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Наука, інновації та підприємництво: Матеріали VII Міжнародного симпозиуму для студентів і молодих вчених в рамках ініціативи «Дні науки» (Київ, 16 травня 2025 року) / за заг. ред. проф. О. О. Романовського, Л. В. Жарової, Т. В. Мірзодаєвої – К.: Українсько-американський університет Конкордія, 2025 – 132 с.

Science, Innovation, and Entrepreneurship: Proceedings of VII International Symposium for University Students and Young Researchers under the Days of Science initiative (Kyiv, May 16, 2025) / Editors O. Romanovskyi, L. Zharova, T. Mirzodaieva – K.: Ukrainian American Concordia University, 2025 – 132 p.

У виданні представлені тези доповідей учасників VII Міжнародного симпозиуму для студентів і молодих вчених в рамках ініціативи «Дні науки» (Київ, 16 травня 2025 року). Матеріали висвітлюють актуальні питання соціально-економічного розвитку, відбудови економіки України, актуальних аспектів розвитку підприємств в умовах непевності і євроінтеграції.
Для науковців, викладачів, аспірантів, студентів закладів вищої освіти, економістів.

The proceedings present materials from the VI International Symposium for Students and Young Scientists within the "Days of Science" initiative (Kyiv, May 16, 2025). The materials highlight the contemporary issues of socio-economic development, reconstruction of the economy of Ukraine, and up-to-date aspects of the development of enterprises in conditions of uncertainty and euro integration.
Materials could be helpful for scientists, teachers, graduate students, students of higher education

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Strategic Role of Foreign Investment in Ukraine's Economic Development

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Foreign direct investment (FDI) plays a critical role in accelerating economic growth by supplying capital, enhancing productivity, and fostering innovation. In developing countries such as Ukraine, FDI is also a channel for technological advancement and institutional modernization. The role of FDI has been particularly evident in emerging markets like Vietnam and Bangladesh, where strategic investment policies have facilitated robust development.

Ukraine's path to sustainable development requires a renewed focus on improving its investment climate. Current challenges include regulatory unpredictability, political instability, and infrastructural limitations. By addressing these, Ukraine can attract high-quality investment that contributes not only to GDP growth but also to inclusive, long-term development.

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Successful global practices highlight the importance of institutional frameworks, legal protections, and investment incentives. Countries such as Chile and Poland have attracted investors through mechanisms like investment insurance, transparent arbitration systems, and robust infrastructure financing models.

For Ukraine, adopting a long-term strategy that includes investment promotion agencies, public-private partnerships, and digitalization of investor services is essential. These strategies should align with global environmental and social governance (ESG) standards to attract sustainable finance.

In conclusion, Ukraine's integration into global capital flows depends not solely on political alignment with the West, but on creating a competitive and trustworthy investment environment that supports sustainable growth.

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The Role of Sector-Specific Foreign Investments in Ukraine's Economic Recovery

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In the aftermath of geopolitical shocks and economic disruptions, Ukraine's pathway to recovery is closely tied to its ability to attract and efficiently utilize foreign investment. While broad-based foreign direct investment (FDI) is beneficial, a sector-specific approach—targeting industries such as energy, infrastructure,

agriculture, and technology—can offer more targeted economic revitalization and long-term sustainability.

Sector-specific foreign investment ensures that critical areas of the economy receive tailored support that addresses both structural weaknesses

and growth potential. For instance, investment in the renewable energy sector not only diversifies Ukraine's energy sources but also contributes to decarbonization and energy security—key elements in the EU integration process. Similarly, targeted investment in agriculture enhances food security and export capacity, making Ukraine a vital player in global supply chains.

The effectiveness of sector-specific FDI lies in its strategic alignment with national development goals. Ukraine's post-crisis reconstruction requires infrastructure upgrades, digital transformation, and innovation in key export industries. Foreign investors, particularly those with experience in emerging markets, can bring not only capital but also technology transfer, governance improvements, and access to international networks.

Furthermore, sectoral investment strategies enable better risk management. Investors focused on a single sector are often better equipped to understand market dynamics, regulatory

environments, and local partnerships. For Ukraine, this means more stable investment flows, especially when supported by favorable government policies such as tax incentives, simplified land access, and public-private partnerships.

However, challenges remain. Bureaucratic inefficiencies, legal uncertainty, and limited access to reliable data can deter specialized investors. To overcome these, Ukraine must strengthen sectoral agencies, improve investor communication, and ensure transparency in licensing and permitting processes. Investment promotion strategies should emphasize Ukraine's strengths in each priority sector and offer sector-specific support tools.

In conclusion, Ukraine's economic recovery depends not only on the volume but also on the strategic quality of foreign investment. A well-structured sector-specific investment policy can become a key driver of sustainable development, resilience, and integration into global markets.

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Automated Software Development as a New External Factor for Enterprises in the Coding Industry: A Tool or a Threat?

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In the evolving landscape of digital transformation, automated software development has emerged as a significant external factor influencing the strategic direction of enterprises operating in the coding industry. This development is fueled by the rise of artificial intelligence (AI), machine learning (ML), and low-code/no-code platforms that allow partial or full automation of software creation. The impact

is particularly noticeable in how organizations — especially small and medium enterprises (SMEs) — perceive their operational boundaries, resource allocations and value propositions.

I am going to talk about whether automated software development serves as a strategic tool that enhances enterprise capabilities or a threat that disrupts traditional business models and

workforce dynamics. As automation redefines the competitive environment, business leaders must reassess how they engage with this emerging force.

AI-driven development tools have progressed rapidly in the last five years, introducing new capabilities such as auto-code completion (e.g., GitHub Copilot), intelligent debugging, system design suggestions, and even full-stack application generation. These tools are not only accessible but are becoming increasingly accurate and integrated into standard development environments (Dwivedi et al., 2021).

Low-code/no-code platforms like OutSystems, Mendix, and Microsoft PowerApps offer visual development interfaces that allow users with minimal programming knowledge to build applications. As Zhou et al. (2023) note, these platforms are shifting the dynamics of software development from being purely a technical function to becoming a cross-functional business tool.

From a business management perspective, the entrance of such platforms introduces a new **external environmental variable** — an innovation that organizations must respond to strategically, similar to economic, political, or technological shifts.

Automated software development offers numerous advantages, particularly in the realms of productivity, agility, and cost efficiency:

- **Enhanced Operational Efficiency:** AI-powered tools can significantly reduce time-to-market for new products by automating repetitive tasks such as writing boilerplate code or testing procedures (Shrestha et al., 2019). For SMEs, this translates into faster product iterations and reduced labor costs.
- **Increased Accessibility:** automation democratizes software development by reducing the technical barrier to entry. This allows smaller teams or non-technical entrepreneurs to participate in the digital economy (Zhou et al., 2023).

- **Strategic Agility:** firms can use AI tools to pivot quickly in response to market changes. Wilson and Daugherty (2018) emphasize the value of collaborative intelligence, where human and machine inputs are combined to make more informed and timely decisions.

Despite its advantages, automation in software development also introduces several threats that must be addressed:

- 1) **Workforce Displacement:** as AI handles increasingly complex tasks, the demand for entry-level and mid-level developers may decrease, leading to potential job displacement and deskilling within organizations (Brynjolfsson & McAfee, 2017).
- 2) **Overdependence and Skill Atrophy:** firms that rely too heavily on automated tools may find themselves vulnerable when facing complex or non-standardized problems. Without a strong foundation in core development skills, teams risk becoming dependent on third-party AI solutions.
- 3) **Legal and Ethical Concerns:** using AI-generated code can introduce uncertainty in intellectual property rights and data privacy. According to Binns (2018), the opaque nature of AI decision-making makes accountability and auditability difficult—especially concerning when using proprietary models trained on third-party datasets.

To effectively respond to automated software development as an external force, enterprises should:

- develop an AI adoption strategy that aligns with business goals, not just technical efficiency;
- invest in human capital to ensure ongoing relevance and creativity within teams;
- establish ethical guidelines and compliance protocols for the use of AI in software development.

Moreover, managers must foster a complementarity mindset—viewing AI not as a replacement for human intelligence but as an augmentation of it. This allows firms to adapt to automation while retaining their unique human-driven innovation capabilities (Wilson & Daugherty, 2018).

Conclusion

Automated software development represents a double-edged sword for enterprises in the coding

industry. As an external factor, it has the potential to empower organizations through greater efficiency and innovation. However, it also poses strategic threats, especially for businesses that fail to adapt or understand the deeper implications of automation.

The future competitiveness of enterprises will depend not just on adopting new tools, but on reshaping their strategies, cultures, and capabilities to integrate automation responsibly and sustainably.

