified by organizations such as Fairtrade, Fairmined and laboratories undertaking provenance claims are also demonstrating lower environmental and social risks and consumer demand for lab grown diamonds is on the increase. While these efforts have made progress, challenges remain — most significantly in understanding where diamonds are being sourced or labor conditions in mine operations (World Gold Council, 2024; Luxonomy, 2024).

Since 2018, Swiss luxury jewelry and watchmaker Chopard has committed to using 100 percent ethical gold in its creations. As Chopard exclusively sources its diamonds from Fairmined and Fairtrade practices, not only do they do their bit for reducing the world's environmental impact, but they also force their miners to work under fair working conditions. It will be this initiative that illustrates how some of the largest brands can set expectations for sustainable luxury practices and for the use of ethical sourcing to stimulate social and environmental responsibility (Chopard, 2024).

A blockchain-based technology for tracking diamonds from mine to market was introduced into the market by De Beers with the Tracr platform. De Beers uses blockchain to prove the claims of provenance of diamonds, therefore allowing consumers to confirm ethical sourcing. Young consumers are especially looking for sustainable and ethical products, with this transparency is especially important according to them. The example of how a gemstone supply chain can be made more trustworthy and accountable by use of technology is given by De Beers' application of blockchain (De Beers Group, 2023).

While sustainable practice is growing, the findings show, supply chain transparency is not. The results reinforce the need to increase the collaboration with the certified ethical suppliers by the companies and further educate the consumers about the sustainability impacts. Additionally, carbon-neutral shipping and eco-friendly packaging offer other ways of environmental stewardship.

Conclusion

This study verifies that the jewelry industry can satisfy the current socially and environmentally acceptable practices, by using sustainable practices. Future research

could explore technological advances in traceability, and determine their usefulness towards certifying ethical sourcing and perhaps minimizing carbon footprints.

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JEL I25

Освіта для сталого розвитку: можливості, виклики, перспективи

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Сталий розвиток є концепцією, яка визначає напрямок розвитку сучасного суспільства. Він базується на трьох основних компонентах: економічному зростанні, соціальній справедливості та екологічній стійкості.

Освіта для сталого розвитку (ОСР) є важливим інструментом для досягнення цілей сталого розвитку, визначених Організацією Об'єднаних Націй. Вона передбачає навчання та виховання громадян, здатних брати участь у вирішенні глобальних проблем, таких як зміна клімату, бідність, нерівність, деградація навколишнього середовища тощо. В умовах швидких змін, глобалізації та екологічних загроз, освіта для сталого розвитку має вирішальне значення для забезпечення гармонійного розвитку суспільства, економіки та довкілля.

Можливості освіти для сталого розвитку

1. Формування екологічної свідомості:

ОСР сприяє розвитку знань і навичок, необхідних для розв'язання глобальних екологічних проблем.

2. Інтеграція принципів сталого розвитку в освітні програми:

Сучасні навчальні програми дозволяють інтегрувати ідеї сталого розвитку в різні дисципліни.

3. Глобальна співпраця:

ОСР відкриває можливості для міжнародних обмінів, спільних досліджень і проєктів у сфері сталого розвитку.

Виклики освіти для сталого розвитку

1. Низька поінформованість і недостатня підтримка: У багатьох країнах існує недооцінка важливості освіти для сталого розвитку. Урядові структури не завжди готові виділяти необхідні ресурси для реалізації таких програм на всіх рівнях освіти. Відсутність ефективних національних стратегій може призводити до обмеженого впливу ОСР на суспільство.

2. Спротив змінам у системі освіти:

Традиційна освітня система може не підтримувати інноваційні підходи, необхідні для ОСР.

3. Розрив між теорією та практикою: На багатьох рівнях освіти існує розрив між теоретичними знаннями про сталий розвиток і практичним застосуванням цих знань. Це може знижувати ефективність навчальних програм, оскільки важливо, щоб студенти мали можливість застосовувати отримані знання у реальному житті та брати участь у соціальних і екологічних ініціативах.

4. Нерівний доступ до якісної освіти:

Соціально-економічна нерівність створює бар'єри для поширення ОСР у глобальному масштабі.

5. Необхідність змін у традиційних освітніх системах: Сталий розвиток вимагає зміни підходів до освітніх систем. Традиційна система освіти, зокрема орієнтація на теоретичне знання і вузькі спеціалізації, може не відповідати новим вимогам. Потрібно адаптувати навчальні програми, щоб вони відповідали потребам сталого розвитку, вимагаючи більше міждисциплінарності та практичного застосування знань.

Перспективи розвитку освіти для сталого розвитку

1. Цифровізація освіти - створення нових інструментів і платформ для навчання

З розвитком цифрових технологій, онлайн-освіта може стати важливим інструментом для поширення знань про сталий розвиток серед глобальної аудиторії. Використання інтерактивних платформ, мобільних додатків, відеоуроків і ігор може зробити навчання більш доступним і цікавим.

2. Післявоєнне відновлення освітньої інфраструктури:

Відновлення освітніх закладів в Україні після війни може стати поштовхом для впровадження новітніх стандартів ОСР.

3. Розвиток партнерства між державними, приватними і громадськими секторами:

Для досягнення сталого розвитку важливими є партнерства між урядами, приватними компаніями та громадянським суспільством. Спільна робота може забезпечити ресурсну підтримку для ОСР, покращити доступ до освітніх матеріалів та створити нові можливості для інновацій в освітньому процесі.

4. Співпраця з міжнародними організаціями:

Спільні ініціативи з ЮНЕСКО[1], ЄС та іншими організаціями сприятимуть поширенню ОСР в Україні.

Висновки

Освіта для сталого розвитку є не лише інструментом розв'язання сучасних проблем, але й платформою для підготовки нового покоління лідерів. Використання можливостей ОСР, подолання викликів та активна міжнародна співпраця допоможуть зробити вагомий внесок у сталий розвиток суспільства.

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Приклади використання альтернативних джерел енергії під час війни

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Вступ

В умовах війни проблема забезпечення енергетичної незалежності та стабільності набуває особливого значення. Традиційні джерела енергії можуть бути недоступними через пошкодження інфраструктури чи логістичні обмеження. У таких умовах альтернативні джерела енергії (АДЕ) стають критично важливими для підтримки життєдіяльності населення, роботи критичної інфраструктури та забезпечення функціонування військових підрозділів.

Підключення автономних джерел енергії в критичних інфраструктурних об'єктах

1. Лікарні та медичні заклади

Використання дизельних генераторів та сонячних панелей забезпечує безперервну роботу операційних, відділень реанімації та систем життєзабезпечення. Наприклад, в Україні після обстрілів багатьох об'єктів енергетичної інфраструктури в лікарнях встановлювали портативні генератори, отримані в рамках міжнародної допомоги.

2. Shelters і пункти обігріву

Для укриттів та пунктів обігріву використовуються малі сонячні електростанції (СЕС) або генератори. Це дозволяє забезпечити мінімальні енергетичні потреби для освітлення, зарядки пристроїв і обігріву.

3. Військові частини Автономні джерела енергії, такі як портативні електростанції, забезпечують живлення систем зв'язку, радарів та іншого обладнання, необхідного для виконання бойових завдань.

Використання сонячних панелей та вітрових турбін у регіонах, що постраждали від бойових дій

1. Відновлення енергопостачання у зруйнованих громадах

У звільнених від окупації районах сонячні панелі використовуються як тимчасове рішення для енергозабезпечення приватних будинків і соціальних установ.

2. Мікро-СЕС для сільських громад

У постраждалих регіонах, де централізоване електропостачання ще не відновлено, встановлення мікро-СЕС дозволяє забезпечити базові енергетичні потреби сільського населення.

3. Вітрові турбіни

Хоча їхнє встановлення в умовах війни обмежене, невеликі турбіни застосовуються для локального енергозабезпечення. Зокрема, такі системи встановлюють у прифронтових зонах із сильними вітрами.

Розвиток мобільних енергетичних установок для тимчасових поселень та військових підрозділів

1. Мобільні сонячні установки

Компактні сонячні панелі, змонтовані на транспортних засобах, забезпечують енергією тимчасові поселення внутрішньо переміщених осіб (ВПО) та польові шпиталі.

2. Портативні генератори

Військові підрозділи активно використовують бензинові або дизельні генератори для зарядки радіообладнання, систем навігації та іншої техніки.

3. Системи на базі паливних елементів

Військові розробки, такі як мобільні паливні елементи, дозволяють працювати в автономному режимі тривалий час. Ці системи є перспективними для забезпечення енергією польових баз.

Висновки

Альтернативні джерела енергії відіграють важливу роль під час війни, забезпечуючи стабільність функціонування критичної інфраструктури, допомагаючи населенню у зруйнованих регіонах і підтримуючи військових. Інтеграція АДЕ в енергетичну систему країни після війни може стати основою для її сталого розвитку та енергетичної безпеки.

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Actual problems of Ukraine's development in war-times

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The ongoing war in Ukraine has greatly impacted the nation's socio-economic, political, and cultural landscapes, creating urgent challenges that require strategic solutions. Every country in the world has been impacted, more or less, by the conflict. Widespread economic destruction that is critical. Unemployment has never been so high which drives inflation and deters foreign investment. Millions of people lost their jobs, lives, homes, and loved ones. The conflict has tested the government, strained international alliances, and showed us how important fast political and military response is.

Other very important issues that came with an ongoing war include economic destabilization due to damaged infrastructure and disrupted trade, humanitarian crises stemming from mass displacement and loss of life, and the erosion of political stability amidst external aggression and internal reforms.

Moreover, the war has intensified global geopolitical tensions, positioning Ukraine at the center of international diplomacy. Humanitarian crisis has caused thousands of deaths, declining living standards, and many people with no place to live. On the global stage, Ukraine's conflict has become a focal point of international geopolitics, influencing foreign policy and security strategies worldwide.

It's essential to address these problems as soon as possible but it depends on a strongly thorough approach that balances immediate humanitarian needs with long-term development strategies, fostering resilience and recovery in the face of ongoing conflict. This is a genocide against Ukrainian people that needs to be stopped because it not only causes economical problems but also millions of people are suffering every day. All done research shows how much the war has impacted not only human lives but the whole economy in general. Ukraine was and remains a big fish in the market if distribution to countries like Africa, Ukraine's goods were crucial to Europe and Asia, now the whole world suffers from the lack of Ukrainian impact and economic growth.

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Education for sustainable development – opportunities, challenges, prospects

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In an age of climate change, resource inefficient use and depletion, as well as global social inequalities, where constant debates about basic human rights take place - education plays a highly significant role for humanity. Education for sustainable development helps us to shape crucial values and behaviors that would support a sustainable future for countless generations ahead. In this paper I'd like to examine how education for sustainable development might contribute to a sustainable future by highlighting its possible advantages, obstacles to its broad use, and prospects for the future.

To start off, I would like to mention that ESD (Education for sustainable development) is not only important and valuable for its scientific purposes, but also socio-political, concerning global issues. Well educated citizens aim to have a better understanding of different complex situations, hence their knowledge and understanding helps to make better decisions that would positively affect the society and environment in the long-run.

UNESCO (2024) argues that education for sustainable development can be recognized by three categories:

- Cognitive: where enhancing our ability to reason and comprehend data.

- Socio-emotional: where we develop emotional intelligence, empathy, and social skills.

- Behavioral: we promote constructive acts and conduct.

I would like to touch on the topic of the ongoing full-scale war in Ukraine. This underscores the need for a resilient, sustainable system that would help eliminate the disruption. So, ESD comes out as a must to humanity, holding the knowledge and values to tackle difficult issues, like resource scarcity, displacement, and environmental degradation, which are made worse by conflict. In this situation, ESD becomes a vital instrument for developing resilient communities that can handle different types of hazards and recover from catastrophes, in addition to encouraging environmental stewardship.

The central argument is that, even though ESD has enormous potential to contribute to the shaping of sustainable societies, a set of systemic and practical challenges hinders its complete integration. It is important that such obstacles can be overcome if the potential of ESD as an agent of positive change is to be realized. ESD, if supported and committed to, can empower people to pursue sustainability for the benefit of all in society.

Some of the opportunities include:

- Developing Sustainability Mindsets: ESD encourages learners to take a long-term view of environmental and social issues. It also fosters empathy and critical thinking by incorporating ideas like balance in the environment, resource conservation, and social equality into curricula. This method promotes a culture of environmental stewardship by helping learners comprehend how human and natural systems are interrelated.

- Real-world Application and Multidisciplinary Learning: ESD's connection to real-world issues is one of its biggest advantages. Learners acquire useful skills and knowledge while dealing with urgent concerns such as climate change and sustainable resource management. In order to provide an extensive understanding of sustainability, ESD also promotes interdisciplinary learning by combining disciplines such as environmental science, economics, and sociology.

- Encouragement of Active Citizenship: ESD also stresses the value of civic participation. Students who comprehend the effects of both individual and group actions are more likely to take part in community initiatives aimed at sustainability, thereby becoming knowledgeable and engaged citizens.

However, certainly, there are challenges while implementing education for sustainable development. Those include:

- Accessibility and Resource Limitations: a lot of educational systems don't have the funds necessary to fully implement ESD. The implementation calls for additional resources, trainings, and new teaching strategies, all of which are not always available, especially in underdeveloped regions.

- Need for Specialized Teacher Training: teachers who are skilled in interdisciplinary instruction and knowledgeable about sustainability concepts are essential for the successful implementation of ESD. However, a large number of educators are not formally trained in sustainability subjects, which restricts their ability

to effectively engage the audience. In areas with little resources for professional development, this problem is intensified.

- Policy and Institutional Barriers: the significance of ESD is becoming more widely acknowledged however, there are still issues because different educational systems do not have standard guidelines and requirements. Establishing specific goals and curricula for sustainable development education necessitates concerted national and institutional initiatives, which is difficult to complete without ongoing policy support.

Certainly, there are also a few prospects for making education for sustainable development more advanced and available. The first way would be to increase international collaborations. International collaborations provide chances to exchange best practices, curriculum, and learning resources, fostering global standards for ESD and overcoming resource constraints. Promising outcomes have already been seen from initiatives run by agencies such as UNESCO and UNEP, which encourage cross-border cooperation to advance ESD. Another helpful tool would be digitalization, which goes hand in hand with innovation and accessibility. Particularly in rural or underdeveloped places, technological advancements open up new & exciting opportunities. ESD information is more available through digital resources, online courses, and interactive learning platforms, which expands its reach and promotes a variety of learning opportunities. The last point would be about policy movement and global commitment. As governments, businesses, and organizations place a greater priority on sustainability, ESD may see a rise in financing and policy support. Global frameworks like the Sustainable Development Goals (2024) highlight how important education is to reaching sustainability goals, which encourages more funding for ESD integration.

To sum up, urgent global issues, such as environmental disasters and the sociopolitical instability observed in conflicts like the ongoing war in Ukraine, require implementing education for sustainable development (ESD). ESD's ability to create knowledgeable, resilient, and involved citizens highlights its significance for a sustainable future, even in the face of implementation obstacles. Societies may enable people to make significant contributions to environmental and social well-being by adopting and extending ESD, creating a world that views sustainability as the foundation of peace and prosperity.

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International cooperation and governmental regulations as a leverage for sustainable development: the example of Brazil

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The world is moved too fast by the people's innovations and progress. However, the speed leaves its footprint - the footprint of industrial disasters which cover the world in trash, remains and dead environment. Fortunately, it has not been left aside without attention. On the contrary, humanity got attentive to the details of the surroundings where they do live. Subsequently, there were created international organizations which promote and maintain sustainable development. One of those organizations is the United Nations that introduced the 17 sustainable development goals (briefly named - SDGs) as part of the 2030 Agenda for sustainable development (United Nations, 2024).

“This is an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests” (United Nations, 2024, *History*).

Anyway, while including the international sustainable standards, there are always risks to take down already existing regulations: laws, rules. Those complex challenges become a new topic for problem-solving activities that require time and money, money of the country. Which means a significant amount of resources. To support the words, the case of Brazil is included - it is obvious how sustainable development goals interfere the domestic economic policies, as well as problems arised due to affected governmental regulations.

Brazil is home to 203 million people with a real GDP per capita of US\$9,032 in 2023. It is a large federal country comprised of the union (federal government), 26 states (plus the Federal District), and over 5,500 municipalities. While it is highly diverse, racial and gender discrimination persist as systemic barriers that limit the opportunities of many individuals and families to break the intergenerational cycle of poverty (World Bank group, 2024). For comparison, there are just 1469 municipalities

in Ukraine (UTC All Ukrainian Association, 2024). As a result, Brazil is more than 10 times bigger than Ukraine is.

Brazil is about 14 times *bigger* than Ukraine.

Ukraine is approximately 603,550 sq km, while Brazil is approximately 8,515,770 sq km, making Brazil 1,311% larger than Ukraine. Meanwhile, the population of Ukraine is ~43.5 million people (173.7 million more people live in Brazil). We have positioned the outline of Ukraine near the middle of Brazil.



Figure 1.1: the comparison of Ukraine and Brazil sizes

Source: My Life Elsewhere, 2024

Thanks to that great amount of land, Brazil obtains huge potential in proceeding with different types of commodities that are crucial to both its domestic economy and exports: agricultural products (coffee, sugar, corn); minerals and metals (iron, gold, copper); energy resources (oil, gas, ethanol). That potential requires confident actions which are not environmentally friendly, in most cases. That is why the United Nations introduced the 17 sustainable development goals (SDGs) (United Nations, 2024).

Firstly, the Brazilian government has adopted regulatory laws to manage natural resources in those three main sectors: agricultural products, minerals and metals, and energy resources. For example, the country's "Forest code" allows deforestation actions under specific circumstances like clearing up the lands for further agricultural usage. However, there are forests which are prohibited to be deforested. The "Forest code" states that landlords must save some percentage of land. The protected percentage varies from 20 to 80% depending on the type of vegetation present and the property's geographical location in the country (Joana Chiavari & Cristina Leme Lopes, 2015, p.3). This law is aimed at maintaining the balance between agricultural and commodity resources that are used for economic growth.

In particular, SDG 15, "Life on Land," and SDG 13, "Climate Action," emphasize the preservation of ecosystems and reduction of deforestation, which directly affects Brazil's agricultural and resource-extraction sectors. Those SDGs require Brazil's government to strengthen their regulations on deforestation, especially in the Amazon rainforest, even stricter. Eventually, it limits Brazilian opportunities to use all its

agricultural potential. Although it is obvious that they save the environment of nature where they do exist (United Nations, 2024, SDGs 13&15).

As a result, we can see the way international regulations affect Brazil and its experience in managing its own resources. As a powerful leverage of the whole world, it pushes the government to accept sustainable development goals (briefly named - SDGs) which influence the national economy. The natural resources of Brazilian land shows huge potential in economic growth opportunities, but SDGs standards often adjust and restrict full resource utilization. In response, the Brazilian government has implemented the regulations called “Forest code” that are aimed at balancing the external requirements and domestic needs. Additionally, besides forest and agricultural industries, mining is a limitation target as well. That is why it is important to have a more adaptable framework within international cooperation efforts. Such an approach would give countries like Brazil unlimited opportunities to achieve responsible, transparent and ecological development.

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Targeting Trends in 2024

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Targeting is a strategy used to divide your target audience into smaller, more well-defined groups. Without audience segmentation, you won't achieve great results, as each group has its unique needs and requirements, and it's important to adapt your strategies to these requirements to effectively attract and retain customers.

The purpose of this research is to study current targeting trends in 2024, their role in developing a targeting strategy, and to explore marketing tools to enhance an effective marketing strategy.