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Decentralized Finance (DeFi): A New Paradigm for Financial Services

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Decentralized Finance (DeFi) has rapidly emerged as a transformative financial paradigm, fundamentally changing how financial services are delivered. Utilizing blockchain technology, DeFi facilitates transparent, efficient, and accessible financial services without traditional intermediaries like banks or brokerage firms (Chen, Bellavitis, 2020). This paper explores key aspects of DeFi, including smart contracts, liquidity pools and yield farming, the risks and regulatory challenges involved and assesses its

potential to supplant or coexist with traditional banking services.

Blockchain technology refers to a distributed ledger technology that records transactions across multiple computers, ensuring transparency, immutability, and security. Each transaction is grouped into blocks, linked together in a chronological chain, making the entire history tamper-resistant and publicly accessible. This decentralization removes the need for central

authorities, creating trust through cryptographic verification and consensus mechanisms.

Smart Contracts, Liquidity Pools, and Yield Farming

Smart contracts, computer protocols running on blockchain technology, autonomously execute financial transactions and agreements when predetermined conditions are met (Cong, He, 2019). Their automated and transparent nature eliminates intermediary inefficiencies, significantly reducing costs and processing times.

Liquidity pools represent another cornerstone of DeFi, allowing users to deposit digital assets into decentralized exchanges (DEXs) to facilitate instant asset swaps without traditional order books. Providers of liquidity receive compensation via transaction fees, incentivizing user participation and increasing market efficiency (Harvey et al., 2021).

Yield farming, or liquidity mining, has gained considerable attention as it involves providing assets to DeFi protocols to earn returns, often significantly higher than traditional savings accounts. This practice not only attracts capital into the DeFi ecosystem but also fosters innovative financial product creation (Werner et al., 2021).

Risks and Regulatory Challenges

Despite its potential, DeFi faces critical risks and regulatory complexities. Smart contracts, although revolutionary, are vulnerable to programming errors and cyber-attacks, as evidenced by high-profile breaches leading to significant financial losses (Chen, Bellavitis, 2020). Furthermore, DeFi markets remain highly volatile, presenting investment risks and liquidity concerns.

Regulatory uncertainty poses another significant challenge. Traditional financial regulations often

do not directly apply to decentralized systems, leading to confusion and legal ambiguity. Regulators worldwide struggle to classify DeFi activities clearly, raising issues related to compliance, investor protection, and prevention of illicit activities (Harvey et al., 2021).

The Potential to Replace Traditional Banking Services

DeFi has the potential to significantly disrupt and possibly replace traditional banking services in key areas such as lending, borrowing, asset exchange, and wealth management. Unlike conventional financial institutions, DeFi platforms provide open and accessible services without geographic and bureaucratic barriers, enhancing financial inclusion (Cong, He, 2019).

However, for DeFi to fully replace traditional banking, substantial obstacles must be overcome, including scalability, user-friendliness, security improvements, and robust regulatory frameworks. A more likely scenario involves the coexistence and gradual integration of DeFi into traditional financial systems, leading to hybrid financial services combining the strengths of both paradigms (Werner et al., 2021).

Conclusion

DeFi represents a significant shift in financial services provision, driven by blockchain technology's unique capabilities. By democratizing access to financial products and eliminating costly intermediaries, DeFi could reshape global financial services. However, its long-term success depends on addressing inherent risks, resolving regulatory uncertainties, and increasing mainstream adoption. As DeFi continues to evolve, collaboration between innovators and regulators will be essential to maximize benefits and minimize risks, determining DeFi's future in the financial ecosystem.

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How AI Tools Help SMEs in the Coding Industry Better Understand and Adjust to the Changing External Business Environment

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Small and medium-sized enterprises (SMEs) in the coding industry operate in an environment characterized by rapid technological shifts, evolving client demands, and global competition. Adapting to these external forces is essential for survival and growth, yet SMEs often lack the resources and analytical capabilities of larger firms. This is where artificial intelligence (AI) tools are emerging as transformative instruments. By enhancing environmental scanning, decision-making, and strategic agility, AI helps SMEs not only monitor change but also proactively respond to it.

I am going to talk about the strategic role of AI tools in enabling SMEs in the coding industry to better understand and adapt to the dynamic external business environment. It emphasizes AI's function as a facilitator of resilience, foresight, and competitive advantage for smaller enterprises with limited human and financial capital.

AI tools are no longer limited to code generation or bug detection—they now serve as strategic enablers across business functions. In the context of SMEs in the coding industry, AI offers the following critical capabilities:

- help with market intelligence and trend Analysis: AI systems can collect and analyze vast quantities of unstructured data from social media, forums, client reviews, and competitor websites to identify market trends and

customer sentiment in real-time. This allows firms to adapt their offerings to meet emerging demands (Shrestha et al., 2019);

- enable customer behavior prediction: machine learning models help SMEs better understand their customers' needs by analyzing usage patterns and preferences. This enables more personalized service and product refinement, key to building client loyalty in a competitive market (Zhou et al., 2023);

- facilitate automated regulatory monitoring and risk Analysis: natural language processing (NLP) tools can be trained to monitor and interpret regulatory updates, helping SMEs remain compliant and avoid legal pitfalls. Automated alerts also help assess cybersecurity threats and data breaches (Brynjolfsson & McAfee, 2017);

- support resource optimization and forecasting: AI tools assist in project management and resource planning by predicting timelines, budgets, and potential risks based on historical project data. This helps firms make agile operational decisions in fast-changing environments (Wilson & Daugherty, 2018).

Let's consider as an example a recent case study by Dwivedi et al. (2021). It highlights how small development firms in Western Europe have integrated AI-based analytics tools to streamline their market adaptation strategies. By using AI to track shifts in client demands, these firms were

able to pivot quickly during the COVID-19 pandemic, introducing remote collaboration features and scalable cloud-based solutions before larger competitors reacted.

Similarly, startups in Southeast Asia have utilized low-code AI platforms not only to develop software but also to analyze global developer communities and identify gaps in demand, allowing them to position their services strategically in niche segments (Zhou et al., 2023).

If we look at the managerial implications, we'll see that for business leaders of SMEs in the coding sector, the use of AI is no longer just an operational enhancement—it is a strategic necessity. The ability to interpret and respond to external signals is now a source of competitive advantage. However, successful adoption depends on several organizational enablers:

- 1) AI Literacy Across Teams: managers must foster a culture of data literacy, ensuring that staff can interpret AI outputs and integrate insights into planning.
- 2) Human-AI Collaboration: AI should augment, not replace, human judgment.

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Combining algorithmic foresight with managerial experience leads to more robust decision-making.

3) Investment in Scalable Tools: SMEs should adopt AI tools that align with their size, growth trajectory, and industry niche.

As Shrestha et al. (2019) argue, organizational decision-making structures must evolve to accommodate AI insights, enabling faster and more informed responses to environmental turbulence.

Conclusion

AI tools offer SMEs in the coding industry powerful mechanisms to understand and navigate a rapidly changing external environment. From trend forecasting and client analytics to regulatory scanning and resource optimization, AI enhances an SME's ability to remain agile, competitive, and customer-centric.

While challenges such as cost, data quality, and ethical use remain, the strategic benefits of AI integration far outweigh the risks—particularly for businesses aiming to scale and innovate in dynamic markets.

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Digital Transformation of PrivatBank as a Catalyst for Ukraine's Integration into the Global Economy

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This thesis analyzes PrivatBank's digital transformation as an example for Ukraine's economic integration in the global market. Being one of Ukraine's largest banks, PrivatBank for a long time has been a leader in digital innovation—adopting online banking tools that facilitated Ukraine's economic resilience and development.

By supporting stability and growth of the Ukrainian economy, it indirectly enabled more efficient cross-border transactions and increased international cooperation. Since the early 2000s, PrivatBank has digitized most of its services, including peer-to-peer transfers, e-commerce payments, and international wire operations. Its early adoption of secure, efficient and reliable online systems enabled it to swiftly align itself with global financial networks such as SWIFT, allowing for more smooth international trade and money flows. Alongside technological accounting and reporting systems, allowed PrivatBank to maintain competitiveness in this digital era. (Nykyforak, Dutchak, Roshko, 2024)

PrivatBank's implementation of digital innovations have strengthened Ukraine's financial infrastructure during times of economic and political instability. Particularly during conflict periods, PrivatBank ensured continuity of its services, providing reliable digital access to millions of people and serving as a strong

example of resilience. By timely adopting digital innovation, the company managed to maintain its dominance in the Ukrainian market, with a share of 28% in the retail banking industry. (National Bank of Ukraine, 2024) Furthermore, the bank's fintech initiatives—including the introduction and implementation of QR-code payments, digital cards mirror global trends in digital finance. Which have helped to position Ukraine as a competitive emerging market in the European financial landscape.

Promotion of trust, transparency, and inclusivity have increased public confidence and helped to attract foreign investment. PrivatBank's digital evolution highlights the broader macroeconomic role of banking institutions in global integration. By providing its services to Ukrainians abroad the bank facilitates not only stability and development of the Ukrainian economy, but also promotes cross-border cooperation. For example, in 2024, Ukrainians received over 7.5 million transfers through PrivatBank with assistance from international organizations. (PrivatBank, 2023)

PrivatBank's experience illustrates how digital transformation in the banking sector is not only a local success story but also an important driving force for regional and global economic cooperation and resilience.

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The Role of Digitalization in Reshaping International Economic Relations: Historical Trends and Emerging Challenges

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This thesis explores the impact of increasing digitalization on international economic relations and its possible future implications. Focusing on how advances in information and communication technologies have allowed for and increased connectivity across the globe. How those factors reshaped the trade dynamics, and intensified exchange of information, goods and services across the globe. This study emphasizes the duality of digital globalization—it is a force to democratize access and boost efficiency, but it also facilitates threats and challenges like inequality and cybersecurity threats.

Modern globalization has been driven mainly by the proliferation of digital platforms. The digitization of everything from financial markets and services to supply chains, has led to a global economy increasingly more reliant on real-time information. The sharp increase in the pace of growth of global GDP from the year 2000 (33.8 trillion USD) until the present day (106 trillion USD) coincided with the proliferation and global adoption of digital means. Mass adoption of smartphones from the mid to late 2000s, mass adoption of IOT in 2010s, popularization of blockchain from 2017 and onwards, are only a tiny fraction of innovations introduced in this time frame. (OECD, 2021)

While developed nations have capitalized greatly on digital transformation, many developing countries face restraints in their infrastructure, human capital, and policy adaptation. This disparity risks further marginalization and restricts their ability to participate in the global

market. (Steger, Benedikter, Pechlaner, Kofler, 2023)

Cybersecurity and data regulation have also emerged as key concerns. The lack of unified global cybersecurity standards creates defence gaps in digital financial systems, which has potential to be exploited. As digital tools and platforms expand across sectors, the risk of cyberattacks increases proportionally, affecting not only specific businesses but due to digital connectivity—entire economies. Critical infrastructure, financial institutions, and millions of everyday digital operations are increasingly vulnerable to cyber threats. With more digital infrastructure being established, the number of cyberattacks has increased as well, with global costs of cybercrime expected to reach \$10.5 trillion annually by 2025, up from \$3 trillion in 2015 (Morgan, 2020).

While geopolitical tensions coupled with the fact that spreading misinformation have become easier than ever before, further complicate effective international cooperation. To ensure sustainable and responsible global cooperation in this digital era, the international community must strive to prioritize infrastructure investment, digital literacy, and transparent governance policies. Institutions like the WTO, IMF, and WEF are increasingly recognizing the need to adapt their policy mechanisms for this digital age.

Digitalization has slowly but fundamentally altered international economic relations. And as it continues to reshape our world we must strive to build a cohesive global digital policy ecosystem.

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JEL: I20, Q01

Integrating sustainable development into english language teaching

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The concept of sustainable development is a very important point in teaching English and in our lives in order to acquire certain skills and knowledge that are currently very necessary in the modern world in order to cope with global problems. Through the integration of sustainable development in the study of languages, such as English, students can better and more deeply understand and understand global problems, perhaps better analyze and evaluate information that comes from completely different sources. Modern teachers involve students in discussions on completely different topics, discuss articles and conduct debates, and thus learning English becomes a means not only of mastering the language, but also helps in the formation of personality and personal opinion (Tilbury, 2011).

Integrating sustainability into English learning processes, such as reading or listening, helps students boost their vocabulary while at the same time learning and perhaps helping with real-world problems. For example, if you include topics about ecology, social justice movements or economics in the program, students will not only have a good command of foreign words on a new topic, but will also have a good understanding of modern difficulties. Education can develop a key role in shaping a conscious approach to sustainable development and the use of techniques such as collaborative projects with a focus on sustainable development practices and debates about global challenges encourages active participation and helps students understand the practical significance of sustainable development in the world. Such participation in learning not only improves the study and assimilation of

language, but also develops a sense of freedom and will in students, which makes it possible to think critically about their actions (Scott, W., Gough, S. 2018).

Meanwhile, many teachers face problems, such as funding, which greatly limits access to good and high-quality resources, innovations. This financial constraint can seriously affect teachers "ability to deliver engaging and effective lessons that incorporate sustainability concepts. Insufficient teacher training on sustainable education may make it less effective to implement the principles of education for sustainable development in the curriculum. Without professional development opportunities, teachers may be ill-prepared to consider sustainability topics, limiting the effectiveness of training (Jucker, R., Mathar, R. 2015). School administrators and educational leaders may seek partnerships with local businesses, nonprofit organizations that are interested in promoting sustainable development. By establishing such partnerships, schools can access alternative sources of funding and resources that support sustainable development education initiatives.

Sustainable development is also about partnership and sharing experiences. For example, partnerships between schools in different countries can lead to collaborative projects that promote intercultural development. Innovative teaching methods, such as online learning platforms, can increase access to interesting and relevant topics and provide learning experiences, allowing teachers to create diverse learning (Sterling, S. 2010).

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UDC 327

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Global politics and international affairs

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International politics and global affairs shape the stability of the world, economic development, and security. The dynamics between nations, the rise and fall of global powers, and the ongoing tension between democratic and authoritarian regimes define today's geopolitical landscape. In this context, Ukraine has become a central focus of global attention, representing both a frontline of democratic resilience and a flashpoint in the confrontation between Western alliances and aggressive authoritarianism. The war in Ukraine underscores how regional conflicts can have worldwide repercussions, affecting energy markets, food security, and international law. In an era of shifting alliances and strategic competition, understanding these dynamics is of crucial significance to policymakers, scholars, and global citizens.

One of the most powerful drivers of world politics today is the widening divide between autocratic and democratic regimes. Autocratic governments have grown sophisticated in consolidating power and undermining democratic institutions domestically and abroad (Applebaum, 2024). Through economic pressure, political repression, and disinformation, authoritarian states seek to expand their reach, often violating the principles of liberal democracy. The tension between the two political models accounts for much of the contemporary international relations and leads to tensions among ruling powers.

The role of military power in shaping global affairs is not undermined. Local or global war has traditionally determined relative state powers. Military history continues to be useful to modern strategists, since history shapes present-day military doctrine and policy decisions (O'Hanlon, 2023). From the Cold War to more contemporary wars in the Middle East and Eastern Europe, military interventions continue to impact global stability, often yielding unintended consequences. The 2003 invasion of Iraq, for instance, reshaped the Middle East, with long-term consequences still being felt today (Coll, 2024). Military strategy and foreign policy decisions remain entwined, as world leaders balance the risks and benefits of armed engagement.

Leadership is also at the forefront of international relations, as decisions by powerful figures have a tendency to determine world directions. Strategic vision and diplomacy influence national policy, international diplomacy, and geostrategic rivalries (Kissinger, 2022). Effective leadership can prevent wars, strengthen alliances, and create global cooperation. Cold War diplomacy and contemporary international summits are some of the examples that underscore the importance of effective leadership in crisis management.

Another feature of global politics is the lingering impact of past superpower rivalries. The Cold War, for example, continues to influence current international relations, particularly where there

were once spheres of ideological and military confrontation. Soviet foreign policy measures set the tone for international relations, and their impacts continue to reverberate in recent geopolitical tensions (Radchenko, 2024). Previous power struggles are evident in current conflicts, trade policies, and diplomatic alignments.

In an increasingly globalized world, it is more

crucial than ever to understand global politics and international relations. The conflict between democratic and totalitarian forms, warfare strategies, leadership decisions, and the historical context of past wars all contribute to the complexities of the contemporary geopolitical landscape. While nations navigate through these issues, diplomacy, strategic thinking, and cooperation will forge the future of global stability.

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Youth as catalyst for long-term sustainability

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Youth in Ukraine play a crucial role in shaping a sustainable future, acting as catalysts for long-term environmental, social, and economic stability. As the country faces pressing challenges, including the consequences of war, environmental degradation, and economic recovery, the involvement of young people is essential in driving meaningful change. Their ability to challenge outdated systems, advocate for sustainability, and adopt innovative approaches positions them as key players in Ukraine's efforts to rebuild and create a more resilient and sustainable society for future generations. Youth-led initiatives in areas such as ecological restoration, digital innovation, and community resilience demonstrate their commitment to fostering long-term development despite ongoing hardships.