The old approach to targeting, which includes audience interest analysis, TOF (Top of the Funnel), segmentation, MOF (Middle of the Funnel), retargeting, BOF (Bottom of the Funnel) and Look-Alike strategy, is losing its relevance in the world of modern marketing. These approaches, which were once popular, are now becoming less effective due to the rapid development of technology and changing marketing approaches. In particular, understanding the interests of the audience is no longer sufficient for a successful marketing strategy. Modern marketers use more sophisticated methods of data analysis, such as behavioral analysis and forecasting of consumer needs. The TOF stage, which refers to the first contact with the audience, is also being revised in connection with the changing ways of consuming content and advertising. Segmentation according to the old principles is also losing its effectiveness due to the emergence of new approaches to the analysis of the target audience, which allow creating more accurate and personalized offers. MOF and BOF, while reflecting important stages in the customer relationship, now require more attention to detail and an individual approach to each customer. Retargeting and the Look-A-Like strategy, which used to effectively attract new customers, now require adaptation to new market realities and changes in consumer practices.

This is not always clear which audience responded to the advertising campaign. The older methods do not deliver accurate data concerning which groups of consumers responded to advertising, making it hard to analyze campaigns. There is also no clear-cut way to determine just which campaign works for which audience. Traditionally, the results of individual campaigns on conversions or sales cannot be accurately tracked. Third, targeting the audience in narrower groups may lead to increasing the cost of advertising.

The world is becoming automated, as is digital marketing. Let's consider modern approaches to targeting, which are used by less than 10% of professionals in Ukraine and are increasingly seizing the information space.

First, there is the use of AI in the campaigns that open up so many possibilities to improve targeted advertising. As many benefits are derived from the use of AI, one key one is process automation. Using AI helps assess the effectiveness of any number of advertising campaigns in real-time. It performs automatic optimizations in order to achieve the best results from them and enables the effective management of the company's budget and resources to create the maximum impact. For instance, by using artificial intelligence, it becomes possible to tailor advertising messages and content for every user. Deep learning systems can predict which content will be attractive for every user, increasing the effectiveness of a campaign, if there is information about the previous interactions with the content. AI helps in predicting consumer behavior and optimizing ROI. Big data trend and patterns will allow systems to predict consumer future behavior. It will enable companies to make more optimizing use of the marketing budget in focusing on those campaigns and target audiences that seem most promising.

The second approach is to create creative videos that will catch the attention of the right users. One of the options is UGC, which is based on real customer experience.

Positioning client (usually all user-generated content advertising is paid for, although it is presented in the opposite form). A person records a video of how they use a product/service and shows their own experience, effect and impressions. The unplayed effect causes admiration and ease among potential buyers, which leads to conversion. Equally important is the ability to grab and hold the attention of users, which leads to the following important indicators: Video Hook and Video Hold. Video Hook is something that attracts users' attention in the first 3 seconds of watching a video, and Video Hold is responsible for the real interest of a person in the product or service being demonstrated, as the number of people who have watched the video for at least 15 seconds is a popular indicator. It is much more fascinating and useful for a potential customer to watch a video about a product or service they want than to read an article or instruction manual.

The third method is to use the Ben Hunt ladder (or awareness ladder) in your campaigns. For any business, the main goal is to sell its product. A marketer, in turn, helps to achieve this goal as quickly as possible. Let's look at the basic stages of Ben Hunt. The first stage is the unawareness stage, when the customer does not yet know that he has a problem, does not choose between products and does not look for solutions because the problem is uncertain. The second stage is when the customer is aware of the problem, but does not know that solutions exist and that the problem has a solution. The third stage is when the customer knows that there are solutions, but does not know which products exist to solve their problem. The last stage is when the audience knows what products are available on the market, looks for the best product for themselves and finally knows what they want and does not choose between competitors.

At the first four stages of awareness, different types of online marketing should be used, including targeted marketing. The last stage does not require any tools, as this is the point at which the purchase of goods takes place. By using targeted advertising at the first stages, you can get a large number of interested buyers and optimize the customer journey. The most important thing is to build trust and make it clear that your product will solve the customer's pain.

It can be concluded that modern marketers are increasingly using artificial intelligence to analyze data and predict consumer needs, as well as putting more emphasis on creativity in video content and using Ben Hunt's Ladder to raise awareness. Modern targeting requires a lot of creativity. Creativity is the fuel for campaigns.

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The 4 Ps of Marketing

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The 4Ps is a well-known concept in marketing with essential elements: product, price, place, and promotion. You can reach great results in your campaigns using these components appropriately.

The first element is the product. Initially, the product must solve the customer's pain, this is the destination of every good or service. The customer should need your product: it can be lifesaving, time-saving, or just a product that people cannot live without every day. While making marketing campaigns, the most important thing for a marketer is to feel and understand the product itself. The good or a service must be discovered fully for a better understanding of the target audience, main functions, pain points which it solves, and unique selling points. Every product has a uniqueness (if it is not the copied one), and the company needs to realize the features of its product and enhance its diversity from the competitors. Your product will be a huge success if it has better characteristics and quality at a lower price than other products similar in the market. Each good or service has its target audience. It can be pregnant moms, students, women, men, older people, or people with pets. You can easily define it and then make marketing campaigns related to your target group of people. Additionally, the product needs to have a great visible design to attract the consumer's attention and desire to buy it. For example, when you want to buy a car, you are not only looking at its design but at its features as a car, its use, and applicability to your lifestyle and needs.

The second element is price. For consumers, this component is as important as the quality of the product. While setting the price, a marketer needs to look at the competitor's charge, thus leading to the good or service having a tempting proposition without overpricing. Lowering the cost is also dangerous for the company because most customers think: "Low price - low quality". Prices must be adjusted to your target market. If the company sells luxury products, prices are high due to high quality and brand name, if it is the middle market - vice versa. The price should also be a reflection of all elements that are needed for the production of the good: staff's salary, utilities, supply costs, etc. The company must ensure a successful revenue with positive profit so as not to be at a loss.

The third component – place. The place where you sell and distribute your goods or services is crucial. The company must offer its products in the place where the target market appears. You can't sell and promote Bentley's luxury car through the TV because in most cases wealthy people don't watch television. Otherwise, it will be a "throwing

money to the wind” kind of promotion. If it is cosmetics or clothes, the company must have offline stores, so people can try the products in real life to better suit them. There is a well-known phrase: “Only those who know your worth can appreciate.” This quote also relates to tangible things, because if the product is not in the right place, the target audience will not find it.

The last P – promotion. No one will be acquainted with your product if you do not appropriately advertise it. Campaigns must be directly adjusted to the product and your target audience. Some groups such as young people constantly surf the Internet, therefore, putting out promotional material in that specific environment will prove to be most successful. Instagram and TikTok are the most popular environments for marketing. Advertising services or goods in these apps, in most cases, will be successful due to huge audiences. For older people, it is much better to promote through magazines, banners, and TV.

In summary, it is crucial to take into account all 4 Ps. Each component plays a significant role in building product awareness. Avoiding at least one element can play a cruel joke on a company’s reputation or recognition.

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Actual Problems of Ukraine’s Development in Wartime

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Introduction

Russia's military aggression against Ukraine has triggered an extraordinary crisis, which poses large-scale challenges to the political, economic and social systems of the country. While Ukraine tries to maintain its independence and restore important infrastructures, the war is affecting several industries. This generates the indirect mechanism for us to identify the main problems Ukraine suffers from in warlike conditions, such as economic downturn, political instability and social solidarity transformation. This research also studies how Ukraine persists and modifies itself to these challenges. In this analysis, we also better understand the exact challenges that lie before Ukraine should it survive the immediate aftermath and indeed into a longer term recovery.

1. Socioeconomic Consequences of the War

The war has devastated the economy of Ukraine. The economy has experienced a significant decline as a result of infrastructure devastation, millions displaced from their homes, and industrial production falling. Widespread destruction of factories, energy infrastructure and agricultural production across eastern regions such as Donetsk and Luhansk — once the heartland of its industries. That being said, Ukraine's GDP has shrunk by almost 40 per cent, and inflation has skyrocketed, sending prices sky-high and impoverishing families.

The war has also ultimately devastated Ukraine foreign trade. Sea outlets for exports of goods – be it grain, steel or machinery – are blocked or destroyed, and critical supply routes have been severed. This was also from the volatility that made foreign investors come out of it, and isolation Ukraine from the world market. With unemployment rates soaring high and poverty levels rising to considerable extend, the gap in social fabric is wider than ever.

Even so, Ukraine's economy has survived some issues — especially in IT, which has remained robust during the war. International funds have also been secured to help keep essential government services running. But the overall blink of economic prospect seems particularly bleak and it will take large flows of foreign investment as well as structural changes generally, in particular a reshaping of state-dominated economies.

2. Political and Governance Challenges

The war has changed the Ukrainian political status quo, both internally and externally where new chapters will be written. At home, the government has had difficulty holding onto war-negotiated territory. Fighting ongoing for years now has stretched state institutions to breaking point, rendering effective governance all but impossible — especially in the east, where central authority is barely felt. Indeed, efforts to address corruption have had success in some degrees; however, wartime conditions have undermined reform salutations and it is still a thriving problem.

Internationally, Ukraine has pursued closer association with Western countries, particularly the European Union and NATO which have supplied essential military and financial assistance. Yet this has created tensions as — with great difficulty — Ukraine tries to balance its sovereignty with that of needing help from outside. Ukraine never sought to surrender complete political sovereignty, especially given that international assistance usually brings along some kind of military and political conditionality.

The war has also beset the democratic institutions of Ukraine. Despite the new external aggression they have faced and many internal challenges, in terms of political stability and a democratic course, the country has remained intact. Civil society, also under pressure from authoritarianism, has helped maintain Ukraine's political cohesion. Nonetheless, along with responsibility in the context of what is happening today in Belarus and its future, combining international support with sovereignty issues and democratic processes remains a great political task for the country.

3. Impact on Civil Society and Social Cohesion

Its social consequences have been immense. Millions of people have been displaced, either temporarily or permanently, both within Ukraine and to nearby countries, causing real demographic change. Numerous families separated, thousands of refugees made their way to confidant regions. As half the nation has fled its homes,

social services are under severe strain and host communities – especially in western Ukraine – have been increasingly at odds with displaced populations.

Ukrainian civil society, in particular, have proven resilient against this. Grassroots organizations and volunteer groups have organized to provide humanitarian assistance, medical care, and mental health support for affected people. The collective action that they undertook has built a sense of solidarity, which is necessary to maintain the society in an interim between fragmentation and war.

Conclusion

In a nutshell, this has been a journey of colossal tests to Ukraine's economy, political system, and society in general; it reduced infrastructure to dust, and the key sectors of the economy were badly hit, bringing it to its knees. Political instability, combined with external pressure, made governance increasingly difficult and put national unity to the test. Equally important, the social front has shown several million people displaced, and deep psychological scars from years of conflict have further strained the fabric of Ukrainian society.

Yet, despite all those hardships, Ukraine's resilience remains a powerful source of hope. The fact that the country has managed to sustain its democratic institutions and retain some level of economic activity, against a backdrop of overwhelming hardship, is also testimony to the resilience and resolve of the Ukrainian people. In the times ahead, Ukraine will still heavily depend on international support in rebuilding its economy, strengthening its political infrastructure, and healing the deep social wounds this war has been responsible for. But then again, it will be a long and hard road to recovery, with sustained international partnerships and unshaken resolve from within its people. Ukraine can raise from this crisis stronger, more united, and bright with growth, stability, and peace.

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Sustainable Education: Issues & Solutions

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Introduction

The goal of ESD is to equip people with the knowledge, skills, and values necessary for solving key global challenges, such as climate change, social disparity,

and resource depletion. ESD inspires a sustainable society with care for the environment, says UNESCO (2017). This paper looks at the roles played by education in the attainment of SD: an analysis of opportunities, challenges, and future prospects of implementing ESD in different systems of education.

Education for Sustainable Development Opportunities

1. Raising Awareness and Developing Competencies

ESD provides opportunities to instill critical environmental and social issues in students at all levels of learning. This is how educators, in harnessing the curriculum, can inject sustainable approaches and stimulate students toward a more environmentally and socially conscious outlook in order for informed personal and professional decision-making long after formal education has ceased (Tilbury, 2011).

2. Innovating Problem-Solving

ESD fosters critical thinking, innovation, and creativity-those needed to address complex sustainability challenges. ESD can be used by educational institutions to help implement a problem-solving culture whereby students are empowered to come up with innovative solutions in addressing various sustainability issues such as renewable energy and waste reduction strategies. It's a way of building future leaders in the area of sustainability.

Therefore, education would raise a generation of leaders in the principles of sustainability, which would be better founded in the aspects of business, government, and community through making environmentally and socially responsible decisions (Hopkins & McKeown, 2002).

Implementation of Education for Sustainable Development: Challenges

1. Resources Shortcoming and Financial Con strain

Most educational institutions, especially in developing areas, are affected in their implementation of ESD due to the lack of resources. Most often, incorporating sustainability programs involves costs on new materials, training teachers, and infrastructures, which are pretty difficult to afford for underfunded schools. (Barth & Michelsen, 2013)

2. Lack of Curriculum Standardization

There is no uniform curriculum for ESD yet, and that is because it makes it difficult to have similar educational practices within regions. Where differences in the standards of the curriculum exist, there are also differences in the quality and orientation of ESD received by students, impacting on their potential readiness to deal with issues related to sustainability (Tilbury 2011).

3. How to Balance ESD with Traditional Curricula

Adding ESD to already full school curricula isn't easy. It can also be challenging for schools to prioritize topics concerning sustainability in addition to other fundamental subjects like mathematics, science, and language studies without losing learning hours (UNESCO, 2014). All this requires proper planning and development of the school curriculum.

Future Directions of Education for Sustainable Development

1. International Cooperation and Policy Framework

With the rise in importance of sustainability, international organizations like UNESCO and the United Nations urge an international response to the challenge, and

inclusions of ESD in national educational policies. Such cooperation can trigger sets of standards and higher scales of support which schools might rely on when implementing ESD.

2. Technology and Digital Learning

Digital platforms can provide unique opportunities for enhancing ESD and reaching wider audiences. Virtual learning environments, online resources, and interaction tools may make the concept of sustainability more interactive and adaptable to a wide range of needs within different learning processes. As such, it finds resonance with Hopkins and McKeown, 2002.

3. Growing Importance of Lifelong Learning

ESD is not limited to primary and secondary levels alone but extends even to lifelong learning. According to Sterling, 2001, in developing resource and program initiatives focusing on adults, societies can foster sustainable behaviors throughout all age groups as a means of inculcating sustainability culture deeply. The societies have a job cut out for them because it is at this level that the societies are faced with myriads of unsustainable practices.

Conclusion

Education for Sustainable Development consequently has an essential role in the training of individuals to face such challenges of a complex nature. Innovations, leadership, and international cooperation are good opportunities that present themselves along with multiple challenges to be faced regarding the implementation of ESD; hence, it is one of the finest additions to modern education. It is by investment in ESD that societies can build a generation which will be better equipped to create a sustainable future.

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Sustainable Development as the driver for the modern economy

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The concept of sustainable development has taken center stage in discussions regarding the world economy. It has evolved into a comprehensive framework that allows for efficient and less environmentally damaging activities to take place, leaving the world in a decent enough shape for future generations. In the past, social justice and environmental conservation have been at odds with the desire for economic expansion. Nonetheless, the connection between economic progress and sustainability has been redefined as compatible rather than combative in recent decades. Long-term economic success is increasingly dependent on the incorporation of sustainable practices into corporate models, governmental regulations, and social norms in an increasingly interconnected world. The main topic this thesis seeks to address is if and how sustainable development can propel today's economy forward.

Innovation is one of the most important ways that sustainable development propels the economy. Industries as well as governments are making significant investments in green infrastructure, greener industrial techniques, and generally innovative technology in response to growing environmental concerns. Over the past 20 years, renewable energy sources such as solar, wind, and hydropower have grown significantly. Similarly, markets and industries are changing as a result of the development of electrically powered automobiles, as well as energy-efficient structures. The emergence of the green economy offers both a chance for economic growth and a solution to environmental demands. Pursuing low-carbon and sustainable growth could result in up to \$26 trillion in economic gains by 2030, according to a 2018 research by the Global Commission on the Economy and Climate. These advantages would come from higher productivity, the creation of jobs, and lower healthcare expenses. Therefore, the shift to an environmentally friendly economy is not a contest with no winners, quite the opposite actually. It addresses the urgent problems of resource scarcity and climate change while opening up new opportunities for economic growth. Additionally, innovation that is motivated by sustainability encourages the creation of new business models. The conventional linear model is challenged by circular economy activities, which place an emphasis on recycling and repurposing. Businesses can open up new markets and cut operating expenses by concentrating on resource efficiency and waste reduction. Companies like Tesla and Patagonia, for instance, have effectively incorporated sustainability into their business

plans as a key component of their profitability and market distinction, not just as a corporate social responsibility program.

Moreover, sustainable development is helping to create jobs, especially in sectors like environmental management and creation of clean energy. The International Labour Organization estimates that by 2030, the shift to a greener economy could generate 24 million job opportunities worldwide and strengthen the labor market by lowering vulnerability to social inequality and environmental hazards. Jobs relating to solar and wind power generation, for example, are expanding quicker in the renewable energy sector than in the fossil fuel sector. In a similar vein, there is an increasing need for qualified personnel in the fields of eco friendly and sustainable practices. These new job openings are not just in highly specialized industries, though. They also include jobs in maintenance, sales, and logistics, offering a wide range of career options for people with different skill levels. By addressing the underlying vulnerabilities that may jeopardize long-term prosperity, sustainable development helps keep the economy safe in the future, under precarious circumstances.

Governments and corporations can more effectively foresee and reduce these risks by incorporating sustainability into economic planning, resulting in a more safe and stable economic environment. Sustainable farming methods and climate-resilient infrastructure, for instance, may safeguard communities from the negative consequences of extreme weather events like droughts and floods, which are occurring more frequently as a result of global warming.

The difference in resources between developed and developing countries is one of the main barriers to more widespread adoption of sustainable practices. While wealthy nations possess the financial and technological means to invest in environmentally friendly infrastructure, many developing ones struggle to make the shift to a sustainable economy, mainly due to poverty and unstable political environments. Another difficulty is opposition from well-established sectors, especially fossil fuels, where sustainability efforts could be seen as a danger to earnings and long-standing business patterns. Furthermore, companies and governments may find it challenging to evaluate the results of their initiatives due to the sophistication of sustainability measures and the absence of defined measurement frameworks.

To sum up, it is becoming more widely acknowledged that sustainable development is a major force behind today's economy, providing creative answers to environmental problems, creating jobs, while also boosting long-term economic stability. There will be more and more economic opportunities when governments, as well as corporations and consumers start placing a higher priority on sustainability. However, there are a number of obstacles that must be overcome in order to fully realize the potential of sustainable development, mainly political opposition, and monetary limitations in developing nations. In addition to protecting the planet's future, sustainable development will guarantee a more ethical and successful global economy if these issues can be resolved.

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Actual problems of Ukraine's development in war-times

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Since Russia's full-scale invasion in 2022, Ukraine has been dealing with serious challenges that have impacted every part of society. Corruption, which has always been an issue, became even worse during the war. This has made it harder to manage resources effectively and has weakened trust in government institutions when unity is most needed. The war has also led to one of Europe's largest humanitarian crises, displacing millions of Ukrainians globally and within the country. On top of that, the labor market has suffered major losses, with many men mobilized and women forced to leave for safety, creating worker shortages. Let's address these problems more closely.