Perhaps one of the biggest youth contributions to sustainability is through activism. Younger

generations have also been the spearheads of climate activism, requesting urgent action on the part of governments and big business. A case in point is Greta Thunberg, who mobilized millions of young people from all over the world with platforms like Fridays for Future, and proved that youthful engagement can be a determinant for shifting public consciousness and influencing policy shifts (Thunberg et al., 2020). This activism is not only limited to climate demonstrations but also to other environmental and social movements like deforestation, loss of biodiversity, and social justice.

Besides activism, young people are revolutionizing consumerism through a stronger focus on sustainable consumption. The new generation tends to support firms with environmental and moral alignment, hence influencing corporate agendas and market patterns (Foer, 2019). By choosing plant-based

diets, ethical clothing, and plastic reduction, they bring sustainability into everyday life. This means that it is not just the government's responsibility but also a personal choice that can have a huge impact.

Education is also instrumental in endowing youth with the information and capabilities required to lead sustainable transformations. Institutions of learning and tertiary institutions are incorporating sustainability into their learning programs at an accelerating rate, nurturing a generation attuned to environmental conservation and sustainable consumption (Johnson & Wilkinson, 2020). In addition, young people are expanding learning spaces outside of formal classrooms by pursuing self-education, online activism, and knowledge exchange using social media platforms, turning sustainability into an international conversation.

Innovation is another key component of youth-driven sustainability. Young entrepreneurs and scientists are developing innovative solutions to social and environmental issues. From waste reduction practices to green energy technologies, youth-driven initiatives are transforming industries and paving the way for cleaner alternatives (Figueres & Rivett-Carnac, 2020).

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UDC 327

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Geopolitical Dynamics and Global Affairs

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The form of contemporary international relations is determined by the complicated interaction

between international politics and geopolitical forces. Geopolitical dynamics shape the foreign

policies of states, institutions, and multinational corporations in a globe characterized by deepened globalization, economic interdependence, and changed power dynamics. Recent events, including the resurgence of nationalism, the rise of multipolarity, and climate migration, serve to underscore the necessity of a rich understanding of these forces. This deep transformation of the international order can be observed from the persistent evolution of power movement from West to East and emergent Chinese and Indian prominence (Acharya, 2021).

Global competition for resource leadership and control is core to the change. Natural resources such as rare earth, energy endowments, and water resources have turned out to be significant assets, and states are struggling to obtain their control via diplomacy, finance, and in many cases military influence. For example, the Arctic has been at the center of geopolitical tensions due to the opening up of new sea routes and discovery of unseen resources as the ice melts (Dodds & Nuttall, 2022). The advancements point to the link between environmental transformation and geopolitics and therefore show the complex nature of global concerns.

Global issues are shaped by geopolitical relationships and competition to a significant degree. Global stability is defined by institutions such as NATO, the European Union, and the Shanghai Cooperation Organization, which establish mechanisms for cooperation or competition. For instance, the current tensions between Russia and NATO have reactivated Cold War dynamics, which have influenced global security and economic systems (Friedman, 2022). Concurrently, regional partnerships like the African Continental Free Trade Area (AfCFTA) illustrate how geopolitics can drive economic growth and resilience in the face of global challenges (Amoako, 2021).

Technological innovation placed a new dimension on the geopolitics dynamics. The intersection of technological advancement and global power is underscored by the race for leadership in artificial intelligence (AI), quantum computing, and 5G technology. To generate controversy, both economically and militarily,

nations such as the United States, China, and the European Union are investing heavily in technology. Cyber warfare, such as state-sponsored cyberattacks and disinformation operations, further complicates international relations, challenging conventional notions of sovereignty and war (Singer & Brooking, 2021).

The modern world order is characterized by geoeconomics, that is, the employment of economic instruments for geopolitical purposes. As instruments of statecraft, trade tensions, economic sanctions, and debt diplomacy are increasingly utilized. For instance, China's Belt and Road Initiative is a classic example of the use of infrastructure construction as a strategy of expanding influence, and the sanctions by the United States against Russia and Iran have changed regional alignments and patterns of trade (Chatzky & McBride, 2021). These moves reflect the thinning of the lines between economic policy and geopolitics.

Globalization, which has traditionally been a unifying influence, is currently under pressure from the increasing prevalence of protectionism and de-globalization tendencies. The weakness of international institutions and difficulties of sustaining multilateralism have been highlighted through the phenomena of Brexit and the United States-China trade war. These changes have deeper implications for international governance, in that conventional bodies like the United Nations and the World Trade Organization are unable to keep pace with changing power arrangements and address novel issues like e-governance and climate change (Keohane & Nye, 2021).

Climate change remains another important aspect that shapes geopolitics. The migration, escalation of conflicts, and redefinition of geopolitical agendas are being triggered by climate-induced sea level rise, extreme weather events, and resource scarcity. For example, the Sahel region in Africa has emerged as a climate-related displacement hotspot, which in turn has massive implications for global security and regional stability. International climate agreements and domestic adaptation measures are symptomatic of heightened awareness on the part of nations and

institutions of the necessity for collaborative solutions to these issues (Wadhams, 2021).

Migration has become a contentious issue in international relations, fueled by geopolitical instability as well as climate change. The European Union has also seen increased tensions and the finances of host countries have been stretched as a result of mass migration of individuals from conflict zones such as Syria and Afghanistan. These trends in migration underscore the interconnectedness of global challenges and the necessity for unified international action (Betts & Collier, 2021). There must be a multidisciplinary strategy taking into account political, economic, and environmental factors in addressing the root causes of displacement.

Soft power and cultural diplomacy will also have key roles to play in shaping international affairs. Japan, South Korea, and India are currently employing cultural products like media, technology, and education to promote their global image. This soft power is a complementary method of influence that promotes cooperative comprehension and action, complementing old geopolitical politics. Indian International Yoga Day and the Korean Wave are both illustrations of

these endeavors that reveal the potential of cultural diplomacy in introducing interlinkages among states (Nye, 2021).

Lastly, the COVID-19 pandemic has exposed the frailties of the international system, including public health and supply chain resiliences. The geopolitics of vaccine diplomacy has reshaped alliances and rivalries, and the unequal distribution of vaccines and resources has reinforced existing inequalities. Furthermore, the pandemic has hastened discussions on the future of global governance, underscoring the imperative for more flexible and inclusive arrangements to avert transnational crises (Kaplan, 2022).

In short, the 21st century is characterized by interconnection between world affairs and geopolitics with extensive impact on all facets of international affairs. This research points out the interrelatedness and richness of global issues by looking at such dimensions as competition for resources, technological innovation, and climate change. It is imperative to comprehend such dynamics as a way of formulating strategies to promote sustainable development, cooperation, and stability in a more multipolar world.

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Shaping a Sustainable Future: The Impact of Youth

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Youth are essential in fostering sustainable development because they have fresh ideas and passion to tackle current issues that the world faces. The enthusiasm, flexibility, and interconnectedness of the youth are revolutionizing the way society thinks about sustainability. They make their voices heard locally and globally through actively participating in fighting for social justice, acting on climate change, and making a sustainable use of resources. Through the use of online forums like Fridays for Future, young people are transforming environmental awareness into collective action, which impacts corporate responsibility and policy (Thunberg, 2020).

Education is essential in developing a youth-driven sustainability agenda. Through the incorporation of sustainable development principles in official and unofficial education, young people are able to acquire information and skills required to address environmental issues. By encouraging problem-solving and critical thinking, these initiatives help nurture a generation where the health of the planet comes first before quick profits (Tilbury, 2021). Again validating that economic progress and technological improvements are not opposed to sustainability, young businesspersons are leading the way in crafting green technology as well as circular economy solutions (Schroeder et al., 2021).

Climate change is one of the vital issues whose view is being formed by the views of youth in formulating the global agenda. As drivers of change, young leaders are pressurizing industries and governments to go for net-zero targets and minimize the use of fossil fuels. Youth-led movements like Sunrise Movement and Zero Hour, for example, have managed to champion legislative changes that advance environmental justice and the use of renewable energy (Ray et

al., 2022). This activism is a testament to how young people are increasingly driving climate adaptation planning, transitions to renewable energy, and sustainable urban development.

Young people also have a key role in driving social sustainability and fixing inequalities in access to economic, healthcare, and education opportunities. Most youth activists point out how marginalized groups tend to suffer the most from environmental degradation by existing at the intersection of the environment and social justice. The need for inclusive policy that guarantees everyone's opinions are heard in the pursuit of sustainability is highlighted by their work (Kelsey, 2021). To guarantee youth participation in a wider strategy towards sustainable development, youth programs tend to greatly emphasize gender equality, indigenous peoples' rights, and youth participation in decision-making.