Unfortunately, corruption has always been a barrier to Ukraine's development. The Corruption Index in Ukraine averaged 26.65 points from 1998 until 2023. Ukraine got a score of 36 in 2023, with a change of 3 since 2020, meaning it ranks 104 out of 180 countries. (TRADING ECONOMICS, n.d.-b). Referring to the results of the study "Corruption in Ukraine 2023: Understanding, Perception, Prevalence" presented by the National Agency for the Prevention of Corruption report that corruption ranks the second most important problem for Ukraine (71.6%) after the full-scale invasion of the Russian Federation (89.7%). At the same time, 87.9% of the population and 81.3% of businesses believe that corruption is widespread in Ukraine and has increased compared to 2022. The results of these polls also showed that the most corrupt areas in the opinion of the population and business are the judiciary, customs, border control, and public tenders for works and services for the implementation of other major infrastructure projects. (Info Sapiens, 2023) Almost from the first days of the full-scale invasion, the Ministry of Defense has been at the center of numerous corruption scandals, including purchasing expensive eggs and winter jackets, purchasing 100,000

mortar shells that were never delivered, and taking bribes from men who wished to avoid conscription. (Гончаренко, 2024b)

Corruption can distract critical resources from military needs and reconstruction efforts and put a brake on development and recovery. In addition, public trust in institutions is weakened when corruption is considered to be uncontrolled, which makes governance and policy implementation even more difficult at a time when unity and accountability are paramount.

The war caused severe damage to the demographic situation in Ukraine and led to one of the largest humanitarian crises in Europe since World War II. According to UNHCR, 6,752,000 refugees from Ukraine were recorded globally on the 15th of October 2024. (“Situation Ukraine Refugee Situation,” n.d.)

Based on statistics from the Information and Computing Center of the Ministry of Social Policy of Ukraine, 4,643,905 Ukrainians were registered as internally displaced persons on 11th November 2024. (“IDP’s Analytics - SE IOC,” n.d.) War not only influenced migration and immigration factors but also affected life expectancy and fertility. Referring to the research of the Ministry of Social Policy, average life expectancy decreased from 66.4 years (men) and 76.2 years (women) in 2020 to 57.3 and 70.9 years in 2023; and in 2020, the total fertility rate in Ukraine was 1.2 per woman, which is almost twice lower than the rate that ensures simple reproduction of the population (2.2). During wartime, due to security risks, high uncertainty about the future, and family separation, this indicator dropped to 1.0. (Ministry of Social Policy of Ukraine - Strategy of Demographic Development of Ukraine, n.d.) Obviously, the impacts of destruction on components of human capital formation cannot be unnoticeable regarding economic productivity and development.

Ukraine’s labor market can be characterized as fragile and highly prone to all the challenges of a full-scale war. Businesses have to constantly respond to military challenges and adapt to a rapidly changing environment. Before the full invasion, there were 12.3 million official taxpayers, and after 2 years of war, there are slightly over 10 million. (The Employers of Ukraine - News, 2024)

Based on research prepared by the Centre For Economic Strategy, it is visible that the economic shock of the beginning of the Russian invasion led to a drop in both demand and supply of labor. The number of job seekers increased rapidly in the summer of 2022 and exceeded the average for 2021, but now, the number of new vacancies is much higher than people who are looking for jobs. These trends can be explained by men being mobilized into the army, women leaving the country, and those who remain being unable to always do men's work. (Admin, 2024b) The nationwide mobilization in Ukraine reduces the ability of employers to choose their staff. Every industry is experiencing a shortage of workers. The Confederation of Employers of Ukraine provides statistics on changes in the labor market in 2022 and 2023. Companies lost more than 781,000 men: some of them quit, others were mobilized, and some left the country or switched to unofficial work. Up to 1.5 million women quit jobs, which is nearly twice as many as men did. Most of them left with their children or lost their jobs after the outbreak of active combat operations. (The Employers of Ukraine - News, 2024)

With all the current and future losses of human capital, it is difficult to talk about development. Ukraine should focus on preserving the existing workforce and engaging veterans, people with disabilities, women, and IDPs.

In conclusion, on the path to development, Ukraine faces a lot of challenges due to the devastating effects of the ongoing war. Along with the serious humanitarian crisis that has resulted in widespread migration and immigration, declining life expectancy, and fertility rates, Ukraine's demographic situation is going through tough times. The war not only destabilized the labor market but also increased corruption at various levels of government. Ukraine needs to focus on anti-corruption measures, transparent allocation of funds and resources, stabilizing economic activity, supporting displaced and vulnerable populations, and fostering an inclusive labor market. Only through fundamental reform and dedicated efforts, Ukraine can create a sustainable pathway toward recovery and growth during these difficult times.

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Current Issues of Ukraine's Development in Wartime Conditions

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Since the onset of the full-scale invasion in 2022, Ukraine faces unprecedented challenges that test the resilience of its economic, social, and institutional structures. While pre-war reforms aimed to strengthen the country's governance and open its economy, wartime conditions introduce complex barriers to sustained development. Ukraine must now navigate a path toward reconstruction while facing significant economic strain, population displacement, and infrastructure damage. This paper investigates the critical issues shaping Ukraine's development amid the ongoing military conflict and explores potential strategies for stabilization and growth. The analysis includes the latest data from the National Bank of Ukraine as of July 2024, ensuring that the discussion reflects the most current economic indicators and inflationary trends (National Bank of Ukraine, 2024).

The war has severely impacted Ukraine's economy, disrupting industries, limiting exports, and straining financial resources. Agriculture, traditionally a major export sector, has been particularly affected, with disrupted supply chains and reduced access to international markets (UNDP, 2024). The conflict has also led to a drastic increase in internal displacement, straining social services and healthcare systems. Given these challenges, and based on the latest insights from the National Bank of Ukraine (2024), Ukraine needs to rethink its development model to prioritize resilience and rapid recovery.

Despite wartime pressures, Ukraine has opportunities to build a more resilient and diversified economy. The government, with international support, aims to leverage sectors less vulnerable to conflict, such as IT and service industries, as well as to invest in critical infrastructure repairs (World Bank, 2024). Strategic financial planning and diversified revenue sources, as informed by the latest economic metrics from the National Bank of Ukraine, can help stabilize the economy and ensure that essential services remain accessible to citizens. This paper examines the effectiveness of these strategies in mitigating the economic downturn caused by the war.

Strengthening institutions has become more crucial than ever. The war exposes pre-existing governance issues, necessitating further anti-corruption measures and transparency in resource allocation. Ukraine's commitment to European Union integration provides a framework for these reforms, although implementing EU-aligned standards remains challenging under current conditions (European Commission, 2024). This research highlights the role of governance reforms in

enhancing Ukraine's resilience and outlines recommendations for strengthening institutional integrity.

Global partnerships are vital for Ukraine's recovery. International aid and investments play a significant role in the nation's economic stability and reconstruction efforts. However, effective utilization of these resources requires a well-coordinated approach to prioritize rebuilding essential infrastructure and restoring public services. This study analyzes the effectiveness of foreign aid and suggests ways to optimize its impact on Ukraine's development trajectory.

Ukraine's pathway to development during wartime conditions depends on adaptive strategies that address both immediate needs and long-term stability. By focusing on economic resilience, robust governance reforms, and effective utilization of international support, Ukraine can lay the groundwork for recovery and sustainable growth. Despite the challenges posed by the conflict, a clear strategic vision and commitment to reform, supported by accurate data from institutions like the National Bank of Ukraine, can help Ukraine emerge stronger, ensuring a foundation for future prosperity in a post-conflict context.

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The Role of Youth in Promoting Long-Term Sustainability

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With their forward-thinking mentality, their capacity to adjust to new circumstances, and their profound concern for the future of the world, young people play a crucial part in the advancement of long-term sustainability principles. Young people, who make up the biggest demographic cohort in many countries, are not only the inheritors of the environmental, social, and economic concerns that are currently being faced, but they are also essential agents of change in the process of addressing these issues for society. Holthaus (2020) asserts that the unique viewpoints and

proactive participation of these individuals are an essential component in the process of supporting sustainable development and influencing global policy.

Youth have the power to mobilize and inspire communities via advocacy and awareness campaigns, which is one of the most significant contributions that they can make. The proliferation of digital platforms has enabled young activists to make use of social media in order to magnify their voices, disseminate information, and ensure that governments and companies are held accountable for their actions. Fridays for Future is one example of a movement that demonstrates the capacity of youth-led efforts to bring worldwide attention to pressing sustainability concerns such as the loss of biodiversity and climate change (Thunberg, 2019).

On top of that, young people are the ones pushing innovation in environmentally friendly practices. According to Johnson and Wilkinson's research from 2020, a vast number of businesses and initiatives that are headed by young people are centered on sustainable agriculture, waste reduction, and renewable energy. This demonstrates their entrepreneurial spirit and their dedication to making the future a better place. These efforts frequently combine advancements in technology with sustainable practices, demonstrating how young people are embracing contemporary means to overcome classic concerns. It is their desire to embrace and promote environmentally sustainable behaviors that serves as an example for future generations (Chivers, 2011). These habits include limiting the usage of single-use plastics and promoting ethical consumer standards.

In addition, education is an essential component in the process of enabling young people to become leaders in sustainability. Young people are able to gain the information and skills essential to create and implement sustainable solutions through the implementation of targeted programs that are presented in educational institutions, universities, and non-governmental organizations (James, 2022). The participation of young people in the decision-making process helps to guarantee that policies take into account a variety of viewpoints and give priority to long-term results rather than short-term advantages.

As a conclusion, the active engagement of young people, the adoption of new techniques, and the dedication to sustainability are all essential components in the process of attaining a sustainable future. In order to ensure the well-being of both the present generation and the generations to come, the contributions of young people may be used to promote revolutionary change. This can be accomplished by promoting collaboration across different generations, policymakers, and organizations. When we acknowledge and support the role that young people play, we are not only making an investment in sustainability, but we are also taking a step toward creating a world that is more egalitarian and resilient.

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*Фінансова стабільність і адаптація бізнесу в умовах війни:
стратегії виживання та розвитку*

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Вступ

Війна в Україні призвела до значних економічних потрясінь, що торкнулися всіх секторів бізнесу. Невизначеність, яка супроводжує економічне життя в умовах війни, потребує особливих підходів для забезпечення фінансової стабільності підприємств. Втрата звичних ланцюгів постачання, валютні коливання, зниження інвестиційної активності змушують підприємців переглядати свої стратегії та шукати нові методи збереження фінансової стійкості. Підтримка стабільності бізнесу є важливою для економіки України, оскільки саме бізнес створює робочі місця та наповнює бюджет, що є критично важливим для оборони та повоєнної відбудови країни (Melnyk, 2023).

Методи забезпечення фінансової стабільності

Існує кілька основних стратегій, які українські компанії використовують для збереження фінансової стійкості в умовах війни. По-перше, **диверсифікація джерел фінансування** стає критичною потребою. В умовах обмеженого доступу до банківських кредитів багато компаній звертаються до альтернативних джерел, таких як краудфандинг, приватні інвестиції, міжнародні гранти та допомога донорських організацій. Диверсифікація забезпечує гнучкість у фінансовому управлінні, що знижує ризики залежності від окремих клієнтів або ринку (Vozniak & Dmytryk, 2022).

Далі, **управління ризиками та страхування** є важливим елементом фінансової стабільності. Впровадження ризик-менеджменту дозволяє

підприємствам підготуватися до можливих втрат через порушення економічної стабільності або військові дії. Багато компаній активно страхують активи та використовують хеджування валютних ризиків для захисту від знецінення гривні. Це дозволяє уникнути значних фінансових втрат і планувати на середньостроковий період, навіть за умов високої невизначеності (Denysenko, 2023).

Вплив війни на бізнес

Війна створює постійні економічні ризики для бізнесу, які виходять за межі звичних викликів, таких як конкуренція чи зміни в податковому законодавстві. Наприклад, військові дії призводять до затримок у постачанні сировини та матеріалів, що змушує компанії переглядати свої логістичні стратегії, а також шукати нових постачальників. Це веде до збільшення витрат на транспортування та закупівлі. Валютна нестабільність також ускладнює фінансове планування: коли гривня знецінюється, компанії, які залежать від імпорту, стикаються зі зростанням витрат на закупівлю імпортованих товарів та матеріалів. Державна підтримка, як-от пільгове кредитування та субсидії, допомагає зберегти ліквідність підприємств, уникнути масових звільнень та підтримувати рівень зайнятості (Vozniak & Dmytryk, 2022).

Приклади успішних стратегій

У складних умовах війни деякі українські компанії демонструють високу здатність до адаптації та збереження фінансової стабільності. Наприклад, ІТ-компанії, що перейшли на дистанційний режим роботи, змогли значно скоротити витрати на оренду офісів та зберегти продуктивність. Інші компанії вдаються до аутсорсингу, що дозволяє їм зберігати фінансові ресурси для основних бізнес-операцій. Співпраця з міжнародними організаціями та донорами є ще однією успішною стратегією. Наприклад, деякі підприємства отримують гранти на розвиток від міжнародних організацій, таких як Європейський банк реконструкції та розвитку (ЄБРР) або Світовий банк, що дозволяє отримати додаткові ресурси навіть в умовах обмеженого внутрішнього ринку.

Висновок

Фінансова стабільність українського бізнесу під час війни вимагає гнучкості, інноваційного підходу та здатності адаптуватися до швидко змінюваних умов. Використання таких стратегій, як диверсифікація джерел фінансування, ризик-менеджмент та оптимізація операційних витрат, дозволяє підприємствам підтримувати стабільність і зберігати конкурентоспроможність навіть у складних умовах. Досвід українських компаній є прикладом для інших країн, які стикаються з подібними викликами, демонструючи, що навіть у найважчих умовах можна досягти фінансової стійкості.

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JEL Q01, I25

Youth as the Catalysts for Change

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Sustainable Development is the global initiative to maintain stability in the world without creating risks for future generations to meet their own needs. According to United Nations, there are 16%, 1.2 billion, young people from age 16-24 living in the world today. Of 1.2 billion, 87% live in developing countries. Those people are inheritors of past and current challenges, and architects of the future. Their perspective on sustainability is made of the global awareness of climate change, inequality, and economic problems.

Youth play a vital role in maintaining Sustainable Development. They bring energy, new progressive ideas and create effective solutions for today's challenges. Most of the local climate, sometimes radical, movements are created by young people. This shows that they care about the future generations and want to influence politicians to make urgent decisions.

The most famous movement is Fridays for Future, started by Greta Thunberg. Their goal is to raise awareness of the rapid climate changes and force politicians to take measures. The movement has created a positive domino effect, inspiring young people all over the world, and proving that their voices can be heard and valued.

Friday for Future, however, hardly recovered from the COVID-19 pandemic. The main force of the movement was mass street demonstrations, and they failed to find a new strategy with the same level of success. Although, they inspired new more radical movements, but new emerged aggressive demonstrations don't get that much attention as their successor. (Carina Siebler, 2023).

The one thing that remains clear is that more and more young people take more actions on their own to maintain world stability. Young entrepreneurs more often align their organizations with the Sustainable Development Goals. Moreover, we can see a lot of new startups aimed at solving world problems and creating new solutions for the world's challenges. Those contributions are effective on a local level, but unfortunately, they won't have a big impact on the world leaders' decisions. Usually, youth initiatives face funding problems, which in our capitalist society play crucial role in the success of such movements. One more issue is limited access to directly

influence the decision-making process, which makes it more difficult to distribute their ideas and proposals.

Undoubtedly, youth is the driving force of the world. While a lot of young people understand the importance of sustainable development, still a big percentage is left uneducated and unrepresented. To address these challenges, governments and local institutions should increase the education and awareness process of the world's problems. The representation of such groups should also be supported on the governmental level, or, at least, from the big corporations' side, which have a big influence on people, and, sometimes, governments. In addition, young initiatives should be supported with sufficient grants, loans, and given good guidance on how to effectively express their proposals.

Youth are the driving force of Sustainable Development, possessing the creativity, resilience, and passion necessary to address complex global issues. Movements like Fridays for Future have demonstrated the potential of youth-led activism to inspire change, while the rise of youth entrepreneurship highlights their capacity for innovation. However, realizing this potential requires collective efforts to dismantle barriers and create an enabling environment for young people to thrive. By investing in youth today, we can secure a sustainable future for generations to come.

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JEL: F10

Cultural Differences and Ethics in International Trade

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International trade is a complex and multifaceted field, the role of cultural and ethical differences in its development is significant. When companies participate in international agreements, they often have to deal with issues like corruption, environmental standards, and CSR, all of which are dependent on the cultural background of the countries in which they operate. These factors have a significant impact on business effectiveness, which creates both opportunities and ethical issues.

Corruption is one of the most significant problems in international commerce. In some countries, corruption is a significant impediment to economic development and causes business processes to be unequal, while in others, it is considered a typical part of the business process. For instance, in countries with advanced legal systems, such as the U.S. or Europe, corruption is considered a serious transgression that is punishable by law, however, in some African or Latin American countries, corruption is considered necessary to overcome bureaucratic obstacles. This disparity in the perception of corruption can lead to significant ethical conflicts, these are particularly likely when international organizations have to follow the principles of anti-corruption that are defined by their country of origin.

Also, environmental standards have become significant components of international trade, but they are still primarily derived from cultural approaches to environmental conservation. Many developed countries, particularly in Europe, have stringent environmental regulations that can impede the flow of products from countries that don't meet these standards because of a lack of resources or technology. This may be considered "green protectionism" and the use of environmental regulations as a means to prevent developing countries from being competitive. Conversely, countries that prioritize economic development and increased living standards may place environmental concerns in the rear of the equation, which often conflicts with the requirements of international trade laws.

Another important aspect of modern international trade is corporate social responsibility (CSR), which demonstrates the ethical behavior of companies in regards to labor rights, environmental protection, and social development. However, in the context of globalization, CSR is confronted with numerous cultural difficulties. In some countries, the rights of laborers are highly restricted, while in others, businesses may ignore these issues due to financial issues or lack of legislation. Multinational corporations, such as Walmart or Unilever, often have to deviate from their ethical principles in order to be compatible with the local environment while still maintaining a global standard, this can lead to ethical dilemmas.

For instance, Walmart, who had a corruption crisis in Mexico, observed the conflicting traditions of local bribery with the American anti-corruption laws. Additionally, Unilever promotes environmentally responsible practices, but in countries with less stringent environmental regulations, it must take into account the local context, working with local farmers to educate people about the environment.

As a result, international trade necessitates companies to have a high degree of cultural acuity and the capacity to consider different ethical principles, which are differentially considered depending on the country. Additionally, the necessity of maintaining global ethical standards, such as combating corruption, following environmental regulations, and advocating social responsibility, necessitates businesses to be highly malleable and prepared to compromise across cultures. This is crucial to the successful strategy for companies that are multi-national in nature and that seek not only economic growth, but also to maintain ethical principles across the globe.

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D23

Sharing economy business model

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The sharing economy model, which prioritizes access to goods and services over ownership, has gained particular relevance in today's economic system. It offers an innovative approach to economic interaction with significant potential for transforming traditional consumption and ownership models, thus presenting an interesting topic for economic analysis.

The history of the sharing economy began in the 1980s in the U.S., where the first resource-sharing initiatives emerged to optimize costs. However, the real breakthrough occurred in the early 2000s with the development of online platforms like eBay, Craigslist, Couchsurfing etc., which created a new infrastructure for resource exchange. Subsequently, companies like Airbnb and Uber transformed this concept from a local initiative to a global business strategy, demonstrating the potential of the sharing economy for modern business models. This development became a natural response to contemporary social and economic challenges, offering alternative ways of economic interaction.

The growth of mass production and consumption, characteristic of the late 20th century, became a part of consumer culture, leading to the problems of accumulation and excess. At the same time, income inequality and the high costs of owning housing and transportation have limited access for many consumers, increasing demand for access to resources without the need for ownership. In this context, the sharing economy model provides a more accessible approach to resources, supporting their reuse and reducing the need for new production. One of the important factors influencing the development of the sharing economy was the COVID-19 pandemic, which significantly altered the structure of the economy and consumption patterns.

On the other hand, the modern sharing economy business model reflects profound shifts in society's psychology, linked to a rethinking of the concepts of ownership and consumption. Economic, environmental, and cultural factors have contributed to a new perception of ownership, specifically the tendency to move away from the concept of "ownership for ownership's sake". One of the central psychological aspects is the desire for freedom from material obligations and the responsibility associated with long-term ownership. Today's consumer is more inclined to view access to services or goods as needed, rather than permanent ownership.

The values underlying the sharing economy model are closely linked to the idea of sustainable development. The concept of the circular economy, focused on reusing resources, reducing waste, and minimizing environmental impact, has gradually become a new ethical standard. Many consumers now prefer temporary access to goods, which not only saves resources but also allows them to be part of an environmentally conscious community.

The scope of the sharing economy model is extraordinarily broad. It spans sectors such as hospitality, transportation, labor, financial services, education, healthcare, technology, and even culture. For example, Airbnb provides millions with the opportunity to rent or lease housing, supporting the development of tourist regions. In transportation, platforms like Uber and Lyft offer a flexible alternative to traditional taxis, while in the financial sector, crowdfunding platforms enable direct access to investment for a broad audience. The transition to remote or hybrid work has greatly increased demand for coworking spaces as a flexible alternative to traditional offices. Freelance platforms like Upwork and Fiverr support flexible employment models, increasingly relevant in today's labor market. The cultural sector has also adapted to the sharing model through platforms like Patreon and Bandcamp, which allow artists to engage directly with their audiences and receive support. Furthermore, the Internet of Things (IoT) sector has also integrated into the sharing economy, optimizing access to and exchange of data, offering new prospects for smart systems.

Despite its numerous advantages, the sharing economy faces certain challenges. A key issue is regulatory adaptation, as the legal systems of many countries are not yet tailored to new forms of economic activity. This has led to conflicts between traditional businesses and new platforms, especially in sectors like transportation. Data protection and user safety concerns also require special attention, as do the social aspects associated with the employment instability that often accompanies flexible work models. Thus, regulating this model requires a comprehensive approach and modernization of existing legal frameworks.

The sharing economy holds considerable potential for further growth amid digitalization and rising interest in sustainable business models. According to PwC, the global sharing economy market could increase from \$15 billion in 2014 to over \$335 billion in 2025. In light of recent events, which have prompted many Ukrainians to reassess their attitudes toward ownership, and in the context of postwar economic recovery, this model also shows promise for Ukraine.

Overall, the sharing economy is an important component of the modern economic system, reflecting a growing societal interest in innovative approaches to ownership and resource utilization, while also promoting sustainable development and creating new collaboration opportunities. Given the increasing need to conserve resources and uphold environmental responsibility, this model has substantial potential for future economic transformations, ensuring sustainable growth and resource accessibility.

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The Impact of the Russia-Ukraine War on Sustainable Development in the Aviation Industry

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Nearly three years have passed since the full-scale invasion began on February 24, 2022. This is a relatively short period for introducing cutting-edge technologies in aircraft manufacturing, given the complexity of aircraft testing processes and their adoption into military service. However, it is a significant time to rethink existing approaches to the development of the aviation industry as a whole.

During this time, it has become evident that the tactics and methods of warfare have drastically changed with the emergence and advancement of unmanned aerial systems (UAS). Missions such as airborne drops and cargo deliveries behind enemy lines using transport aircraft—such as Ukraine’s Il-76, An-26, or the yet-to-be-adopted An-178—have lost their relevance due to the development of detection and countermeasure systems that neutralize aircraft before they reach their drop points.

Conversely, the development of unmanned systems since 2022 has demonstrated that future wars will be increasingly driven by robotics. The progression from a basic DJI Mavic drone in 2022 to a diverse range of drones with capabilities like aerial reconnaissance, target designation, interception of aerial threats, mine deployment and clearance, jamming, cargo delivery to units, drone-carrier platforms, loitering munitions, and more has been remarkably rapid. Each year sees the emergence of new companies offering innovations and fresh ideas in the field of unmanned aviation.

Wars are known to drive technological advancements, which are later adapted for use in civilian sectors of the economy. Despite the devastating impact of the conflict in Ukraine on Sustainable Development Goals (SDGs) related to biophysical, social, and economic spheres (as illustrated in Picture 1) [1], significant progress in unmanned technologies can be anticipated in the near future. This, in turn, could positively influence several SDGs, such as reducing carbon emissions by decreasing the production of manned military transport aircraft and transitioning to unmanned aviation. It could also enhance control over land degradation, biodiversity loss, and climate change through drone-enabled monitoring, and improve social SDGs by facilitating the mobility of unmanned transport aviation—delivering medicine and food to remote areas lacking advanced air transport infrastructure. Additionally, economic growth could be spurred by the increasing demand for unmanned and robotic systems.

As new unmanned systems continue to emerge, traditional technologies and systems in aircraft manufacturing will become obsolete. For example, components like air conditioning systems, oxygen supply systems, water-vacuum systems, seats, emergency evacuation systems, parts of flight control systems, and other elements of manned aircraft will undergo radical transformation.



Picture 1. Influence of russian-Ukrainian conflict of SDGs 2030

One of the pioneering companies in testing transport drones is the Bulgarian company Dronamics. As stated on their website, their mission is: “*Cargo mobility is the backbone of global trade. Rapid and reliable logistics can boost economic growth and improve quality of life. This is why we’re building an air cargo ecosystem to serve the needs of people and industries in all corners of the planet. A mobility solution powered by long-range cargo drones that saves time, costs, and carbon emissions.*”

The company’s drone, the Black Swan, can carry a payload comparable to that of a small cargo van over distances of up to 2,500 km, with a maximum payload of 350 kg [2].

Since 2020, many companies adopted remote work policies due to the COVID-19 pandemic. This trend continued with the onset of the war in 2022. For example, Boeing Ukraine and Progresstech, employing over 1,000 staff, transitioned to remote work. Surveys indicate high employee satisfaction with these working conditions. Workers reported having more time for themselves and their families, as they no longer had to commute to offices in central Kyiv. This improvement in work-life balance has also led to increased productivity. Undoubtedly, remote work has a positive impact on several Sustainable Development Goals (SDGs), such as combating climate change through reduced carbon emissions, and improving employee well-being compared to those working in traditional offline settings. [3]

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A10

Actual problems of Ukraine's development in war-times

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One of the most acute problems of Ukraine's military development is the economic component. The economic security of Ukraine is undergoing significant transformations in the conditions of a protracted war.

The first stage was stabilization and adaptation to the first shocks of the large-scale occupation, after which the national economic mechanism began a gradual transition to the wartime economy.

Military actions affect all sectors of the economy and regions. The first and obvious problem, what is mentioned in the article “How did the war impact the Ukrainian labour market?”, is caused by obvious factors of influence - occupation, missile strikes, destruction, blackout. This causes great damage not only to the population, but also to business. Some lose on a physical level - due to destruction and occupation, they completely lose their business, as well as gradual destruction - due to interruptions, the ability to work fully and regularly decreases. Another problem is the departure of many Ukrainian women abroad.

According to the UN, about 4.9 million Ukrainian refugees, mostly women and children, received the status of temporary protection in European countries. Therefore, the business spheres, the main target audience of which are women aged 20-40, living in regional cities, were significantly affected.

It is also important to note another factor - the decrease in purchasing power. The war has led to lower incomes for many citizens, higher unemployment, inflation, and higher prices for food and basic necessities, which significantly affects people's ability to purchase even basic goods as people save or postpone their purchases.

One of the most serious economic problems of the country is logistics. Previously, Ukrainian business imported and exported through the southern ports, which are now closed. Therefore, the entire burden fell on the western border, road and railway infrastructure. This significantly increased delivery times, and most importantly, significantly increased the cost, which led to an increase in the price of the goods themselves.

The agricultural sector should not be overlooked, as stated in the article “Ukraine’s War Economy Tracker”, in September 2024, grain and oilseed exports fell by 15% to 3.9 million tons. This is a seasonal decline. Traditionally, exports resume in the fourth quarter. The share of Black Sea ports in exports in August of this year reached 79%, with another 6% exported through Danube ports. The share of rail exports exceeded 10% for the first time this year. Such changes definitely affect the economy, given the importance of the agricultural sector for the country's GDP and foreign exchange earnings from exports. Grain and oilseed exports are one of the most important sources of foreign exchange earnings for Ukraine. A decline in exports, even short-term, can put pressure on the foreign exchange market and the hryvnia exchange rate.

In 2023, the situation with the economic security of the state stabilized, although the protracted war worsened the possibilities of economic growth and increased the dependence of the national economy on external sources of development. The gradual recovery of domestic consumer demand in 2023 was facilitated by positive changes in the employment sector, dynamic growth in labor demand is observed in Ukraine. The most important threat to food security, which will persist in the future, is the growing shortage of labor in agricultural production. Due to the lack of an expected end date for the war waged by the Russian Federation, it is impossible to formulate an exhaustive list of challenges and threats to the economic security of Ukraine.

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Actual problems of Ukraine's development in war-times

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The war that Russia started against Ukraine brings many hurdles to the country's development. In wartime, it's not only about economic struggles but also infrastructure rebuilding, humanitarian and energy crises, ecological threats, and, of course, social-psychological problems. In this paper, I will discuss all these aspects.

The problem that lies on the surface is the country's economic struggle to develop and grow. In 2022, Ukraine's GDP dropped nearly 30% due to Russia's full-scale invasion. By 2023, economic recovery exceeded initial forecasts, with the National Bank of Ukraine (NBU) reporting a more than 5% GDP growth rate. For the next few years, growth is expected to remain above 4%. Despite this projected recovery, Ukraine's economy is not expected to return to pre-war levels until 2030 (European Parliament, 2024, p. 1).

Total estimate of infrastructure damage by industry in monetary terms, as of January, 2024	
Property type	Damage, \$ billion
Housing	58,9
Infrastructure	36,8
Assets of enterprises, industry	13,1
Energy	9,0
Agriculture and land resources	8,7
Education	6,8
Utilities	4,5
Forests	4,5
Transport	3,1
Healthcare	3,1
Trade	2,6
Culture, sport, tourism	2,4
Administrative buildings	0,5
Digital infrastructure	0,5
Social sphere	0,2
Financial sector	0,04
Total	154,9
Ecology*	16,4

*Environmental damages are calculated as damages from air emissions and are not direct damages of real estate or other assets of Ukraine

The source of the table: \$155 billion — the total amount of damages caused to Ukraine's infrastructure due to the war, as of January 2024. Kyiv School of Economics

Infrastructure rebuilding can also somehow slow down the country's development. The war inflicted severe damage on infrastructure and productive capacity. By January 2024, Ukraine's infrastructure damages from Russia's invasion reached \$155 billion, according to estimates from the Kyiv School of Economics and Ukrainian government agencies. Housing remains the hardest-hit sector. Below you can see the estimate of infrastructure damage shown in \$ billion divided by sectors (Kulich, 2024). Therefore, the infrastructure damage is one of the actual problems in the country's development.

Another factor that influences Ukraine's development is the humanitarian crisis and social-psychological problems of Ukrainians. Ukrainians face a changed reality due to huge loss and trauma, which affects mental health across the country. Displaced individuals, people in temporary-occupied or deoccupied regions, and those who fled abroad cope with anxiety, grief, and the loss of peaceful life. First of all, the war leads to mass displacement. This migration results in workforce shortages, especially in sectors like healthcare, education, and industries that reduce economic productivity (UNHCR, 2022).

Social-psychological issues like anxiety, depression, and post-traumatic stress disorder (PTSD) have also increased. These mental health challenges impair individuals' ability to work effectively, participate in society, and sustain productivity, which, in turn, weakens social cohesion and delays collective resilience. (IOM, 2024).

In conclusion, Ukraine has many factors that can negatively influence the development of the country during the war. It should not be the responsibility to solve these problems only of the government bodies but all Ukrainians. I am more than sure that all these consequences of the war can be overcome when everyone takes steps to get over all these problems to develop and show the full potential of our country to the world.

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Public administration as a tool for sustainable development

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Public administration is one of these indispensable pillars operating and strategically important in daily pursuits for sustainable development, providing a backbone for proper policy implementation toward the connected multidimensional goals of economic prosperity, social inclusivity, and environmental sustainability. While there has indeed been the establishment of global frameworks, such as the United Nations Sustainable Development Goals over the last couple of decades, which describe the pathway toward sustainable development, it is the public administration's duty to materialize them in tangible policies and practices at national and sub-national levels. The paper throws light on different aspects in which public administration plays its multifaceted role in sustainable development. Further, it discusses not only the varied spectrum of responsibilities but also host of challenges and opportunities that public administration faces in the resource management perspectives. It has also got to emphasize, among others, social equity—a pre-requisite for an equitable society—and ecological balance so crucial for the health of both present and future generations.

Public administration plays a very instrumental role in multifaceted policy design, implementation, and monitoring processes, all designed to pursue and further advance sustainable development in light of societal needs. The line of tasks ascribed to public administration is in itself enormous and includes, but is not limited to, elaborating well-considered economic policies meant to provide stimulus to growth yet not to compromise the ability to protect the environment against deterioration or destruction, and elaborating extensive social policies with the purpose of reducing disparities in the name of fairness. Public administration excels in respect to its outstanding capability for coordination of activities along several dimensions, involvement of various categories of stakeholders, and management of local initiatives in harmony with broader global development perspectives. Through the instrumentality of public administration, governments have played major roles in providing regulatory frameworks, establishing incentives, and building institutional arrangements that are fundamentally required for the realization of sustainable development. Regulation of industries, proper management of public resources, establishment of standards aimed at environmental protection—all these are some of the fruitful engagements of public institutions in a bid to ensure that sustainable practices are not isolated experiences but become a rule and norm in society, rather than the exception.

More importantly, public administration has a very relevant role in making the policy environment socially inclusive. Achieving sustainable development invariably builds up with the need for the need to address social inequalities, since such

inequalities contribute to political instability and act as a drag on economic development. Public administrators are crucial in the formulation, implementation, and enforcement of various policies in education, health care, and social welfare-areas which are of high priority and very vital for any meaningful reduction of poverty, improvements in living standards, as well as a guarantee that the most vulnerable populations are accorded equal opportunities like everybody else in society. In this respect, good public administration relates to the building of sustainable development whose fruits are allocated in an equitable share in the various strata of society. Such sharing not only makes for social cohesion but also allows the community to be long-lasting and stable.

These diverse challenges that have now arisen create the need for further evolution of public administration; new strategies are now being required to enhance overall effectiveness to reach the important objective of sustainable development. One promising strategy involves the integration of state-of-the-art digital technologies together with data-driven decision-making processes. By harnessing data analytics effectively, public administrators will be able to monitor the indicators of sustainability, evaluate in near real time the impacts of policy, and make informed decisions that are responsive to the dynamic and constantly changing environmental and social conditions being faced. Examples include that smart city different initiatives make use of data analytics and technology in making better utilization of energy consumption, improving the processes for waste management, and refurbishing transportation. These help achieve sustainable urban development within modern cities.

Another great avenue that is considered an emerging opportunity is that of the capacity-building programs, wherein the public administrators are empowered with the skill set and knowledge required in an all-encompassing approach that will be needed to carry out such a sustainable policy. International bodies like the United Nations and the World Bank often avails very useful training programs targetting changes that should be effected to achieve sustainable development. These programs are mostly aimed at equipping relevantly empowered public administrators with the relevant knowledge and ability to apply best practices which have been successfully used in other parts of the world. Furthermore, a hand in hand partnership between entities in the private sector, highly regarded academic institutions, and able proactive non-governmental organization can enhance the available resources. Additionally, it generates much-needed expertise that weighs and adds strength to the various efforts applied by government bodies. Collaborative governance is a process through which many stakeholders come together in jointly designing and implementing policy. Indeed, on many very challenging and often very complex issues, such as climate change and poverty reduction, where well-coordinated action across numerous sectors and disciplines is required, it has achieved great success.

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The Role of ESG Investment in Driving Sustainable Development in the Modern Economy

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Abstract

While there are a lot of gaps in applying ESG Investment. Financial Performance concerns and Risks of Greenwashing are main , ESG factors and ESG Investment should be taken into account and used Driving Sustainable Development in the Modern Economy because Integrating ESG factors helps address Sustainable goals: environmental challenges, social factors, governmental practices and lead to better financial experience, It also gives more space and capabilities for identifying possible modern risks, and In modern economy stakeholders play crucial role, and they want to see the application of ESG Investment principle.

Introduction

The concept of sustainability became more crucial in recent years, reshaping general trends in modern economic development and especially investment strategies. ESG investment plays an integral role in this transition by integrating non-financial factors into investment decisions, and at the same time aligning corporate behavior with the concept of 17 sustainable development goals. However, the application of ESG criteria still faces significant challenges. The most important of them are doubts about financial performance and the risk of greenwashing. It happens when companies make misleading claims about their environmental practices to appear more responsible (Delmas & Burbano, 2011). Despite these concerns, ESG investments is

still a leading practice that is primarily needed for driving sustainable development, enhancing financial performance, and meeting evolving stakeholder expectations.

Challenges in ESG Integration

One of the main challenges in integrating ESG factors is the possible negative impact on financial performance of an enterprise. Critics argue that the increased cost of implementing sustainable practices can lead to reduced profitability in the short term (Bauer et al., 2005). Small and medium-sized enterprises are particularly at risk, as they may lack the resources to effectively incorporate ESG standards. Furthermore, the issue of greenwashing erodes trust in ESG initiatives. Greenwashing, which is the practice of providing false or sometimes exaggerated claims about a company's sustainability efforts, undermines the credibility of ESG practices and brings instability which can easily confuse investors (Delmas & Burbano, 2011).

Benefits of ESG Integration

Despite all these challenges, integrating ESG factors into corporate and investment strategies provides significant benefits that could potentially pay off the risks. One of the primary advantages is mitigating environmental risks and promoting sustainable resource use. By aligning business practices with modern environmental goals like reducing emissions that destroy nature, smart usage of water resources, and minimizing waste that humanity produces, companies can address critical environmental challenges that jeopardize long-term economic stability (Giese et al., 2019).

From the other side we can look at the social factors. A company could see into, for example, welfare of employees, their diversity, and community engagement. There are different methods of being engaged in ESG integration. Companies that prioritize these elements often report higher levels of employee satisfaction and brand loyalty. That reasonably leads to improved productivity and customer retention (Eccles et al., 2014). Moreover, the enterprise can make the politics of “good governance”, for instance to bring some new policies and visions into the workplace. That can be board independence, some kind of ethical decision-making, and transparency. It has a lot of positive consequences - could reduce the risk of scandals, improve the general level of the corporate culture, and strengthen investor confidence (Bebchuk & Weisbach, 2010).

Financial Performance and Risk Management

There are a lot of thoughts that ESG investments lower financial returns. However, that is a myth, partly. Poor implementation of such practices could lead to financial difficulties in the short-term. But numerous studies suggest that ESG integration can enhance financial performance in the long term. According to a study by Friede, Busch, & Bassen (2015), companies that have strong ESG practices in taken into account often exhibit better operational performance and lower capital costs, contributing to improved returns on risks. ESG investments also play a vital role in identifying and mitigating different emerging risks. For instance - environmental, such as extreme weather events or regulatory changes, can be effectively managed through ESG adoption (Sébastien & Paquier, 2020).