Youth participation in sustainability has been more impactful because of digital innovation. Global youth communities can now mobilize movements, exchange best practices, and hold leaders responsible because of social media campaigns, mobile phone applications, and online networks. The youth are using technology to usher in measurable change in addition to awareness creation. Sites like as Youth4Planet and Goodwall, for instance, have become hubs for sustainable action and networking, enabling young people to spearhead neighborhood-initiated solutions (McKenzie et al., 2021).

Youth entrepreneurship is yet another influential force behind sustainable development. The majority of businesses owned by young business leaders are centered on offering solutions to environmental issues, for instance, less plastic consumption or introducing renewable energy sources to villages without connection to the grid.

For instance, businesses like BioSolutions, initiated by young business leaders, are exploring bioplastics as an alternative to traditional packaging. They support the worldwide shift towards sustainable consumption and production as well as economic resilience (Müller & Schmid, 2021).

It is not without its hurdles to achieve a sustainable future, however. Young people are typically met with structural obstacles such as limited access to space, learning, and resources for participative engagement. Youth leaders stand firm and come up with innovative ways in the face of these challenges, aligning with businesses, international organizations, and non-governmental organizations to consolidate their efforts. One example of how international organizations are attempting to increase youth participation in the attainment of the Sustainable Development Goals (SDGs) is the United Nations Youth2030 initiative (United Nations, 2021).

Young voices also highlight the need for intergenerational working. The youth are

demanding intergenerational collaborations with the aging population to address knowledge gaps and resource sharing because sustainability cannot be done in a vacuum. In a sustainable future, this approach of collaboration sees to it that new developments and old ways of doing things find equilibrium. Young farmers, for example, are promoting food security and conservation of ecosystems in farm sustainability through integration of precision agriculture methods with local knowledge (Brouwer & Woodhill, 2021).

In sum, the youth view of sustainable development emphasizes inclusive growth, the necessity of collaborative effort, and the virtue of innovation. The youth are rewriting the world's history and catalyzing fundamental change through calls for economic, social, and environmental sustainability. Their dedication towards a more sustainable, robust, and equitable society is a reflection of the contribution that youth can make to writing the history of the twenty-first century.

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Роль верховенства права в процесі євроінтеграції України

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В умовах євроінтеграції України важливим є адаптація, зокрема, законодавчої сфери до рівня та стандартів ЄС. Мета консолідації та підтримки демократії, верховенства права, прав людини та принципів міжнародного права включена до статті 21 (2) Договору про Європейський Союз (ДЄС) серед ключових цілей, які визначають спільну політику та дії Союзу. Згідно зі статтею 49 ДЄС країни-кандидати на вступ до ЄС зобов'язані поважати та активно сприяти дотриманню прав людини і верховенства права [1].

Конституційні зміни 2019 року закріпили незворотність європейського курсу України. Крім того, ст. ст. 85, 102 і 116 Конституції визначено, що Верховна Рада та Кабінет Міністрів зобов'язані реалізовувати стратегічний курс на повноправне членство в ЄС, а Президент є гарантом реалізації цього курсу [2].

Згідно зі ст. 1 Угоди про асоціацію між Україною та ЄС Україна зобов'язується поступово наближати своє законодавство до права ЄС. Відповідно до ст. 14 у сфері юстиції, свободи та безпеки Сторони приділяють особливу увагу утвердженню верховенства права, зміцненню інституцій, зокрема правоохоронних і судових органів. Співробітництво спрямоване на посилення судової влади, підвищення її ефективності, забезпечення незалежності та неупередженості, а також боротьбу з корупцією, на основі принципу поваги до прав людини та основоположних свобод [3].

Відповідно до ч. 1 ст. 8 Конституції України в Україні визнається і діє принцип верховенства права. Верховенство права – це панування

права в суспільстві. Враховуючи зміст ст. 8 Конституції України та практику Конституційного Суду України (КСУ), верховенство права слід розуміти, зокрема, як механізм забезпечення контролю над використанням влади державою та захисту людини від свавільних дій державної влади. Верховенство права як нормативний ідеал, до якого має прагнути кожна система права, і як універсальний та інтегральний принцип права необхідно розглядати, зокрема, в контексті таких основоположних його складових: принцип законності, принцип поділу державної влади, принцип народного суверенітету, принцип демократії, принцип юридичної визначеності, принцип справедливого суду [4]. Верховенство права є одним із засадничих конституційних принципів, який означає, зокрема, те, що Конституція України має найвищу юридичну силу; закони та інші нормативно-правові акти мають ухвалюватись на основі Конституції України і повинні відповідати їй [5].

Принципи верховенства права знаходять своє відображення в засадничих принципах законодавства різних галузей права. Наприклад, відповідно до ст. 4 Податкового кодексу України податкове законодавство України ґрунтується, зокрема, на принципах рівності усіх платників перед законом, недопущення будь-яких проявів податкової дискримінації, а також стабільності [6]. Водночас ці принципи часто ігноруються при прийнятті нових законів, а аргументами є необхідність поповнення бюджету та імплементації директив ЄС. Нещодавніми прикладами є закони України № 4015-IX від 10.10.2024 та № 3878-IX від 18.07.2024. Очевидно, що нестабільність податкового

законодавства негативно впливає на інвестиційний клімат та погіршує підприємницькі настрої.

Виконання рішень та додержання висновків КСУ Верховною Радою України також залишається проблемним. Ст. 98 Закону України «Про Конституційний Суд України» передбачає відповідальність за їх невиконання та недодержання [7], а ч. 4 ст. 382 Кримінального кодексу України встановлює кримінальну відповідальність за такі умисні діяння службовою особою [8]. Проте зазначена норма не може бути застосована до Парламенту України. Теоретично у таких випадках могла би натомість застосовуватися конституційна відповідальність, однак на сьогодні вона не передбачена Основним Законом України. Крім того, зазвичай на момент ухвалення відповідних рішень КСУ судові рішення у справах суб'єктів права на конституційну скаргу вже виконані. Конституція України, Закон України «Про Конституційний Суд України» та процесуальне законодавство не передбачають зворотної дії рішень КСУ у часі, що унеможливує відновлення юридичного стану, який існував до застосування судами норм, пізніше визнаних неконституційними.

Попри перспективну дію рішень Конституційного Суду України, людині має бути надано можливість розгляду її справи на

підставі закону, що відповідає Конституції України та дає право на справедливе вирішення спору, що є основною метою правосуддя.

З набранням чинності для України положень Європейської конвенції з прав людини розпочався процес імплементації європейських правових цінностей, орієнтованих на захист прав людини та основоположних свобод. Прийняття Закону України від 23 лютого 2006 року «Про виконання рішень та застосування практики Європейського суду з прав людини» посилює очікування суттєвого прогресу у цій сфері. Однак, як зазначають науковці-правники, реального прориву не відбулося. Системні порушення прав людини залишаються поширеним явищем, а правові реформи поки не забезпечили належного рівня їх захисту.

Отже, сучасна правова система України стикається з низкою серйозних викликів, серед яких – нестабільність законодавства, вибіркове правозастосування, політичний тиск на судову владу, низький рівень виконання судових рішень, а також випадки протиправної діяльності органів державної влади. Реальне забезпечення верховенства права – це передумова не лише для євроінтеграції, а й для збереження легітимності української держави.

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Implementation of Digital Technologies in the Social Sector Post-Crisis

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Ukraine has recently encountered significant challenges including the COVID-19 pandemic and Russia's armed aggression. These circumstances have created challenges for individuals seeking assistance from social services. Utilizing digital technology is a useful method to address these issues as it can make getting help faster simpler and more efficient (López-Peláez, A., et al, 2024).

Since the start of the war with Russia, millions of Ukrainians have had to leave their homes to stay safe from bombings and active fighting, especially in the eastern and southern parts of the country. Many of them moved to other regions or even abroad. This sudden relocation created serious challenges, such as difficulty accessing government services, losing documents, or not knowing where to turn for help (Haaland, N., et al., 2024).

In these difficult conditions, digital technologies became essential. People used websites, mobile apps, and messaging platforms to stay informed and connected with social service providers. For example, many were able to apply for financial aid online or get advice from social workers without need to travel. These tools were especially helpful for older adults and people living in rural areas (Ihnatenko, K. et al, 2023; Dieka, A., et al., 2024).

Even today, the consequences of displacement

continue to affect many citizens. To solve these problems, digital systems allow users to register their information safely and quickly receive help. Platforms that create digital ID profiles help ensure that displaced people can still receive support without visiting offices in person (Fedirko, N., 2022).