Stakeholder Demands and Long-Term Value Creation

Stakeholder expectations have changed significantly in recent years, it is a known fact. Investors, customers, and employees now expect companies to follow trends and

to take a proactive approach to addressing some of Sustainable goals - environmental and social issues. A growing number of investors are making ESG criteria a crucial part of their decision-making process. They recognize the nowadays importance of sustainable business practices in driving long-term value (Clark, Feiner, & Viehs, 2015). Companies that embrace ESG principles have a better position for attracting new investments, fostering trust and securing a competitive advantage in the marketplace.

Conclusion

Let us make a conclusion in a nutshell: While ESG investments face some challenges such as financial performance concerns and risks of greenwashing, they are essential for driving sustainable development in the modern economy. We can see a tendency: integrating ESG criteria helps companies align with key sustainability goals. At the same time that leads to enhanced financial outcomes and satisfied modern demands of stakeholders. In other words, by promoting responsible business practices, ESG investment contributes to a stable and pretty suitable economic model, while fitting long-term value creation for both companies and demanding society at large.

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Segmentation in Marketing: Reinforcing Gender Inequality

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Market segmentation is commonly referred to as a process used to separate potential customers into different groups, or so-called “segments”, which aids in targeting individual segments accurately and efficiently while minimizing the risk of the product failing in the market. Although the concept of segmentation has its downfalls such as high expenses and overgeneralization in some cases, the benefits of such practice are undoubtedly superb: resource efficiency, stronger brand image, better-targeted advertising, etc. In the case of gender-based segmentation, the target audience is segregated into men and women, tailoring messages based on societal norms and assumptions about behavior and interests. While this specific tactic can prove to be quite successful in targeting and potentially attracting customers, it fails to keep up with recent trends and society’s evolving view of gender, oftentimes reinforcing the toxicity of stereotypical gender roles, unjustified profit, outright sexualization, and objectification of women.

The “Pink Tax” phenomenon is one of the most well-known tactics built upon gender-based segmentation, referring to the tendency for “goods and services marketed toward women to be more expensive than those targeted at men.” (Fontinelle, 2024). For instance, a standard pack of simple razors marketed towards women is often more expensive than the one marketed towards men, the only difference in the product being its design. As of 20th October 2024, a pack of ten single-use razors from a company entitled LEZO costs 65 UAH for men, whereas for women the price is 75 UAH, the packaging displaying an “8+2” sale instead of simply stating “10.” Not only the difference in price is unjustified, but the misleading “sale” on the latter’s packaging seems to convey all that is needed to say. Pink tax is a misguided, misused tactic that exploits women, capitalizing on the common assumptions linked to their gender.

Another concerning example of revolting misuse of this type of market segmentation is linked to the fashion area (specifically costumes), prompting overly sexualized outfits and reinforcing harmful gender stereotypes. For example, a search for women’s Halloween costumes on websites such as Amazon reveals a range of tight-fitting, revealing outfits for a number of professions, whereas male versions of identical costumes remain mostly professional, akin to the traditionally worn attire. Even the names of such costumes differ drastically – male versions include straightforward descriptions, while women’s costumes are entitled in a suggestive, even provocative manner. This narrow portrayal of femininity focuses on unrealistic standards and

objectification of women, clearly demonstrating a deep issue in how society perceives and defines women and their roles.

The problematic nature of gender-based segmentation remains a tremendous issue and a hot topic for discussion to this day. While the benefits of segmentation as a whole are undeniable, the concerns surrounding inequality and objectification of women discussed above are only a brief overview of the true danger of such practice. With the growing awareness and evolving perspectives on gender, brands must prioritize fairness, inclusivity, and authenticity in their strategies to align with the new realities of gender equality. As Gloria Steinem profoundly remarked, “The first problem for all of us, men and women, is not to learn, but to unlearn.”

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O15

Implementing Behavioral economics in the Sustainable development

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Nowadays one of the main goals of humanity is to become sustainable in all of its actions, starting with environmental issues finishing with sustainability in the business world. But sustainable development process is not able to achieve its goals without the contribution of everyone. Therefore our aim is to persuade people become more involved in the process. Once again, this can't be done only with the use of general economic theory because it is too hard for average consumer to understand and implement. So I would like now to describe how this can be done with the help of Behavioral economics in two spheres: environment and business.

In general, behavioral economics is the study of psychology as it relates to the economic decision-making processes of individuals and institutions. It draws on psychology and economics to explore why people sometimes make irrational decisions, and why and how behavior diverges from the predictions of economic models.

The field of behavioral economics has grown in significance as it attempts to address some of the most pressing global problems, like environmental sustainability. Combining psychological and economic ideas, behavioral economics offers a novel perspective on how individuals choose their actions and react to rewards. In the context of environmental sustainability, an understanding of human behavior is essential to developing effective policies, interventions, and incentives that encourage environmentally conscious behavior and slow down climate change. (Ameya Patil, Rakesh Yadav, Rajeev Sengupta & Sunil Adhav 2024)

People often make decisions in environmental contexts that put short-term gains and instant satisfaction ahead of sustainability and long-term benefits. This departure from rational decision-making is influenced by a number of factors, such as emotions, social pressures, cognitive biases, and limited cognitive resources. Behavioral economics offers a range of tools, such as nudges and choice architecture, to assist people in making more sustainable decisions for themselves and society. (Ameya Patil, Rakesh Yadav, Rajeev Sengupta & Sunil Adhav 2024)

Consumers are highly prone to environmental and social cues. Considering that consumers' choices bear implications for personal well-being and the planet's health, corporations have the potential to influence consumers towards adopting sustainable decisions. Thaler explains nudges as simple and low-cost interventions that can alter decision making without a significant reward or penalty in the process. (Luigi Lombardo, 2023)

A successful example of the use of nudging to drive sustainable behavior is a large experiment conducted by Virgin Atlantic Airways, with a volume of data from 40,000 flights made by 335 captains in 2014. The study consisted of an analysis of the impact of different motivational approaches on pilots' fuel consumption behavior. By either informing pilots of their fuel usage and giving them clear improvement targets or by donating 10 pounds per month for achieving fuel conservation goals, Virgin Atlantic saved nearly 7,000 metric tons of fuel. This prevented the emission of more than 20,000 tons of CO₂ to the atmosphere. (Luigi Lombardo, 2023)

In the business world managers use the knowledge of behavioral biases to make their strategies more sustainable in terms of reducing unnecessary actions and costs. Here the perfect Behavior Market Fit (Jason Hreha) is becoming the main tool. The goal of companies is to communicate its values in the manner that would match the way how people are willing to act. Today's customer is a mostly "make it simple" customer. So the information must be provided in the simple way but without losing its sense.

The great example of this idea is the case of McDonalds Corporation. Besides the fact that the company was extremely innovative from the very beginning, McDonalds managed to build up the specific connection between the company and the customer. For example, at the beginning, the company established itself as a Drive-In Restaurant

Services which was both new and very close to what the customer was willing to get. It's possible to say that the founders of McDonalds guessed the perfect consumer behavior - having a quick snack without getting out of the car and covered this niche. This Market Fit has helped the company to get huge competitive advantage. Nowadays, McDonalds is still staying in touch with its customers' wants and builds its strategy taking them into account. For instance, the restaurants nowadays are providing digital menus which are exactly what today's people want and matches their behavior. What makes this fact sustainable is that McDonalds is now able to reduce its costs on bunch of aspects such as labor, space, paper menus, etc.

In conclusion to discussed above, the principles of Behavioral economics in combination with basic economic background, is an effective innovative instrument that is about to help us build up a sustainable society and business world. In the constantly changing environment it is extremely important to combine the psychological and economical backgrounds together to put economics and business on the new sustainable level.

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Financial stability of business: risks and effects of war

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The financial stability of businesses during times of war is a complex and often precarious condition, influenced by a range of economic, operational, and strategic challenges. Wars introduce significant disruption, forcing businesses to navigate increased risks, adapt to new economic pressures, and in many cases, reshape operations to sustain themselves. Wars impact companies both directly and indirectly, affecting various aspects of their operations, from supply chain management to shifts in consumer demand. These disruptions can pose severe risks for businesses, requiring strategic foresight and financial resilience. Including specific cases, like Ukrainian businesses that have adapted by restructuring supply lines through neighboring countries, demonstrates how companies quickly adjust to sustain operations in crisis. These example highlights the practical strategies that maintain stability in an unpredictable environment.

One of the primary threats to businesses during wartime is the disruption of supply chains. In conflict zones, it can become nearly impossible to source materials reliably, and transportation costs tend to rise due to infrastructure damage or increased security measures. When supply chains are disrupted, businesses face risks related to delays and shortages, which can lead to unmet customer demands, a decline in sales, and potential damage to the brand's reputation. Additionally, smaller businesses with limited supply chain alternatives may find it challenging to maintain their inventory and meet customer expectations, amplifying the risks associated with prolonged conflict. For instance, during the 2022 conflict in Ukraine, agricultural businesses shifted to rail and river transportation to maintain exports when ports were blocked, showcasing adaptability. Such shifts illustrate how quickly alternative strategies must be implemented for survival under logistical pressures.

Financial markets also experience heightened instability during periods of war, as stock prices fluctuate unpredictably and investors become more cautious. This volatility impacts a company's ability to access the capital it may need to grow, invest in new projects, or even sustain its current state. For instance, businesses that previously relied on steady market conditions for financial planning may suddenly find themselves without reliable options, emphasizing the importance of maintaining financial reserves and engaging in adaptive strategic planning. The economic uncertainty that accompanies war can challenge even well-established companies and make forward-looking financial strategies essential. Companies in affected areas, such as firms in Eastern Europe during recent conflicts, faced these exact challenges and sought alternative investment channels, like crowdfunding, to secure needed capital. This approach demonstrates the importance of flexibility in financial sourcing during times of market instability.

Another economic challenge during wartime is inflation, which often increases the costs of goods and services, affecting both businesses and consumers. As inflation rises, companies may need to raise their prices, which can dampen demand, especially among consumers with reduced spending power. Inflationary pressures put businesses in a difficult position: they must find a balance between covering rising operational costs and keeping their prices competitive and accessible to customers. Companies that cannot manage this balance effectively may lose market share or face additional financial strain. During the prolonged conflicts in the Middle East, for example, retail businesses grappled with inflation by introducing smaller product sizes at lower prices to maintain affordability, highlighting a specific adaptive strategy that responds to consumer purchasing power shifts.

Currency depreciation is a further complication for businesses in war-affected regions. As the national currency loses value, companies that rely on imports or that hold foreign currency debt may find their purchasing power reduced. Currency depreciation can significantly increase the cost of imports, potentially forcing companies to source cheaper, lower-quality materials to maintain profitability. This cost-saving measure, however, may have adverse effects on the business's product quality and customer satisfaction, creating additional reputational risks that can outlast the conflict. For instance, in Venezuela, companies adapted by substituting imported goods with local alternatives to offset currency losses, a move that helped stabilize

operations. This adjustment underscores the importance of sourcing flexibility in times of economic turmoil.

Consumer behavior also shifts during times of war, often prioritizing essential goods like food and shelter over luxury items. This shift can create a challenging environment for businesses offering non-essential products, as their demand declines. For example, companies in sectors like entertainment, fashion, and tourism may struggle to maintain sales. These shifts emphasize the importance of adaptability in wartime, as businesses may need to pivot their offerings to align with new consumer priorities. Such adaptations require a responsive and flexible approach to product development and marketing.

The physical risks to business operations during war are substantial as well. Conflict zones create a heightened threat of property damage or destruction, adding considerable financial burdens for companies that may need to repair or rebuild their facilities. Additionally, insurance policies may not fully cover the extensive risks associated with war, leaving businesses with significant out-of-pocket expenses. The need to protect employee safety further complicates operations, as some businesses may face ethical or operational pressure to relocate staff or, in some cases, halt operations altogether. In Ukraine, for example, businesses in Kyiv faced significant rebuilding costs and adapted by investing in mobile setups to reduce dependency on fixed infrastructure. This shift shows how flexibility in physical setups can help mitigate direct physical risks.

Political and regulatory changes are other consequences of war that can significantly affect businesses. Governments often impose new regulations, taxes, or economic policies aimed at supporting the war effort, which can place additional strain on corporate resources. Companies must remain agile and closely monitor any policy shifts, as failing to comply with new regulations can lead to penalties or disruptions. Adapting quickly to these regulatory changes is often essential for survival but may require additional financial investment and strategic adjustments. For example, businesses in Germany had to quickly adjust to changes in energy regulations and import tariffs after the European Union implemented new sanctions on Russia in response to the conflict. This forced companies in sectors like manufacturing and energy to shift supply chains and find alternative sources to meet demand.

Employment challenges also arise during wartime, as conflicts may lead to staff shortages due to military drafts or workforce displacement. Reduced staffing levels can hinder productivity, forcing businesses to operate at a lower capacity or hire inexperienced replacements. This can affect the overall quality of goods and services offered. Retaining skilled workers becomes even more challenging as employees seek stability, safety, or opportunities abroad, making it crucial for businesses to adopt retention strategies to maintain operational continuity. In France, companies in the tech sector introduced remote work and increased flexible benefits as part of their strategies to retain key talent during the COVID-19 pandemic and the subsequent economic uncertainty, ensuring business continuity despite labor shortages.

While wars present numerous risks, certain businesses may find opportunities in sectors such as defense, healthcare, and logistics, which often experience increased demand. Companies in these industries may see a rise in sales as they provide essential

services needed during wartime. For example, during the Gulf War, defense contractors like Lockheed Martin and healthcare firms supplying medical equipment saw significant demand spikes. However, companies profiting from wartime need to navigate the ethical implications, particularly in sectors like defense, where public perception of profiteering can damage a brand's reputation long-term.

War can also act as a catalyst for innovation, as businesses strive to find ways to operate under challenging conditions. Companies may develop new products, services, or technologies that enhance efficiency and resilience, preparing them for future uncertainties. This capacity for innovation highlights human resilience and the creative potential of businesses under pressure. The new solutions that emerge from such adversity can strengthen a company's competitive advantage, making it more adaptable and better prepared to handle future crises. For instance, Ukrainian tech startups developed decentralized platforms during recent conflicts to ensure continuity, illustrating how innovation born of necessity can offer lasting benefits.

In conclusion, the financial stability of businesses during wartime is influenced by a range of risks, from supply chain disruption and inflation to currency devaluation and shifting consumer demand. Yet, war can also drive innovation and open new market opportunities, particularly in sectors that meet essential needs. These dynamics underscore the importance of financial resilience, strategic adaptability, and robust insurance coverage. For businesses aiming to navigate the complexities of wartime, adopting flexible strategies and maintaining a strong focus on operational resilience can be key to emerging stronger in the post-conflict period. Long-term recovery strategies, such as reinvestment in damaged markets or exploring international partnerships, can further support businesses in stabilizing post-conflict and preparing for sustainable growth.

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Sustainable development as a catalyst for modern economic growth

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Sustainable development has become a cornerstone in solving the interrelated problems facing the world economy today. By implementing sustainable practices, countries can not only protect natural resources, but also stimulate economic growth and sustainability (United Nations, 2022). This focus on sustainable development is especially important in Ukraine, where economic recovery efforts are complicated by complex geopolitical and social challenges (European Union, 2022).

Sustainable development aspects are crucial for the economic growth and development of a modernized society and state. By paying attention to the main 16 practices, countries have the opportunity not only to promote environmental conservation and natural resource conservation in the long term, but also to stimulate economic development and sustainability (International Finance Corporation, 2023). The relevance of this issue in the context of Ukrainian economy certainly remains the basis for post-war reconstruction, integration in the international market, including within the European Union (Meister, S., & Rahr, H.,2024). Against the background of the aggravated military situation, the critical and relevant points of the 16 basic principles are: encompassing peace, justice and strong institutions (World Economic Forum, 2023).

This study **aims** to explore the ways in which sustainable development will operate as a key driver, promoting state stability and sustainability, modernization and technological progress.

Particularly, the implementation of green economy principles, development of eco-friendly industrial parks, social equality and education of the population, which is facilitated by mutually beneficial partnerships of the studied agent-technological company Ukraine Development Alliance (UDA, 2024).

The study shows the significant impact of sustainable development on strengthening innovation and strategic partnership, which should accelerate the country's economic growth. (Alojail & Khan, 2023).

Successful implementation of sustainable development principles requires an integrated approach that combines technological reforms, inter-industrial cooperation and reasonable and efficient allocation of resources, described below.

1. By facilitating advances in digital and green technologies, sustainable development can stimulate job creation, productivity gains and foreign investment.

2. Public-private cooperation, as well as international cooperation, increase the effectiveness of sustainable practices and help implement policies that meet global standards (German Federal Foreign Office, 2022).

3. Sustainable resource management minimizes waste, increases operational efficiency and reduces dependence on non-renewable resources, which is vital for long-term economic sustainability (IMD, 2024).

Conclusion

Thus, sustainable development is not only good for the environment, but also necessary for economic sustainability and growth. By aligning economic policies with sustainable development goals, countries like Ukraine can strengthen their economies, integrate more fully into the global market, and contribute to the common goal of a more sustainable.

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Perspective of youth on sustainable development

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As global issues like resource depletion, social inequality, and climate change become more pressing, the role of youth in promoting sustainable development is becoming more widely acknowledged. With an emphasis on their beliefs, priorities, and behaviors, this study explores young people's perspectives on sustainable development. With campaigns like Fridays for Future and Youth Climate Strikes pressuring world leaders to take more aggressive action on climate legislation, youth activism has been in the vanguard of sustainability initiatives in recent years. In addition to campaigning for change, young people are actively working on creative solutions, such as improving circular economies and renewable energy (O'Brien & Selboe, 2022).

One of the main points of this article is that a strong feeling of intergenerational responsibility and a desire for justice influence young people's views on sustainable development. Many young people emphasize the need for a comprehensive approach by seeing sustainability through a lens that integrates environmental, social, and economic factors. This viewpoint is in contrast to that of previous generations, who have traditionally placed a higher priority on economic expansion than environmental preservation, frequently at the price of long-term ecological well-being (Taylor, 2023). Issues like climate justice, which tackles how vulnerable populations are disproportionately affected by climate change, and the need for inclusive economic systems that provide equitable opportunity for all are of special importance to today's youth.

Another important factor in influencing young people's views on sustainability is education. Young people today possess the skills and information necessary to advocate for systemic change and engage in sustainable activities thanks to the growth of sustainability education in both formal and informal settings. This essay examines how sustainability-related subjects like environmental science, ethics, and economics have been incorporated into curricula, enabling young people to critically analyze the most important problems facing the globe and offer workable answers. A generation that is more conscious of global interdependencies and more equipped to address them through group action has been produced by the integration of sustainability into educational institutions (Müller & Schneider, 2021).

Another crucial component of this theory is the participation of young people in political processes. Even if they are marginalized in official political structures, young people have come up with creative ways to express themselves, especially on digital platforms and social media. These platforms have made it possible for young people to

organize on a global scale, exchange information, and spur action on a never-before-seen scale. Furthermore, youth councils and advisory committees have been established in institutions like the United Nations as a result of the growing awareness of the importance of involving young people in decision-making processes. But there are still obstacles to overcome in order to guarantee that the contributions of young people are not only acknowledged but also taken into consideration (O'Brien & Selboe, 2022).

The obstacles that keep young people from fully engaging in sustainable development activities are also examined in this article. These include the digital gap, which disproportionately impacts young people in poor nations, lack of access to platforms for decision-making, and economic and political marginalization. Young people have demonstrated tenacity and inventiveness in figuring out how to affect sustainable development policies and practices in spite of these obstacles. For instance, local sustainability projects that emphasize waste reduction, sustainable agriculture, and community resilience are being spearheaded by youth-led organizations (Müller & Schneider, 2021).