To ensure these digital services work well Ukraine requires reliable internet connections, secure databases and clear rules. Another important point is ensuring that everyone including older people who may struggle with new technology knows how to use digital tools. Offering training programs and local support centers can help close this gap (Nature Editors., 2025).

It is essential for the Ukrainian government to back digital projects. It must supply sufficient funding, establish clear rules and promote cooperation among government agencies, businesses and community groups. This type of teamwork makes sure that digital services are well-made and simple for people to use (OECD, 2021).

Digital technologies also help lower corruption by making social services clearer and easier to see. For example, using blockchain technology allows us to see exactly where money and aid are sent making sure they go to the right people and are not misused. Other nations have effectively

implemented similar strategies and Ukraine can benefit from their lessons (López-Peláez, A., et al. 2024).

Another important aspect is to keep personal information safe. Effective cybersecurity practices can make individuals feel secure when using online services which is crucial for gaining widespread acceptance and trust.

Bringing together different digital tools into a single user-friendly system can significantly enhance the efficiency of social services. It helps prevent errors, makes it simpler for people to access important information and assists social workers in making quick and informed choices. Furthermore, digital tools can significantly improve outcomes in emergency situations. Mobile alerts online resource centers and interactive websites assist individuals in quickly discovering how and where to seek help. This

reduces confusion and speeds up the response during emergencies. (Haaland, N., et al., 2024)

Digital platforms also help individuals by providing mental health care. Online counseling and virtual support groups can offer emotional support to individuals dealing with stress or trauma. "This is especially useful during tough times when in-person meetings cannot take place." (Frankova et al., 2022)

In summary digital technologies provide a complete way to enhance social services following crises. By focusing on digital education, building better infrastructure, ensuring government support, promoting transparency, improving cybersecurity. enhancing emergency response skills and providing mental health assistance Ukraine can develop stronger social services that effectively support people during critical times of need.

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Global Trade Under Fire: Rethinking International Business in Times of Conflict

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When war breaks out, it doesn't just redraw national borders – it redraws the map of international business. During the last decade or so, since the previous great wave of war, battlegrounds stretching from Eastern Europe to the Middle East have highlighted the frailties of global business networks, how exposed international operations are to political unrest. Russia's full-scale invasion of Ukraine in 2022 has become a stark example of how geopolitical conflict disrupts global value chains, forces multinational companies to suspend or relocate operations, and brings ethical dilemmas related to continued business in aggressor states (Balcerowicz, 2023, pp. 9 - 13). For Ukrainian businesses in particular, the war has necessitated rapid adaptation—relocation, digitization, and internationalization—to survive and remain competitive in a radically changed environment (Shenkar, Luo, & Chi, 2021, pp. 45–49).

War devastates everything—supply chains and consumer confidence—and forces companies to make rash, high-stakes choices. Companies in war-torn areas are not only facing devastated infrastructure but restricted market access, capital flows, and more regulation by foreign authorities. These facts require not only survival resilience but sophisticated strategic minds. International companies need to develop "institutional intelligence" in the view of Czinkota, Ronkainen and Gupta (2021) so that they can understand how conflict pressures influence the host country's political and judicial institutions (Ronkainen & Gupta, 2021, pp. 128–132).

Consider the problem of logistics, i.e. War has the tendency to produce clogged ports, abandoned railway lines, and closed skies. Businesses will then need to back out of the just-in-time arrangements which previously dominated global supply chains. As Hill (2022) contends, businesses have to add redundancy and

geographical spread in sourcing so as to make room for flow and cushion disjuncture if one route stops working (Hill, 2022, pp. 315–320). It isn't a question of routing trucks around—of envisioning the entire systems of the world otherwise.

But logistics is only one half of the story. No less pressing are reputational and ethical issues of conducting business in combat zones. How does a company not become complicit in human rights abuses? How does a brand establish consumer trust conducting business alongside a front line? This is the solution, Morris and Oldroyd (2022) argue, through active management of stakeholders, transparent reporting, and commitment to worldwide human rights standards (Morris and Oldroyd, 2022, pp. 279–285). Companies no longer have the luxury of taking ethics as an afterthought—ethics need to be put at the forefront of strategy.

Leadership also shifts in times of adversity. The managers have to take tough decisions striking a balance between profitability and accountability. In the opinion of Geringer (2022), the global managers operating in conflict areas have to be geopolitically savvy as well as culturally sensitive in order to lead (Geringer, 2022, pp. 402–407). Sometimes it entails shutting shop in protest against aggression, and sometimes it entails investing in reconstruction and solidarity with the people on the ground. Neither is an easy option that is enabled with convenience.

At the same time, war also creates innovation. War's limiting influence leads organizations to become more nimble, digital, and local. In Ukraine, for instance, organizations adapted web-based business, remote work, and adaptive service modes within weeks under occupation. Such adaptations, in some cases, have created more resilient and stronger business systems—less central, more adaptable, and more reliant on

local contingencies (Shenkar, Luo, & Chi, 2021, pp. 314–318).

Lastly, business in war zones is not risk management—it's a test of vision and of values. The world economy no longer permits the luxury of neutrality. Strategic vision and moral purpose must drive successful business today in today's complex world.

With the face of international business shifting, scholars and practitioners alike are being

compelled to shatter assumptions. From supply chain planning to governance arrangements, and from ethics to innovation, war exposes not only the vulnerabilities of the global system—but also its potential for reinvention. The Ukrainian case exemplifies this reinvention: faced with unprecedented disruption, Ukrainian companies have accelerated digital transformation, diversified logistics routes, and strengthened international partnerships. These adaptations not only ensure business continuity but also position Ukraine as an emerging model of resilience and innovation in times of crisis.

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Global politics and international business

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The classical international order of power is crumbling before our eyes. What once was marked by clear hegemonic dominance is now an elaborate, decentralized, and unstable order. This new world, as it is popularly known, multipolarity, is one in which numerous states possess great power, and no single state can unilaterally determine international affairs (Murray & Brown, 2021, pp. 3–6). The relevance of this shift is perhaps most vividly illustrated by the ongoing war in Ukraine. The conflict has revealed the limits of Western influence, the assertiveness of Russian regional ambitions, and the complex balancing acts performed by rising powers like China, India, and Turkey. Ukraine has become a geopolitical crossroads—a space where

multipolar dynamics collide and global actors recalibrate their strategic positions in real time.

This is more than a rebalancing—it is a shift in the actual structure of international politics. Scholars estimate that we are experiencing today an era marked not just by the diffusion of power, but by normative fragmentation. The world is no longer one in the sense of an international universal sense of norms; instead, power is contested on ideological, economic, and even psychological fault lines (Jain, 2021, pp. 41–48).

Geopsychological explanations offer a means of describing this complexity. Jain contends that national action is not solely driven by security or

material interest but also by collective psychological scripts, cultural memory, and strategic perception. The approach proves to be especially beneficial in describing the manner in which rising powers like China or regional players like Iran conduct diplomacy and deterrence (Jain, 2021, pp. 89–94).

The Middle East itself is today a dense theatre of multipolar competition. As China, Russia, and the U.S. vie over various interests, regional actors are mobilized and entangled. Houghton and Houghton describe how these world actors vie for influence by peddling arms, energy projects, and security alliances, with outcomes often destabilizing rather than concluding regional conflicts (Houghton & Houghton, 2024, pp. 117–125).

One of the less contested dynamics in the world of today is Eurasian connectivity. The Belt and Road Initiative, the Eurasian Economic Union, and evolving cyberspace alignments are constructing a tissue of interdependence between continents—but perhaps not on Western terms. Sahakyan demonstrates how Kazakhstan, Azerbaijan, and Turkey employ digital infrastructure and trade networks for strategic autonomy with access to multiple poles of power (Sahakyan, 2023, pp. 172–179).

Previous eras of shifting polarity have produced immense instability. However, as Græger argue, polarity itself is not threatening—threatening is

how one deals with polarity, whether the system is leaning in the direction of cooperation or anarchy (Græger et al., 2022, pp. 211–218). The danger today is that there are no effective collective institutions of governance. The UN Security Council remains paralyzed, and multilateral institutions are increasingly viewed with suspicion by the rising powers.

Even in the West, the origins of strategic thought are being reassessed. Specter traces the evolution of realist theory in the United States and Germany, bringing out how past thinkers reacted to imperial burden and strategic restraint. His book is a reminder that multipolarity is not new but recurring, and that past generations too had to balance power and principle (Specter, 2022, pp. 99–106).