This study will also look at how young people's views of sustainability are changing in response to the digital economy and technology breakthroughs. Smart cities and renewable energy technologies are two examples of technology's promise tools for sustainable development, but it also presents problems with resource extraction and digital inequality. Advocating for equitable and inclusive technological solutions, young people are especially conscious of the need for ethical technology use. Young people are anticipated to take the lead in influencing future advancements at the intersection of digital innovation and sustainability (Taylor, 2023).

This presentation concludes by emphasizing how crucial it is to incorporate youth viewpoints into international sustainability initiatives. In addition to being important participants in the sustainable development agenda, young people also contribute creative solutions and a feeling of urgency that are essential for tackling the environmental and social issues facing the world. As this paper emphasizes, attaining the Sustainable Development Goals (SDGs) of the UN and building a more sustainable future will depend on fostering young engagement through education, political inclusion, and resource availability.

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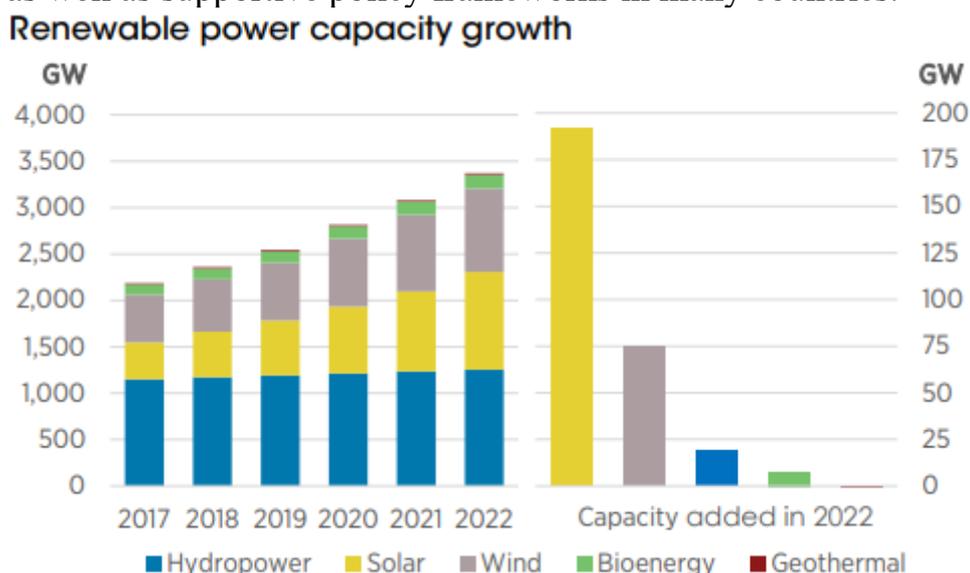
Green Innovation: Driving Sustainable Economic Growth in the 21st Century

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In the face of growing environmental challenges and resource constraints, sustainable development has emerged as a crucial driver for modern economies. This paper explores the role of green innovation in fostering sustainable economic growth, examining current trends, challenges, and future prospects.

The concept of green innovation encompasses the development and implementation of new products, processes, and systems that reduce environmental impacts while promoting economic growth (OECD, 2023). As countries worldwide strive to meet their commitments under the Paris Agreement and the UN Sustainable Development Goals, green innovation has become a key focus for policymakers and businesses alike.

Recent years have seen significant advancements in renewable energy technologies, circular economy practices, and sustainable urban development. For instance, the International Renewable Energy Agency (IRENA, 2023) reports that the share of renewables in global electricity generation reached 29% in 2020, up from 20% a decade earlier. This growth has been driven by innovations in solar and wind technologies, as well as supportive policy frameworks in many countries.



Pic. 1 - Renewable power capacity growth
Source: IRENA (2023)

The transition to a green economy presents both challenges and opportunities. While it requires substantial investments and may disrupt traditional industries, it also

creates new markets and job opportunities. According to the International Energy Agency (IEA, 2023), millions of new jobs could be created in clean energy sectors by 2030, particularly in manufacturing, construction, and installation of clean energy technologies.

Key areas for future green innovation include:

1. Energy Storage: Developing more efficient and sustainable battery technologies to support renewable energy integration.
2. Sustainable Transportation: Advancing electric and hydrogen-powered vehicles, as well as smart mobility solutions.
3. Circular Economy: Innovating in recycling technologies and designing products for reuse and recycling.
4. Green Building: Creating energy-efficient and environmentally friendly construction materials and techniques.

However, challenges remain in scaling up green innovations and ensuring their widespread adoption. These include the need for supportive policy frameworks, access to finance, and overcoming technological and market barriers (World Bank, 2023).

In conclusion, green innovation is playing a pivotal role in driving sustainable economic growth in the 21st century. By fostering technological advancements, creating new markets, and addressing environmental challenges, it is reshaping the global economy. As we move forward, continued investment in research and development, coupled with supportive policies and international cooperation, will be crucial in harnessing the full potential of green innovation for sustainable development.

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Перспективи розвитку гастрономічного туризму в м.Одесі

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Гастрономічний туризм, як окрема галузь, привертає увагу дослідників та практиків не лише у зв'язку з естетичними аспектами, а й через його значний вплив на економіку та культурний обмін. Він сприяє розвитку місцевих галузей, підвищує привабливість регіонів для туристів та стимулює росту підприємництва у сфері гостинності та харчової промисловості.

На шляху розвитку гастрономічного туризму стоять певні виклики. До них відносяться необхідність збалансування туристичних потреб із збереженням екологічної стійкості, збереженням традиційних методів виробництва та споживання, а також забезпеченням якості та безпеки харчових продуктів [4].

Туристи, які віддають перевагу гастрономічному туризму, часто є людьми, які цінують вишуканість та оригінальність страв, цікавляться кулінарною спадщиною та традиціями різних народів та регіонів. Вони прагнуть не лише насолоджуватися смаком страв, але й отримати новий досвід, поглибити знання про місцеві інгредієнти та кулінарні техніки. Такі туристи зазвичай віддають перевагу малоексплуатованим та автентичним місцям, де можна спробувати традиційні страви, приготовані за секретними рецептами, які передаються з покоління в покоління [3].

Одеса, як символ міжкультурного взаємодії та культурного розмаїття, стає ідеальним об'єктом для розробки гастрономічних турів. Сполучаючи свої багаті історію та унікальну кухню, може привертати туристів з усього світу, щоб вони не лише смакували страви, а й відчули дух неповторної атмосфери. Унікальна кулінарна спадщина.

Гастрономічний туризм в Одесі - значний сегмент туристичної індустрії, який привертає увагу як місцевих жителів, так і міжнародних відвідувачів. Для розуміння характеристик спеціалізованого гастрономічного туристичного ринку необхідно проаналізувати різноманітні аспекти:

1. Кулінарна спадщина. Одеська кухня має багату історію та вплив різних культур. Вона відображає смаки та традиції грецьких, єврейських, турецьких, болгарських та інших національностей, які заселяли місто. Місцеві страви, такі як «фаршмак», «чорноморське філе», морепродукти та десерти, створюють унікальний гастрономічний досвід

2. Ресторанна індустрія. У Одесі працює велика кількість ресторанів, кафе, барів та інших закладів громадського харчування, які пропонують різноманітні страви на будь-який смак і бюджет. Вони відзначаються як високоексклюзивні заклади, так і прості кафе, де можна скуштувати автентичні страви місцевої

кухні. В Одесі є безліч ресторанів, які спеціалізуються на морепродуктах і пропонують різноманітні страви зі свіжої риби та інших морських делікатесів, так наприклад ресторан «РИБА», ресторан «Причал N1», бар «Устрична», буфет «Тюлька», мережа ресторанів «Чорноморка» та інші.

3. Стандарти безпеки та якість продуктів. Україна має встановлені стандарти та вимоги щодо якості та безпеки харчових продуктів, які регулюються відповідними законодавчими актами, такими як Закон України «Про захист прав споживачів» та нормативно-правові акти Державної служби з безпеки харчових продуктів та споживчого ринку [2].

4. Маркетингові стратегії та співпраця з місцевими постачальниками. Для привертання туристів до гастрономічних закладів використовуються різноманітні маркетингові стратегії, такі як рекламні кампанії в Інтернеті, соціальних медіа, спеціальні заходи та акції, спонсорство та участь у гастрономічних фестивалях та заходах. Багато ресторанів та кафе також встановлюють партнерські відносини з місцевими фермерськими господарствами та виробниками, щоб забезпечити своїм клієнтам найсвіжіші та найякісніші продукти [1].

Таблиця 1

SWOT-аналіз туристичних можливостей територій

Сильні сторони	Слабкі сторони
<ul style="list-style-type: none"> - розгалужена мережа закладів харчування, культури та розваг; - відмінні умови для проведення фестивалів; - географічне розташування; - імідж регіону сприяє його популярності серед туристів; - завдяки своїй мультикультурності, Одеса пропонує унікальну можливість знайомитися з культурою різних народів; - ефективне транспортне сполучення та наявність різноманітних видів транспорту також сприяють легкості доступу до області. 	<ul style="list-style-type: none"> - стан доріг до численних туристичних локацій та населених пунктів в області залишається незадовільним; - недостатнє фінансування розвитку туристичного сектору; - рівень надання сервісу часто не відповідає очікуванням.
Можливості	Загрози
<ul style="list-style-type: none"> - проведення постійних культурних заходів національного і світового рівня; - реконструкція та модернізація туристичної інфраструктури; - угода про асоціацію з Європейським Союзом відкрила нові можливості для розвитку; - місцеві громади активно займаються популяризацією своїх населених пунктів. 	<ul style="list-style-type: none"> - ризик для національної безпеки з боку країни агресора – військових дій, ракетних небезпек; - висока корупція у регіоні; - низький рівень інвестицій у туристичний сектор області.

Про переваги гастрономічного туризму в Одесі можна говорити багато, але недоліки теж є. Найкращий спосіб порівняти і робити висновки – переглянути SWOT-аналіз, який дасть можливість визначити сильні та слабкі сторони, на основі порівняння (табл. 1).

Отже, характеристика спеціалізованого гастрономічного туристичного ринку в Україні відображається в його кулінарній спадщині, розвитку ресторанної індустрії, встановленні стандартів безпеки та якості продуктів, а також використанні маркетингових стратегій та співпраці з місцевими постачальниками. Розвиток гастрономічного туризму у країні відображається в його потенціалі привернути туристів, які прагнуть насолодитися смачними стравами та відчутти місцевий колорит.

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Education for sustainable development – opportunities, challenges, prospects

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Education for sustainable development, an educational framework designed to empower learners of all ages with the knowledge to build a more sustainable world, has been adopted by 107 countries around the world (UNESCO, 2024), but according to my own research, only 2 out of 10 students are aware of it. For this reason, this thesis was created to deepen the knowledge about the opportunities, challenges and prospects of education for sustainable development.

The 2030 Agenda for Sustainable Development, created by the United Nations, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. It consists of 17 main goals, two of which led to the creation of education for sustainable development (ESD) - goal 4 - quality education and goal 13 - climate action (United Nations, 2024). Education for Sustainable Development sees

education as the key to unlocking progress in all the global development goals. It is UNESCO's response to the urgent challenges facing our planet (UNESCO, 2022)

As it is stated in the Unesco's website: "Education for Sustainable Development empowers people with the knowledge, skills, values, attitudes and behaviours to live in a way that is good for the environment, economy, and society. It encourages people to make smart, responsible choices that help create a better future for everyone" (UNESCO, 2022). As it comes to the opportunities, we can totally agree that by fostering critical thinking in people, strengthening community engagement and collaboration and most importantly creating inclusive and equitable education, implementing ESD in worldwide education probably will positively influence our future. It helps to provide a way of building a more sustainable and resilient world, empowers people with the ability to adapt to change, but more importantly, to become active agents in creating a better future for themselves and their communities.

One of the biggest challenges for education for sustainable development is its implementation in different countries. Reasons such as: the lack of resources, different educational policies, cultural views on education and contrasting political priorities may lead to the block of ESD by countries' governments. Countries that do not support education for sustainable development are: Russia, India, Belarus, Morocco, etc (United Nations, 2024).

Second challenge is the deployment of education for sustainable development at schools. It is important to begin such a type of education exactly at schools, however, Stephen Sterling, Emeritus Professor of Sustainability at the University of Plymouth believes that education itself is often part of the challenge: 'Far from being an agent of change, education often underpins individualism, unsustainable lifestyles and patterns of consumption, directly or by default' (Wade, R. 2016). To my perspective, a clear example of a challenge for education for sustainable development is Ukrainian's situation: even though Ukraine's previous Minister of Education and Science, Serhiy Shkarlet, visited 3 summits connected to this topic (United Nations 2024), we still do not get ESD in most Ukrainian schools.

The main goal and prospect at the same time for education for sustainable development now is expansion to the highest number of countries possible, which may lead to more unification between the worldwide society. As a result, ESD may become an essential part of education in the world.

Also there is a huge prospect for teachers, as the more ESD spreads worldwide, the more teachers may get involved, gain extra education and professional development.

And the last but not least, to my perspective, is the development of the youth. The more education for sustainable development exists, the more kids from a young age will be raised aware of the global problems and will be united and motivated to work on the positive changes.

Conclusion.

To conclude everything that was mentioned before, education for sustainable development is UNESCO's call for action that plays an important role in our future, provides education for people of all ages, advocates for cognitive, socio-emotional and behavioural learning to be able to live in a way that will be good for the environment and society.

Despite the fact that ESD is a great initiative, it faces challenges, such as difficulties in implementation worldwide, but at the same time has opportunities such as involving more people and straightening communities, and big prospects, such as disseminating knowledge and leaving a huge mark on the future of our planet.

Taking part in education for sustainable development and spreading it will probably not change our lives for 180 degrees, but for sure will be a start of socially-responsible and thoughtful lives for our kids.

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Організація адаптації персоналу: досвід Японії

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Розглядаючи зарубіжний досвід в управлінні системою адаптації, варто звернути увагу на його японський аспект. Керівництво компаній прагне залучити молодих людей безпосередньо зі шкільної лави, тому що відсутність будь-яких навичок в роботі свідчить про незіпсованість, відсутності стороннього впливу, готовності сприйняти правила поведінки, прийняття в даній корпорації. Особливу увагу в соціальній і професійній адаптації в японських фірмах приділяється програмам виховання корпоративної культури організації, її іміджу, виховання гордості за свою компанію, корпорацію.

Під час адаптації більшість нових робітників і службовців кілька місяців проходять підготовку за спеціально розробленою фірмою програмі. Навчання побудовано таким чином, щоб розвивати потужний корпоративний дух вже на

етапі спеціального навчання та брати участь в обговоренні проблем і завдань підрозділу [1].

У більшості робіт, присвячених аналізу причин так званого японського «економічного дива», дослідники називають такі: значна роль держави в післявоєнному розвитку Японії; ефективне використання американської економічної допомоги; високоякісна робоча сила; придбання та ефективне використання зарубіжних технологій.

Однак найбільш поширеною точкою зору на витоки японського економічного феномену вважається високоефективне японське управління. В японських компаніях виходять з того, що саме умови, а не керівники повинні змушувати працівника ефективно працювати. Тому японські керівники створюють на своїх підприємствах такі умови, при яких у співробітників з'являються мотивації до результативної роботи.

Але і японська система управління має ряд недоліків і не у всьому відповідає сучасним економічним і психологічним умовам. Основна складова системи довічний найм стає не вигідною як фірмі, так і працівникам. Система оплати за старшинством як основа довічного наймання виправдовує себе лише при розширенні масштабів діяльності компанії і, відповідно, збільшення керівних постів, проте є важким тягарем для підприємства при неможливості подальшого розширення діяльності. З точки зору співробітників: фірма не в змозі забезпечити швидке просування по службі для більш компетентних працівників; співробітникам важко поміняти роботу; талановиті працівники оплачуються не по достоїнству.

Висновок. Загалом, західна і японська системи управління завжди протиставлялися. В основі їх порівняння лежить така риса, як орієнтація на індивідуалізм чи колективізм. Індивідуалізм вважається найважливішою характеристикою західній, зокрема американській, культури, і з ним зв'язуються такі особливості управління, як короткостроковий найм, оплата за результатами праці, технократичне управління, індивідуальна відповідальність. Основною ж особливістю східних цивілізацій є колективізм, з яким пов'язані такі елементи управління, як довічний найм, оплата за старшинством, активне використання людського потенціалу, колективна відповідальність.

Однак сьогодні у світовій практиці спостерігається тенденція до зустрічному руху господарських підприємницьких культур Заходу і Сходу.

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*Оцінка ефективності управління персоналом: основні
структурні елементи*

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Оцінка ефективності управління персоналом туристичних підприємств - це систематичний процес визначення недоліків та переваг пов'язаних з реалізацією заходів і планів кадрової діяльності та порівнянні їх результатів з результатами і цілями роботи інших підприємств. Оцінка ефективності окремих планів і програм управління персоналом заснована на визначенні рівня досягнення компанією своїх цілей і ступеня виконання пов'язаних з цим завдань. Оцінка фокусується на ключових аспектах, таких як якість роботи, задоволеність працівників, плинність працівників [1].

Чітко визначений набір відповідних критеріїв дозволяє оцінити внесок співробітників у досягнення цілей туристичного бізнесу, відповідно до яких керівництво приймає відповідні управлінські рішення.

До нашого часу дослідники сформувавши чимало наукових підходів до визначення ефективності, але це питання створило й багато суперечностей між теоретиками. Ефективність управління можна визначати за показниками, що відображають вплив на досягнення виробничо-господарських результатів та задоволення потреб ринку: продуктивність праці, зарплатовіддача, рівень задоволення потреб споживачів тощо.

В управлінні персоналом туристичних підприємств в даний час не існує єдиного підходу до питання вимірювання ефективності роботи персоналу. Окремі науковці вважають, що персонал підприємства - це колективні державні службовці, які безпосередньо впливають на виробництво, тому кінцевий результат виробництва повинен бути критерієм ефективності персоналу туристичного підприємства. Інші - що критеріальні показники мають віддзеркалювати результативність, якість і складність живої праці чи трудової діяльності.

До групи суб'єктивних критеріїв належать:

- рівень співробітництва служб з відділом управління персоналом;
- думка лінійного менеджера про ефективність відділу;
- довірчі відносини з працівниками;
- швидкість і ефективність вирішення відомчих завдань;
- оцінка якості послуг, що надаються відділом кадрів іншим підрозділам підприємства;

– оцінка та консультації щодо якості інформації, що надається вищому керівництву відділом кадрів.

До об'єктивних критеріїв оцінки належать:

- рівень реалізації стратегічного плану управління людськими ресурсами;
- позитивні дії для досягнення організаційних цілей;
- середній час виконання завдань, замовлень і вимог;
- відношення витрат відділу до кількості обслуговуючого персоналу [1].

Висновок. Визнання персоналу важливим фактором успіху туристичного бізнесу означає необхідність належного управління працівниками, і це вимагає вирішення ряду проблем, пов'язаних з: пошуком, утриманням й розвитком кадрів, їх мотивуванням, створенням належних умов праці, оцінки ефективності використання трудових ресурсів. Слід пам'ятати, що людський фактор не тільки визначає правильну форму діяльності з надання послуг в туристичному бізнесі, але і є джерелом витрат та повноцінним суб'єктом господарювання.

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Influence of Sustainable Development Goals on Environmental Responsibility Strategies of Transnational Corporations

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The problem of sustainable development has become a direct challenge for transnational corporations (TNCs) since the birth of its conceptual foundations in the 1960s and 1970s, when the problem of climate change became the main issue on the world agenda (Van der Waal & Thijssens, 2020). In general, the position of transnational corporations regarding the actual problems faced by humanity in the second half of the 20th century was influenced, firstly, by pressure from public environmental protection and human rights organizations and political elites, and secondly, by the quick awareness by business representatives of the ambiguity of influence, which TNC able to affect the environment.