International relations in this century are no longer a question of one power ruling over the others—they are a question of several powers navigating a shared, often contested, space. Multipolarity is not just the structure of power, but a condition of coexistence, tension, and reimagination. To decipher this complexity demands not just geopolitical calculation, but a multidisciplinary endeavor drawing on psychology, history, and technology. With the shifting world order, the future of diplomacy will depend not on domination but on adaptability, interpretive possibility, and collaboration in a decentered world.

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JEL Code: H50

Ethics in business: Geopolitical conflicts

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Ethics in business has always been perceived as responsible corporate conduct. Still, lately, it has become more critical and complicated due to the rising number of geopolitical conflicts around the world. In an increasingly globalized economy, businesses operating across borders engage with international markets and interact with a wide range of political environments. As a result, their actions are not private but easily seen from the public eye, they carry significant implications not only for their shareholders but also for the broader society. One of the most pressing ethical challenges today arises when companies are faced with decisions about operating in countries engaged in armed conflict or under international sanctions. A notable example is the ongoing conflicts inflicted by Russia, which have triggered global debates about the responsibilities of multinational corporations with human rights. While some companies have chosen to withdraw from the Russian market as a gesture of protest and solidarity with international law and human rights, others have decided to continue their operations, arguing economic reasons, contractual obligations, or the need to maintain their workforce. These differing responses raise important questions about the ethical frameworks guiding corporate behavior in politically sensitive contexts.

Since the invasion of Ukraine began, CELI (Chief Executive Leadership institution) has been tracking the responses of well over one thousand companies and hundreds of American companies which announced that they are voluntarily curtailing or halting their business in Russia due to the ongoing invasion, while it's impossible to say whether all of these companies are motivated by purely moral concerns or just marketing strategies, they've all gone above and beyond what is legally required by international sanctions. Our goal is absolute, and some might even say extreme: Every corporation with a presence in Russia must publicly commit to a total cessation of business there. Russians who rely on

the food or medicine that those companies make or the jobs they provide may suffer hardship. But if that's what it takes to stop Mr. Putin from killing innocent Ukrainians, that's what businesses must do. (The New York Times. 2022).

At the beginning of the invasion of Ukraine, about 253 companies decided to leave Russia, 248 suspended activities, and 100+ paused any new investment on the Russian market, when the topic was mediatic and all eyes were on the Russian invasion of Ukraine, now 3 years later, the topic is not as mediatic as it was in 2022 and most of the people out of this conflict may perceived it as if it has already finished or they dont have any knowledge of what is going on at this moment, so the moral and ethics do not only arrives in big corporations but also in the consumers who seek for this products, as an example we can talk aout Pepsi who is still working with Russia but they used marketing strategies to washed their image as for examples in the USA where they support immigrant right but they also support the Russian invasion by still having their market open, so they bring attention to them by doing something "good". There are more than 1801 international companies that are still open and will still be operating in the Russian market. So here, the responsibility is not only to be defined by one responsible party but for all, if one corporation is still supporting an aggressor state, then we should do something about it, social medias has helped many to be informed of what is going on as tradicional media is not convering it anymore, people are forced to look into it and filter infromation from what is real and fake, the hashtag LeaveRussia has been quite strong when it comes to social media protest against corporation who are still supporting this war.

The ethical responsibilities of multinational corporations during times of geopolitical conflict have never been more relevant than in the context of the ongoing war involving Russia. This thesis

has explored how major global companies like Pepsi have made the controversial decision to maintain at least some level of business operations in Russia despite widespread international condemnation and sanctions. While these companies may justify their continued presence through arguments related to economic stability, employee welfare, or the provision of essential goods, their actions raise serious ethical concerns about corporate complicity, accountability, and moral leadership. Through the lens of ethical business practices, it becomes evident that profit-driven motives alone cannot serve as a sufficient justification for remaining in a market where human rights violations and

aggression are taking place. Companies wield significant power and influence. Ultimately, this thesis highlights the urgent need for clearer ethical guidelines and stronger global frameworks to help corporations navigate complex geopolitical situations and to demand transparency and ethical accountability. Companies must reevaluate their roles not just as economic actors, but as moral agents in a globalized world. The decisions made by corporations today will shape not only their reputation and long-term success but also their contribution to a more just and responsible international business environment.

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JEL Code: H50

Future scenarios for global trade and investment

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The international trade and investment environment changes quickly due to persistent geopolitical tensions and conflicts. A difficult interaction of political, economic, technological, and social differences is expected to determine the future scenarios we will be facing. Even though the current conversation is dominated by uncertainty, several viable paths could shape international economic ties in the future.

The global economy is navigating a difficult climate in early 2025, with growing trade and geopolitical tensions on one hand and decreasing inflation and cautious growth on the other. Although the International Monetary Fund (IMF) predicted 3.3% growth for the year, the United States leads the globe with 2.7% growth due to robust consumer and investment spending. China is expected to drop to 4.5% because of factors like

its sluggish real estate market, demographic problems, and the reinstatement of U.S. tariffs, while the euro area is expected to grow at a slower pace of 1.0%.

As of February, U.S. consumer prices increased 2.8% year over year, the lowest level in more than two years, indicating a downward trajectory in inflation trends. China's inflation has fallen below 1%, causing deflationary concerns, while the eurozone's inflation rate is 2.4%, approaching the European Central Bank's objective.

Globally, monetary policy is diverging. The U.S. federal reserve expresses caution owing to uncertainty from new import tariffs and industrial policies, maintaining its policy rate between 4.25% to 4.50%. China's central bank has started implementing mild easing measures to combat

capital outflows, while the European Central Bank has lowered its deposit rate to 2.5% due to stalling output. The Trump administration made a major policy change in early April when it announced new tariffs, increasing the average price of Chinese goods by 54%. The new tariffs included a 10% global levy and up to 50% charges on 57 countries. With Canada and Mexico obtaining partial exemptions under the USMCA and the EU and China considering retaliation actions, these measures have escalated trade tensions. Financial markets have responded with increased volatility, reflecting investor concerns over the potential for a prolonged global trade war. The interplay of protectionist policies and geopolitical uncertainties tests central bank strategies and poses challenges to global economic stability.

To address the mounting pressure on central bank strategies and the growing threats to global

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Harmonization and Standardization of Accounting System as Pathway to European Integration

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The harmonization and standardization of the accounting system is vital for integration into the EU in accordance with best economic practices. Harmonization and standardization are processes that relate less with technical improvements but more with necessity to ensure that the system is transparent, comparable, and credible in reporting of finance statement. Ukraine has been striving for deeper economic ties with Europe for the last decade, that's why the accounting system must evolve to meet the demands of a dynamic, interconnected marketplace. Best world practices say that this transformation is implemented by harmonizing with International Financial Reporting Standards (IFRS), standardizing

procedures with the aim to eliminate inconsistencies, and attracting best professionals to sustain these reforms (Sas et al. 2023).

Despite availability of multiple views on definition of harmonization, most of them imply that this is a process. This process is aimed at unifying accounting to most situations in any country. That's why we can say that Ukraine's accounting principles should be harmonized with internationally recognized standards, particularly IFRS, which are applied across the EU (Shevchenko et al. 2024). Harmonization is essential for such reasons: First, it allows Ukrainian enterprises to compete globally,

because, their financial statements may be understood and trusted by foreign investors, regulators, and partners. Moreover, harmonization reduces transaction costs for import-export operations and investments by decreasing the need for different reporting systems. Last but not least, it makes corporate governance more effective, because IFRS encourages transparency, accountability, and stakeholder engagement, which are key ideas of European economic integration.

On the other hand, Ukraine's socio-economic context, which is marked as transitional economic structures, needs careful adaptation of international standards. For example, IFRS mandates disclosure of intangible assets like intellectual property, national accounting system has other prioritized tangible assets. Possibly, this gap needs revising legal codes, such as the Law on Accounting and Financial Reporting (2015). By the way, the Law still lacks enforcement mechanisms for smaller companies.

Global best practices may be implemented to Ukraine's realities by efforts of scientists, policymakers, and practitioners who should collaborate together. But there many challenges, such as: addressing disparities in infrastructure, digital literacy gaps in regions or the lack of audit institutions. For example, large corporations may readily adopt IFRS-compliant software while small companies often lack investment resources. Subsidized training programs or simplified IFRS guidelines for SMEs could accelerate this transition.

Uniformity in accounting practices may be assured by standardization all across industries, regions, and enterprise sizes (Trabelsi, 2015). Soviet-era accounting norms, which still has much influence, has led to inconsistencies in financial reporting. Standardization may overcome this by establishing clear, enforceable rules for data collection, disclosure, and auditing. For example, IFRS implements standardized methodologies for assets value, calculating

revenue, and liabilities reporting, which provides same conceptions with foreign investmentors.