As corporations have large financial, technological and organizational resources, politicians and non-governmental organizations have realized that in terms of environmental impact, companies can potentially play many roles: not only as polluters, but also as investors, innovators, producers, lobbyists and employers (Mio, Panfilo, & Blundo, 2020). This made representatives of big business understand that the global challenges of today (problems of climate change, extreme poverty, health care) can negatively affect the activities of the business itself, therefore, active participation in international forums, involvement in the decision-making process, the

development of legislation and the implementation of prescriptions in these areas became an objective necessity for TNCs.

With the spread of ideas of sustainable development, large companies began to use them as guiding principles of their activities. In 1992, the World Business Council for Sustainable Development announced a course on the implementation of the eco-efficiency concept, which acquired the status of a universal business development strategy at the Earth Summit in Rio de Janeiro and was recognized the main implementation tool "Agenda for the XXI century" for the private sector (Simioni, da Silva, 2021).

In 2000, the Council's leadership stated that many of the goals of the New Deal had been achieved, as evidenced by the availability of goods and services at competitive prices that would satisfy all consumer demands while improving people's quality of life by reducing the environmental footprint created during their production.

In 1999, the first global sustainability rating was developed - the Dow Jones Sustainability Indices (DJSI), which allow analyzing the company's activities in terms of economic, environmental and social parameters. Adherence to the principles of sustainable development was also naturally expressed in the popularization and improvement of the practice of non-financial reporting in the business environment.

In 2000, the international standardization organization Global Reporting Initiative (GRI) proposed the first version of the Sustainability Reporting Guide. This manual was addressed to both multinational corporations and medium and small businesses and contained principles and specific indicators for reporting on the social, environmental and economic activities of the enterprise. The standardization of non-financial reporting led to a qualitative transformation of its formats: the publication of social and environmental reports by companies was replaced by the practice of drawing up complex documents in accordance with accepted international regulations - reports on corporate responsibility, and later reports on sustainable development (Halkos, & Nomikos, 2021).

It is important to note that with the adoption in September 2015 of the updated Global Agenda until 2030, the importance of the concept of sustainable development for business has significantly increased. Unlike the previous agenda (the UN Millennium Declaration, which was in effect from 2000 to 2015), the new version systematically traces the imperative for the private sector, calling for its active participation in deciding the future fate of humanity (Tarasenko, 2021).

The adoption of the Sustainable Development Goals (SDGs) marked a change in the paradigm of global development: the obvious growth of globalization and interdependence led to the expansion of the spectrum of problem areas; the world community paid attention to the problems faced by developed countries in the process of economic growth (Silva, 2021).

Significant progress in achieving a number of Millennium Development Goals (MDGs) – poverty reduction and progress in the field of health care in developing countries – has exacerbated the issue of population growth and limited resources, and as a result, actualized the problem of finding new models of production and consumption and innovative solutions, the development of which largely depends on the activities of the private sector. As a result, business acquired the status of one of

the key participants in the process of implementing a new universal and balanced development paradigm (Simioni, da Silva, 2021).

The SDGs represent 17 goals that include 169 specific tasks. To track progress in their implementation, several hundred indicators will be used, the process of development of which has not yet been completed. However, the Global Partnership for Effective Development Cooperation (GPEDC) has already created 10 indicators to monitor progress in achieving the SDGs, one of which is declared as "Quality of Public-Private Dialogue". In October 2015, as part of the UN Global Compact, a new project was presented - the SDG Compass - a guide that will help companies build business strategies in accordance with the Sustainable Development Goals, as well as measure the contribution to their achievement (United Nations, 2015).

In conjunction with the adoption of the new agenda, the OECD's Business and Entrepreneurship Advisory Committee (BIAC) published a document clarifying the importance of the SDGs for business. The BIAC document states that business participation is necessary to achieve each of the 17 SDGs. The World Business Council for Sustainable Development (WBCSD) also assesses the role of the private sector and investors in achieving the SDGs as fundamental, as business is the driver of economic growth, job creation, the source of finance, technology and innovation.

In the preamble of the document "Transforming our world: Agenda for sustainable development for the period until 2030", the business sector is mentioned as one of the important actors that should "contribute to the change of irrational patterns of consumption and production, in particular by mobilizing financial and technical assistance. ... for the transition to more rational models of consumption and production." The description of Goal 12 recommends that companies, especially large and multinational ones, "apply sustainable production methods and display information about the rational use of resources in their reports." In paragraph 17.17 of the description of Goals 17, the participants declare their intention to "stimulate and encourage effective partnerships between the public and private sectors... building on the experience and strategies of using partners' resources."

In the section "Means of implementation and Global Partnership" it is noted that "private entrepreneurial, investment and innovation activity is one of the main driving forces of increasing productivity", therefore the task of entrepreneurs is to "engage their creative and innovative potential to solve tasks in the field of sustainable development". At the same time, the authors of the document recognize "the role of various participants of the private sector — from micro-enterprises to cooperatives and multinational corporations in the implementation of the new Agenda" and declare their intention "to promote the development of a dynamic and effectively functioning business sector." The parties also announce the creation of the Technology Development Promotion Mechanism, which will be based on "multilateral cooperation between member states, civil society, the private sector, the scientific community" and other interested structures.

Thus, the Sustainable Development Goals have had a significant impact on the transformation of the environmental strategies of multinational corporations, forcing them to adapt their business models to the global challenges of sustainable development, such as climate change, ecosystem degradation and natural resource

scarcity. The CSRs encouraged TNCs to integrate the principles of environmental responsibility through non-financial reporting standards based on international norms of transparency and social and environmental accountability. This became an impetus for the development of new models of sustainable production, increased resource efficiency and innovative activities that reduce the environmental footprint of business. In particular, the use of SDG indicators and indicators allows monitoring the contribution of TNCs to achieving sustainable development, strengthening the partnership between the private sector and state institutions, as well as contributing to the greening of the world economy.

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*Discipline and responsibility in sustainable development: a pathway
to lasting impact*

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Sustainable development has become a global priority due to the need to balance economic growth, environmental protection, and social equity. Achieving sustainability requires a foundational commitment to discipline and responsibility across sectors. Discipline ensures consistent adherence to sustainable practices, while responsibility emphasizes the ethical obligation to consider long-term impacts on society and the environment.

This thesis examines how discipline and responsibility interact to drive sustainable development. It explores the following questions: 1) How does discipline aid the implementation of sustainable practices?; 2) How does responsibility contribute to long-term sustainability in governance and corporate settings?; 3) What are the challenges in incorporating these principles into sustainability policies?

Effective governance is central to sustainable development, incorporating discipline and responsibility into policy and administration. According to the United Nations Committee of Experts on Public Administration (CEPA)[2], governance principles such as accountability and transparency ensure that sustainable practices are consistently and responsibly implemented. Nations adhering to these principles often see better outcomes in sustainability, including reduced inequality and stronger environmental protections.

Corporate social responsibility (CSR) reinforces discipline and responsibility in businesses.[3] CSR aligns corporate strategies with Sustainable Development Goals (SDGs), urging companies to recognize their impact on society and the environment. CSR practices support goals like responsible consumption (SDG 12) and decent work (SDG 8) by promoting sustainable resource usage, waste reduction, and fair labor practices.

Although governance and CSR frameworks prioritize discipline and responsibility, challenges remain. Balancing short-term economic goals with sustainability objectives is difficult, especially in competitive markets.[4] Furthermore, the lack of standardized frameworks across countries creates inconsistencies in applying these principles, leading to uneven progress. International cooperation and harmonized policies are essential to closing these gaps and supporting consistent sustainable practices worldwide.



Figure 1.1. The 17 Sustainable Development Goals (SDGs) illustrate how CSR practices support objectives like Decent Work (SDG 8) and Responsible Consumption (SDG 12), contributing to global sustainability efforts.

This study highlights the essential roles of discipline and responsibility in sustainable development. Discipline helps ensure consistent sustainability practices, while responsibility promotes awareness of long-term impacts on society and the environment. By examining examples of successful integration of these principles, this thesis demonstrates their importance in achieving real progress. However, challenges, such as balancing economic and sustainability goals and standardizing practices globally, remain. Addressing these issues will require strategies like incentivizing disciplined approaches and fostering global cooperation. With strengthened discipline and responsibility, sustainable development becomes an achievable pathway for enduring progress.

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Financial Stability of Companies: Risk and Effects of War

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Geopolitical risk is considered one of the external shocks that cannot be mitigated by diversifying investments. This risk is often associated with war, terrorist attacks, and regional conflicts, and while it has a large impact on financial markets, some argue that its impact is short-lived.

Because financial market sentiment depends on the expected future return of financial assets, it is fueled by expectations: the expectation that an asset will continue to be serviced, that bonds will be repaid, and that those assets will be actively traded. All this is altered in times of geopolitical tensions and war.

While it is true that uncertainty in financial markets always exists, in times of war and geopolitical instability this uncertainty is even more accentuated and many times, at the beginning of conflicts between different nations, it has a negative impact on financial markets as they become more volatile and fluctuate with each news item published by one side or the other. Uncertainty becomes a dilemma for investors and consumers due to its implications on spending and investment decisions. In addition, uncertainty alters economic momentum and brings with it an economic slowdown. This has undoubtedly been evident in the European economy, which is now facing serious geopolitical issues just as it was on the verge of recovery from the disruptions of the COVID-19 pandemic. At the beginning of January, the expected growth was forecast at around 4%. Now, following the outbreak of the Russia-Ukraine war, average GDP growth has fallen by one percentage point. So what does this mean for financial markets?

The impact of the war on companies' financial performance varies significantly by sector and region. Only 9.5% of companies indicated that they had no financial losses as a result of the war and about 10% of companies had modest losses of up to USD 10,000. On average, the financial loss due to the war is USD 227,000 per company. While the financial outlook has worsened, with more than 77% of companies considering their situation to be poor or satisfactory, companies are still optimistic about the post-war recovery and forecast maintaining full-time employment and integrating IDPs into their workforce. Having downsized, most companies do not intend to reduce staff further, as they see their workforce as a prerequisite for a gradual recovery of the economy by 2025.

First, financial markets do not act on their own, but reflect the expectations of a particular group of people: investors. If investors perceive that an asset will continue to be serviced and traded despite any ongoing conflict between countries, then it is highly likely that prices will recover after the initial drop. This became very evident,

for example, in the United States, when, at the outbreak of World War II in 1939, just after Germany invaded Czechoslovakia, the S&P 500 index fell 25%, but then recovered 19% of the losses within a year. Similarly, when Germany invaded France in 1940, the index fell again by 25% and recovered 9.2% of those losses within a year.

There is no denying the negative impact of the war on financial markets, especially when one of the world's largest economies is affected. In the current scenario, stock market data shows that, as expected, Russia's invasion of Ukraine on February 24 has had a negative impact on global markets and not only on Russian and Ukrainian stock markets. However, as early as March 18, some signs of recovery began to be seen. It should also be noted that although Russia ranks 11th in global importance, according to the International Monetary Fund, this represents only one-twentieth of the U.S. economy and one-fifteenth of China's. This means that while it will suffer significant economic damage, the impact on global markets may not be as significant or prolonged.

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Стратегічні підходи до формування агротуристичного кластеру

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Вступ. Формування агротуристичних кластерів є важливим етапом розвитку сільських територій, оскільки сприяє збереженню традицій, розвитку місцевого бізнесу та економічному зростанню.

Актуальність теми. Агротуризм як галузь має великий потенціал для розвитку не тільки через залучення туристів, але й завдяки тісній взаємодії з

іншими секторами економіки - сільським господарством, виробництвом продуктів харчування, культурними і природними ресурсами.

Результат та обговорення. Для успішного формування агротуристичного кластеру необхідно розробити чітку стратегію, яка буде враховувати специфіку регіону, місцеві ресурси та можливості для розвитку. Ось кілька стратегічних підходів до створення такого кластеру:

1. Аналіз і використання місцевих ресурсів. Перше, на що варто звернути увагу при формуванні агротуристичного кластеру - це ресурси, доступні на конкретній території. Агротуризм ґрунтується на використанні сільських природних і культурних ресурсів, тому важливо провести детальний аналіз місцевих ресурсів, таких як:

- 1) Природні ландшафти (ліси, річки, озера, гори);
- 2) Кліматичні умови для розвитку органічного сільського господарства;
- 3) Культурні та історичні об'єкти (старовинні фермерські хати, церкви, традиції);
- 4) Місцеві продукти (сири, мед, вина, крафтові вироби).

Після аналізу цих ресурсів варто визначити, які з них можуть стати основою для створення конкурентоспроможного агротуристичного продукту. Наприклад, органічне фермерство може стати основною темою для організації гастрономічних турів, а місцеві ремесла - для проведення майстер-класів або фестивалів.

2. Створення партнерств і залучення ключових учасників. Агротуристичний кластер потребує активної співпраці між різними учасниками: місцевими підприємцями, органами місцевої влади, агровиробниками, готельєрами, транспортними компаніями, екологічними організаціями, туроператорами, а також культурними та освітніми установами. Формування партнерських відносин між цими учасниками дозволяє створити ефективну і взаємовигідну екосистему.

Основні учасники, які повинні бути залучені до агротуристичного кластеру:

1) Фермери і сільськогосподарські виробники: для створення продуктів, які можна використовувати в агротуристичних турах (органічні продукти, сільськогосподарські атракції, участь у сезонних роботах).

2) Готельєри, ресторанний бізнес і організатори гастрономічних турів: для забезпечення якісного прийому туристів, гастрономічних заходів і дегустацій.

3) Туристичні агентства і туроператори: для розробки та продажу пакетів агротуризму.

4) Місцеві громади і влада: для підтримки інфраструктури та створення сприятливих умов для розвитку.

Ці учасники мають створювати спільні ініціативи та взаємодіяти для досягнення загальної мети - розбудови успішного агротуристичного кластеру.

3. Розробка та просування туристичних маршрутів. Один з основних елементів стратегії формування агротуристичного кластеру - це створення туристичних маршрутів, які об'єднують різні компоненти агротуризму, такі як сільське господарство, культура, кухня, активний відпочинок і екологічні прогулянки. Маршрути повинні бути різноманітними і орієнтованими на різні

категорії туристів (сімейний туризм, еко-туризм, гастрономічний туризм, активний відпочинок).

Пропоновані маршрути можуть включати:

- Відвідування органічних ферм, знайомство з процесом виробництва продукції.
- Гастрономічні тури (дегустація місцевих продуктів і страв).
- Майстер-класи з традиційних ремесел (вишивка, кераміка, ковка).
- Прогулянки природними маршрутами, екологічні тури.
- Участь у сезонних заходах (сільськогосподарські ярмарки, фести місцевої продукції).

Пропонуючи різноманітні маршрути, агротуристичний кластер може залучати туристів протягом усього року.

4. Маркетинг і брендинг агротуризму. Для залучення туристів і розбудови популярності агротуристичного кластеру необхідно створити сильний бренд. Це включає в себе не лише розробку логотипу чи рекламних матеріалів, але й ефективну стратегію просування через цифрові канали — соціальні мережі, вебсайти, платформи бронювання турів. Бренд агротуристичного кластеру повинен підкреслювати унікальність місцевих традицій, екологічність продуктів і культуру гостинності.

Складові маркетингової стратегії:

- Створення і просування бренду: через логотипи, назву кластеру, вебсайт та соціальні мережі.
- Інтернет-просування: використання SEO-оптимізації для підвищення видимості в пошукових системах, реклама на туристичних платформах.
- Участь у виставках і фестивалях: участь у національних та міжнародних виставках агротуризму та кулінарних фестивалях для просування бренду.

5. Інфраструктура та доступність. Розвиток агротуристичного кластеру безпосередньо залежить від якісної інфраструктури. Важливою умовою є забезпечення зручного доступу до сільських територій, наявність якісних доріг, транспортних послуг, а також належний рівень готельного бізнесу, закладів харчування та місць для відпочинку.

Також важливим аспектом є створення туристичних інформаційних центрів, які будуть надавати туристам всю необхідну інформацію щодо маршрутів, об'єктів відвідування, культурних заходів і можливостей для відпочинку.

6. Залучення фінансування та партнерств. Для реалізації агротуристичних проєктів важливо залучати фінансування з різних джерел: державних програм, грантів, міжнародних фондів та інвестицій. Також ефективно можуть працювати партнерства з навчальними установами, які надають тренінги і сертифікаційні програми для фермерів та підприємців.

Висновок. Формування агротуристичного кластеру - це комплексний процес, що вимагає стратегічного підходу та інтеграції різних секторів економіки, бізнесу та місцевих громад. Завдяки створенню ефективної співпраці між усіма учасниками кластеру можна не тільки підвищити привабливість території для туристів, а й забезпечити сталий розвиток сільських територій, сприяти економічному зростанню та збереженню культурної спадщини.

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Sustainable development: the view of youth

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Theses:

• Introduction to Sustainable Development

Sustainable development aims to balance environmental, social, and economic needs to secure the well-being of current and future generations. Youth, representing the voice of the future, play a crucial role in advancing sustainable development agendas. Their views reflect a shift towards greater environmental consciousness, social responsibility, and the recognition of economic equality as part of the global development goals. This paper presents the perspective of young people on sustainable development, discussing their unique insights and contributions.

• Youth's Role in Environmental Protection

Young people increasingly prioritize environmental protection as part of sustainable development. They advocate for urgent action to address climate change, pollution, and biodiversity loss, pushing for renewable energy adoption and lifestyle changes that reduce carbon footprints. Youth-led movements, such as Fridays for Future, exemplify this commitment, mobilizing millions worldwide to raise awareness and demand policy reforms (UN, 2020). This generational shift signals a growing understanding of sustainability's importance in protecting the planet's natural resources.

• Social Justice and Youth Empowerment

Youth often view sustainable development through a social justice lens, emphasizing equality and the importance of inclusive growth. For instance, they argue that sustainable development must address issues like poverty, gender inequality, and access to quality education. As digital natives, youth are well-positioned to leverage technology and social media to promote social causes, enabling more inclusive

participation in policy-making processes. This highlights the role of social justice in sustainable development, ensuring that no one is left behind.

- **Economic Sustainability and Entrepreneurship**

Young people increasingly advocate for an economic model that supports sustainability. Many of them are driven to start sustainable businesses and support innovations that contribute to economic stability and reduce environmental impact. Youth entrepreneurship, especially in developing countries, is key to economic resilience and sustainable job creation (World Bank, 2021). This entrepreneurial spirit demonstrates the role of economic initiatives in achieving sustainable development and shows youth's readiness to innovate for a sustainable future.

- **Challenges Facing Youth in Advancing Sustainable Development**

Despite their enthusiasm, young people face significant challenges in promoting sustainable development. These include limited financial resources, a lack of access to decision-making platforms, and sometimes insufficient education on sustainability topics. Addressing these barriers is essential to empower youth to play a more active role in sustainable development. Improved education systems, increased funding for youth-led initiatives, and platforms for youth engagement in policy-making are necessary to strengthen their role.

- **Conclusion: Youth's Vision for the Future**

The involvement of young people in sustainable development is crucial for creating lasting change. Their vision is characterized by innovation, inclusivity, and a strong commitment to social justice and environmental protection. By addressing the challenges they face and supporting their initiatives, society can harness the energy and creativity of youth to achieve sustainable development goals. In this way, the perspective of youth is not just an opinion but a blueprint for a more sustainable future for all.

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*Navigating the Business Lifecycle: Strategic Adaptation and
Resilience for Long-Term Success*

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The lifecycle of a business presents distinct challenges and opportunities at every stage. Here's a look at the key strategies for navigating these phases effectively.

Startup Phase

In the early stage, understanding the competitive landscape is essential. Using insights from Porter's Five Forces model (Porter, 1998), startups can better analyze industry dynamics, such as competitors' strengths and the power dynamics with suppliers and buyers. To ensure long-term viability, the Slater Coach article suggests startups focus on creating strong foundational structures, emphasizing the importance of customer feedback loops and agile development (Slater, 2023). For global entrants, a focused differentiation strategy builds a niche to stand out from established players, laying the foundation for brand recognition and avoiding direct competition. Meanwhile, a clear value proposition, paired with streamlined onboarding and vendor processes (Certa, 2024), creates operational readiness.

Growth Phase

In this phase, companies should prioritize market expansion and refining operations. According to Slater Coach, rapidly growing companies must also ensure they have robust infrastructure and operational efficiency to sustain high growth rates without overextending resources (Slater, 2023). By applying Porter's strategies, like cost leadership or differentiation, businesses can scale efficiently while maintaining sustainable growth (Porter, 1998). Expanding internationally involves sensitivity to local contexts, including regulation and cultural nuances. Certa highlights that lifecycle management enables companies to align resources and anticipate growth challenges, supporting a structured yet flexible expansion that maintains brand integrity across new markets (Certa, 2024).

Maturity Phase

At maturity, efficiency and optimization are critical to handling slowed growth and increased competition. Slater Coach notes that businesses in this stage should focus on innovation and potential expansion into new markets to avoid stagnation (Slater, 2023). Strategic alliances, vertical integration, or cost reduction efforts become essential for profitability. Lifecycle management's systematic oversight, as Certa suggests, ensures these processes are optimized for profitability without sacrificing quality or brand value (Certa, 2024). Mature companies also need to remain aware of potential disruptive trends, setting up agile teams to explore new products and maintain a competitive edge without risking core business operations.

Decline Phase

As the business faces decline, it's important to assess options like exiting, harvesting, or focusing on niche markets. Slater Coach recommends that businesses look at opportunities for transformation, which could involve repurposing or diversifying offerings to appeal to shifting consumer demands (Slater, 2023). Selective divestment and reallocation of resources can extend product lifecycle value and reduce risks. Lifecycle management, as outlined by Certa, provides structured processes that allow companies to manage declining assets with greater accuracy, leveraging data-driven decisions to optimize remaining resources (Certa, 2024).

Renewal or Exit Phase

For renewal, rebranding and product innovation can reinvigorate market presence. According to Slater Coach, companies should leverage past lessons and examine emerging trends to identify profitable avenues for reinvention (Slater, 2023). Porter's guidance on market re-entry through differentiation can help regain competitiveness (Porter, 1998). Lifecycle management, as Certa highlights, allows businesses to leverage past performance insights, helping avoid prior missteps and ensuring that strategic pivots align with market demands (Certa, 2024). In exit scenarios, technology transitions such as licensing are practical ways to maintain brand value and ensure a seamless market departure.

Conclusion

In conclusion, the lifecycle of a business isn't just a series of stages but a dynamic journey with unique challenges and opportunities at each turn. From the intense strategic planning in the startup phase to the flexibility needed in growth and maturity, and eventually to the decisions required in decline and renewal, every phase requires careful analysis and tailored strategies. The insights from Porter's Five Forces model, Slater Brett practical guides, and Certa's lifecycle management frameworks all emphasize that businesses must be proactive and adaptable to thrive.

Studying these models has shown me how critical it is for companies to not only react to changes but also anticipate them. Whether it's the need for innovation in mature companies or the decision to pivot or exit in declining phases, businesses must have a mix of foresight, resilience, and strategic thinking. Ultimately, successful companies are those that continuously learn from each phase, building on their strengths and refining their strategies. This lifecycle approach to business management reminds us that, while external forces shape industries, it's the internal decisions and adaptability of a business that truly determine its long-term success.

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Impact of russia-Ukrainian war on the US military industrial complex

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The military-industrial complex in the United States refers to the network of defense contractors, government agencies, and military services; it is deeply intertwined with the production, sale, and innovation of weapons and military technologies. The russia-Ukraine war has had a significant and multifaceted impact on the U.S. military-industrial complex. One of the main aspects of the impact is conditioned by ***increased demand for military equipment and weapons:***

➤ The U.S. has provided Ukraine with a range of advanced weaponry, including Javelin anti-tank missiles, Stinger surface-to-air missiles, HIMARS rocket systems, and Patriot missile defense systems. These sales have boosted defense contractors' revenues and generated new opportunities for further sales to other allied nations facing similar threats from Russian aggression. In summary, by the end of 2022, Washington had spent almost \$20 billion on arming Ukraine, nearly double the amount the United States gave in 2021 to 12 other countries combined, including Afghanistan (\$4.1 billion), Israel (\$3.3 billion) and Egypt (\$1.3 billion).

➤ As the U.S. has been sending large quantities of small arms ammunition, artillery shells, and missiles to Ukraine, significantly depleting its own stockpiles. This has led to new contracts for U.S. defense contractors to replenish these stocks, as well as to ramp up production to meet both domestic and international demand.

➤ The U.S. has significantly increased its military aid to Ukraine, not only to assist in the war effort but also as a means of supporting NATO's strategic interests. Many NATO countries have been increasing their military budgets and purchasing more U.S.-made weapons and defense technologies in response to the Russian threat. For example, countries like Poland, the Baltic states, and others in Eastern Europe have significantly increased their defense spending, purchasing U.S.-made systems like Patriot missiles, F-35 fighter jets, and M1 Abrams tanks. Simultaneously, in the aftermath of Russia's invasion, NATO countries have prioritized rebuilding and modernizing their military forces. The U.S. military-industrial complex has gained from contracts to supply NATO members with weapons and equipment that can be used to deter future Russian aggression or to replenish weapons sent to Ukraine.

Largely due to the abovementioned, the total fiscal year US defense budget was increased from \$753 billion in FY2022 to \$886 billion in FY2024, that is by \$133 billion. The Pentagon now consumes more than half the federal discretionary budget,

leaving priorities like public health, environmental protection, job training, and education to compete for what remains.

The Russia-Ukraine war has had a significant and multifaceted impact on the biggest players - Boeing, General Dynamics, Lockheed Martin, Northrop Grumman, and Raytheon. In the weeks after Russia's invasion, the market capitalization of Raytheon Technologies raised to \$155 billion from \$128 billion at the start of the year. Lockheed Martin started 2022 worth \$98 billion; by the end of year, it had reached \$127 billion — its highest since records show. Northrop Grumman started the year on \$61 billion and ended at \$84 billion. It should be acknowledged that these number indicate not only the huge profits, but also the increase of employees (at Lockheed Martin, for example, 122 000), and accelerated innovation and research in military technology, including:

- Increased focus on next-gen systems: technologies that have seen significant testing and use in Ukraine, such as unmanned aerial vehicles (UAVs), cyber-defense systems, and advanced radar systems, could spur further research and development in these areas.
- Integration of new technologies: The success of systems like the HIMARS, Switchblade drones, and Javelin missiles in the Ukraine war has encouraged more investment in similar technologies.

As a result the U.S. companies are now better positioned to refine and market these technologies to other countries facing similar security threats.

Conclusion. The Russia-Ukraine war has acted as a catalyst for growth and transformation within the U.S. military-industrial complex. The war has created new opportunities for defense contractors, spurred innovation, and led to increased defense spending both domestically and among allied nations.

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*Employee Motivation and Retention Strategies: formation positive
work culture & development programs*

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Employee motivation and retention are the backbone of long-term organizational success and stability. High turnover rates not only incur significant costs related to recruitment and training but also disrupt team cohesion and impact overall morale, which can ultimately hinder productivity and progress toward company goals. Therefore, formulating an effective retention strategy is critical for organizations striving to maintain a resilient, engaged workforce. Companies that proactively address the needs and aspirations of their employees by offering meaningful growth opportunities and support are in a strong position to retain a cohesive and high-performing workforce that is committed to the organization's success.

Without opportunities for career progression, employees are more likely to leave. Brands should offer structured career paths, skill-building workshops, and leadership training. Professional growth in the workplace shows employees there are future opportunities within the organization, which increases loyalty and motivation.

Three primary strategies have proven effective in enhancing employee motivation and retention: incentives, development programs, and a supportive work culture. Incentives, both monetary and non-monetary, play a vital role in recognizing and rewarding employees' contributions, boosting their motivation to excel. Development programs provide employees with opportunities for skill-building, career advancement, and personal growth, which fosters loyalty and a sense of purpose. Lastly, cultivating a supportive work culture that values inclusivity, work-life balance, and healthy interpersonal relationships creates an environment where employees feel valued, engaged, and satisfied. Together, these strategies contribute to a stable, dedicated workforce that drives the organization forward.

Rewarding and recognition go a long way in things like money, giving more days off, and public recognition in boosting the morale among employees since their efforts are appreciated. Assuring staff that they work and their work is recognized makes them feel appreciated and thus tend to be active, enhancing productivity and commitment to work. These, however, have to be instituted thoughtfully in such a manner that they prove not only effective but also are viewed by all employees as being fair, transparent, and achievable so as not to cause any perceptions of favor or bias. Equally important are development programs that, besides bringing in new skills for employees, also further their careers to maintain some sort of loyalty within the workforce since

workers who see opportunities with their current employer will not be looking elsewhere.

A positive corporate culture would mean addressing issues of inclusivity, work-life balance, and healthy interpersonal relationships. Such an environment diminishes the chances of turnovers and increases workers' resilience through creating a sense of being taken care of, valued, and connected among employees.

Consequently, the motivated employee brings energy into the entire team while sustaining a strong commitment toward the elevation of performance and morale. The creative power and contribution in the form of new ideas make them worthy during the process of innovation and changing trends within the industry. Such people, being highly motivated, are likely to be proactive in the sense that they strive beyond the prescribed job description so as to identify some problems and help in achieving the objectives of an organization. Hence, an organization that adopts a holistic approach to motivating people, that is, intrinsic factors, which concern personal growth and social network, and extrinsic rewards, which include equitable remunerations and job security, will attain a culture of loyalty and commitment in the future. This stability in the workforce not only minimizes costs and disruptions associated with turnover but also lays a solid base for further growth and competitive advantage.

Apart from monetary ones, more potent drives come into play, especially in today's workplace, as people attach greater importance to work-life balance, flexibility, and recognition. Other forms of non-monetary incentives include time off additional to that which is provided, flexible working conditions, and recognition programs that are held in front of the public eye for acknowledgment of employee contributions. The options that can be provided to the employees include work-from-home options and flexible hours that help juggle both personal and professional responsibilities with ease. These will multiply the level of satisfaction and motivation.

Recognition programs are particularly helpful in giving employees positive reinforcement for their efforts. These vary from simple recognition to employees' awards, "Employee of the Month", or publicized recognition during team meeting shoutouts. This would help in valuing employees' hard work and contribution as they become acknowledged with due regard from the very organization they work for. Public recognition further sets behaviors in concrete throughout teams, where employees see what kind of contribution is valued and rewarded; thus, creating an appreciative culture of motivation.

Make it a priority to invest in your workers' professional development. Give them time to attend virtual conferences, provide tuition reimbursement or pay for continuing education. Also, don't forget about [succession planning](#), which can be a highly effective method for advancing professional development and building leadership skills.

Non-monetary incentives promote a healthy working environment wherein the workers feel considered and appreciated. Facilities for availing learning opportunities, mentorship programs, or job rotation provided by companies offer chances to employees to improve in their areas of interest for personal and professional development. This will surely enhance not only the motivation of employees but also assist in retaining talents.

One of the other key strands involved in effective retention strategy is development programs. Those people who feel that they can grow with the current role for better opportunities inside the organization are more likely to stay. Accordingly, companies that invest in employee development demonstrate their supporting attitude towards team members in their professional aspirations.

An Important point that can be considered is collecting feedback through surveys or employee review management platforms provides companies with valuable insights into employee sentiment. Review.jobs, as a certified employee review management platform, helps brands gather and analyze authentic feedback from employees, offering a clear picture of workplace satisfaction, needs, and challenges.

The training and development can be imparted through various means: through formal training sessions, mentors, rotation of jobs, and courses/workshops. Of late, several firms have embarked on learning management systems that enable continuous learning and skill development. Well-defined career paths and opportunities for internal mobility provide the employees with a sense of their future in the organization. Employees are less likely to look elsewhere when they feel they have prospects of going up the corporate ladder.

A supportive, positive work culture may be the most influential factor in motivating and retaining employees. Culture influences how employees relate to others, their perceptions of their roles, and the desire to belong. Indeed, work culture can be more critical than salary concerning satisfaction and loyalty.

Building a positive work culture is a question of direction. Example setting, open communication, and respect by the managers and executives acculturative a trend that trickles throughout a whole organization. Organizational values worthy of promotion that help reinforce positive workplace culture include transparency, inclusivity, and work-life balance. For instance, organizations that offer flexibility in working schedules and have a proper balance between work and personal life send a message to the employees that their well-being matters. Team-building activities and corporate events also facilitate workers getting to know each other, making friendships with colleagues, and thus making it way easier to work with them.

While these methods are quite workable, there are some considerations or challenges companies have to be aware of. For instance, the incentive programs if not well executed may create cutthroat competition or even hatred if the employees feel that the company favors some over others. Similarly, the development programs are worthless if the goals of the employee are not taken into consideration or when there is no time for the participant to participate and appreciate the programs. For a good work culture to blossom, continuity and hard work are necessary. Similarly, employees will get demoralized if the leadership does not practice what they preach. Basically, motivation and retention strategies should be targeted toward a diverse workforce.

Different generations, different types of personalities, or different career stages might respond to different strategies. While one group will be strongly motivated by financial incentives, another group will find value added either by remote work or by a mentorship program. Because of this fact, organizations regularly ask their employees for feedback in order to understand whether actual needs are being met by motivational and retention strategies.

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Sustainable development through the eyes of youth

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Sustainable development can be understood in different ways. I understand it from the perspective of the future, how young people can influence stability, development and innovation in our world. I would like to talk about how we can improve nature, the planet, the environment, the surroundings, people and life. This topic is always relevant, in any decade and at different stages of the world level. The purpose of this thesis is to present my vision from the side of young people as we see sustainable development, I can do this because I am young people myself.

First, let's take into account the planet. Cataclysms, global warming, pollution - these are all things that affect the planet, and therefore people. If we talk about sustainable development, we need to ensure stability and protect ourselves. This is a huge harm to the world if we close our eyes to these problems. Young people know about these problems from school. We were told and taught that we must always remember that these cataclysms cannot be avoided. But what can we do to prevent this? Nowadays people are much more conscious and more careful about the world around us. They start sorting garbage already at our age. It is hard to imagine that our grandparents did this at the age of 20. Then they either did not think about it, or considered it not such a big problem. However, we all know that if we continue to throw all the garbage in one container, and it decomposes differently, in other periods of time, then this will affect literally everything. Therefore, starting with such seemingly elementary things, we sort garbage, at least we try to do it, because if we do not, then it will be worse for us later. Young people think about this and try to make every possible effort that is in our hands. We know about global warming and pollution from the Internet. Some adults think that the Internet is useless, but this is absolutely not true. Taking Ukraine as an example. Unfortunately, now quite often we receive a notification on our phones that the air is polluted, we need to close the windows, drink

a lot of water and try not to be outside. The Internet is also a kind of development, a little different, but thanks to it we know about the danger that can entail consequences. It is sad that the world is polluted and this must be fought. Each person must think about their actions and how they can affect the environment and the planet. The planet actively tells us with earthquakes, tsunamis, floods that something was done wrong and something continues to go either, so we, as young people, must be engaged and actively pay attention to what is happening around us.

Also, sustainable development can be taken from the fashion. The industry is huge and actively developing. This can be art objects, decorations, shoes, clothes, accessories and so on. Something new and unusual is always happening in this area. Now young people are coming up with incredible installations that complement countries and their cities. This may not just be something beautiful for decoration, although of course there is such a thing. It can be an installation with some kind of message. For example, an art object that will entice people to remember about gender equality. This is not just an ordinary decoration, this is a thing that will constantly remind people passing by that we are all on equal terms, regardless of gender, skin color, age, etc. In this way, young people try to attract attention in an interesting way, and not just hang out a poster, but if we are talking about development, then it is done much more memorable.

The generation is now very unique. We are not trying to be like our parents, we are improving, developing, learning new information, creating, fantasizing and making it come true. All this is for the future of ours and the next generation. We need to do as much as possible to prevent what can disrupt our lives. We are for sustainable development, making efforts every day to take care of our planet and the inhabitants on it. When one person at one point in the world does something useful, and at the opposite point the same one improves life, it comes out mutually, thus we help and support each other. The world is connected, so there is no need to stop, but only to continue to develop and create beauty for society.

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Q01

International cooperation as a fundamental part of sustainable development

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We live in an interconnected world where everything depends on everyone. As Pope Francis pointed out, "The time for seeking global solutions is running out. We can find suitable solutions only if we act together and in agreement" (Roewe, 2014). The Sustainable Development Goals represent a global call to action that involves all countries, regardless of their economic status. These goals include the eradication of

poverty and hunger, ensuring good health and well-being, gender equality, access to quality education, clean water and sanitation, the development of industry, innovation, and infrastructure, access to affordable and clean energy, as well as partnership for goals, among others (United Nations, n.d.).

Through the collaborative efforts of states, the ideas of achieving long-term progress are realized, and citizens' lives are improved. For example, the European Union, one of the most successful economic unions, has achieved significant progress in human rights and social justice, such as the abolition of the death penalty, the promotion of gender equality, and the fight against racism. These accomplishments demonstrate how international cooperation helps advance the goals of sustainable development (Council of Europe, n.d.).

Climate change is an urgent and global issue that requires coordinated international efforts. The Paris Agreement, adopted in 2015, stands as a compelling example of how countries can work together to mitigate environmental damage and protect the planet for future generations. By reducing greenhouse gas emissions and providing support to those most in need, this framework contributes to sustainable development and environmental stewardship (BBC News, 2024). However, continued collaboration, innovation, and commitment from all nations are necessary to effectively address the complex and evolving challenges of climate change. The success of global agreements like the Paris Agreement will determine whether future generations inherit a world capable of sustaining life.

Health is fundamental to human life and serves as a cornerstone for a country's economic stability. Established in 2002, the Global Fund to Fight AIDS, Tuberculosis, and Malaria has played a pivotal role in reducing mortality rates from these diseases through substantial international funding and cooperation. Thanks to these collaborative efforts, by 2023, global new HIV infections dropped to the lowest levels since the late 1980s, with nearly 31 million people receiving lifesaving antiretroviral therapy. AIDS-related mortality fell to its lowest point since the 2004 peak, while life expectancy in sub-Saharan Africa rose notably - from 56.3 years in 2010 to 61.1 years in 2023 (UNAIDS, 2024). Besides major contributors such as the United States, Canada, Germany, and Japan, many resource-constrained African nations have also committed significant funds (UNAIDS, 2022), underscoring a shared dedication to achieving global health equity and security.

International cooperation opens opportunities for individuals' development in education, professional growth, and personal advancement. The Erasmus+ program, an initiative of the European Union, fosters collaboration in education, youth, and sports across the globe. By supporting citizens both within and beyond the EU, Erasmus+ contributes to sustainable development, quality employment, social cohesion, and the advancement of innovation (National Erasmus+ Office in Ukraine, n.d.). Through these efforts, it also strengthens European identity and active citizenship, promoting a more united and resilient global community.

By combining resources, knowledge, and shared values, countries and organizations around the world can make significant progress toward a world where all Sustainable Development Goals are achieved 100%.

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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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