Moreover, standardization extends to non-financial reporting, which includes such requirements as quantifying carbon footprints, labor practices, and corporate ethics. They are keypoints which indicate global sustainability trends and may strengthens Ukraine's appeal as a responsible trading partner.

Harmonization and standardization implementation depends much on intellectual and organizational resources, that's why we need highly qualified specialists: accountants, auditors, and managers who will interpret and apply complex standards. Universities have to emphasize IFRS, data analytics, and ethical accounting. Professional certification bodies, such as the Chamber of Auditors of Ukraine, should mandate continuous training programs to keep pace with evolving standards. In addition, corporate leadership also plays a pivotal role. Cultural shift toward transparency and evidence-based decision-making is very important in the process of adopting IFRS. Managers need to use available digital tools like cloud-based systems and blockchain, which demands investment in technology and workforce upskilling. And besides, governments and international partners can play great role in progress by providing technical assistance and funding.

Harmonization and standardization of Ukraine's accounting system are very important for its European integration. A delicate balance should be kept between global benchmarks and local adaptability, reinforced by robust institutions and skilled professionals. Ukraine can build a resilient accounting ecosystem that fosters trust, attracts investment, and sustains long-term growth by implementing IFRS, standardizing reporting practices and harmonization accounting system. The journey ahead is complex, but the rewards: a transparent, competitive economy integrated into Europe, are well worth the effort.

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JEL Code: O32, L86, F63

Cloud Technologies as a foundation for rebuilding and modernizing businesses in Ukraine

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Ukrainian enterprises have been severely impacted in the past few years due to the Covid-19 pandemic and an ongoing war. These events exposed the limits of traditional enterprise operations, and as a result, many businesses began to shift to digital alternatives more quickly. The use of cloud technologies, which have all the flexibility and reliability to keep employees working in a disaster, was essential for that shift.

Cloud services kept businesses operating when many of them had their physical offices closed or destroyed. The Ukrainian government and key public agencies quickly migrated their critical systems to the cloud when Russia launched the full-scale invasion of Ukraine. This enabled them to preserve critical data and offered assurances that key services would continue providing (Amazon, 2022). Cloud was also important for maintaining trust between the government and citizens. Cloud services provide cost-effective growth opportunity tools for small and medium-sized enterprises that comprise a significant portion of the Ukrainian economy. Such tools include resource management, accounting, and communication systems. Studies show that cloud technology permits SME's to reduce IT expenses, deliver faster services and improve overall performance (ScienceDirect, 2023).

At the same time Ukrainian tech companies operating across national boundaries use international cloud infrastructures at the core of cross-border operations, since cloud-based infrastructures allow groups benefit from real-time collaboration, remote access and linking into global markets (World Economic Forum, 2021). However, moving to cloud infrastructure is not without issues. Security issues such as data breaches, unauthorized access, and ransomware attacks increase as more data is centralized. Organizations must practice good data protection policies and up-to-date cybersecurity strategies, to minimize the risk of injury (SentinelOne, 2025).

The second issue is data sovereignty issues. As most major cloud service providers have headquarters or origins outside of Ukraine, issues arise with creating "sovereign cloud" infrastructures to protect national sovereignty over sensitive data (European Commission, 2020). In addition, like most EU states regulatory requirements and certification frameworks are invoked as well (Reuters, 2024).

In spite of these limitations, cloud-based technologies offer clear advantages to economic recovery and modernization. They are tailoring the ability for organizations not only recover,

build and innovate faster during uncertain times, but for Ukraine cloud computing must be understood not as simply a crisis solution, but as

an investment towards sustainable development and assimilation into the global economy.

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JEL Code: M31

Digital Marketing Strategies in a Post-COVID and War-Impacted Global Education Landscape

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The COVID-19 pandemic and conflicts have redefined education globally, compelling institutions to realign their marketing strategies. This paper discusses how digital marketing assists in sustaining engagement, recruiting learners, and fostering resilience. It emphasizes *omnichannel approaches, e-commerce practices, and data-driven strategies* that improve global reach and student recruitment. Aside from that, the paper also incorporates learnings of the Global Nexus Campus winning project, which I designed and for which I received the award at the international competition, wherein the significance of virtual reality, cross-cultural collaboration, and incubators of innovation in future-proofing education marketing is emphasized.

The pandemic and geopolitics disrupted traditional education marketing, and there was a shift towards digital marketing. Institutions made do to remain in the spotlight, admit students, and maintain enrollment numbers. This paper presents some of the significant challenges and

opportunities in digital marketing in the international education sector based on experience from the Global Nexus Campus project, which predicts a globally networked and technologically advanced educational landscape.

Among the principal obstacles, there exists intense competition as well as a shift in customers' behavior. Consistent with available recent statistics from Statista (2022), growth in online learning triggered content spillover, and thus made it more challenging for schools to differentiate. Financial uncertainty disrupted students' learning habits, as students expected individualized, adaptable, and value-based education promotion. In addition, geopolitical instability resulting from war and conflict has hindered cross-border student recruitment, with travel prohibitions and changes in policy reducing the ease with which one may reach out. As such, institutions increasingly make use of digital channels to approach global consumers.

At the same time, various opportunities exist. Institutions incorporate websites, mobile apps, and social media to provide an integrated experience simultaneously, whereas AI-powered predictive analytics, chatbots, and automated campaigns enhance involvement and recruitment. E-commerce strategies are also being utilized more in education. They are localized pages tailored to language, course recommendation, and student feedback, along with flexible fee payment via multiple gateways for fees and admissions, and streamlined admissions processing by electronic verification to make international student admissions easier.

In addition, online promotion across multiple social media platforms that are appealing to chosen target audiences like Facebook, LinkedIn, and TikTok facilitate targeted engagement. SEO and content marketing with case studies, videos, and blogs tend to establish institutional reputation and student self-confidence (Statista, 2022). Webinars and virtual open houses offer inexpensive ways of showcasing programs, faculty, and campus life. Live Q&A feature, for example, enhances engagement and self-confidence. Of interest here is the possible empirical method of implementation—Global Nexus Campus—conceived by me and one that addresses the requirements of the topic. The program includes Virtual Reality Immersion, in which students can

teleport to classrooms and laboratories across the world, enabling digital engagement strategies.

Alumni, influencer, and student influencer partnerships establish trust. Live analytics enhance marketing efforts to be better informed, maximize conversion rates, and tailor engagement. Student ambassadors, powered by the Global Nexus Campus, can be a cultural driver, a digital brand ambassador connecting and building bridges of culture through social media.

Upcoming education digital marketing trends are AI-powered personalization for targeted engagement, virtual reality/augmented reality campus tours for experiential learning (to coincide with the Global Nexus Campus theme of limitless learning space), enhancement of data privacy to practice responsible marketing, and adaptable methods to address the continuous global uncertainty.

Digital marketing has become a key tool for institutions of higher learning in a rapidly evolving world. Through the use of personalized, adaptive, and data-driven strategies, institutions can enhance brand recognition, recruit international students, and drive enrollment despite the ongoing challenges. The Global Nexus Campus, a prize-winning concept that I developed, demonstrates how immersive technology and global collaboration can shape the future of digital education marketing.

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JEL Code: Q51

Utilizing Green Competences for Sustainable Development: Comparing Western Europe and Ukraine

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Abstract

This paper examines the implementation of green competencies through a comparative analysis of

Western Europe and Ukraine, highlighting regional differences, cooperation opportunities, and integration pathways within European sustainability frameworks.

Comparative Analysis of Green Competency Implementation

Green Competency	Western Europe (Switzerland/Italy)	Ukraine & Eastern Europe
Energy Efficiency	Advanced renewables integration, sophisticated auditing systems	Emerging programs hampered by aging infrastructure, energy security concerns, and the ongoing war
Waste Management	Circular economy principles, comprehensive recycling	Developing formal infrastructure, significant informal recycling sector
Sustainable Supply Chains	Rigorous supplier assessments, carbon tracking	Growing assessment programs, regional logistics challenges

Western European Models

Switzerland demonstrates systematic integration of green competencies through the Swiss Energy Strategy 2050 and circular economy hubs in Zurich and Geneva. Italy showcases community initiatives like ReMiDa, which repurposes surplus fabric to fund programs for vulnerable populations, and Bicycle House, promoting sustainable urban mobility in Naples through interconnected cycling services.

Ukrainian Adaptation and Innovation

Ukraine faces distinct challenges but demonstrates innovative adaptations:

IT Sector as Green Competency Catalyst: Companies like SoftServe implement energy-efficient data centers and digital environmental

monitoring tools, adapting Western concepts while developing new approaches.

Agricultural Initiatives: Organic farming cooperatives are modifying Western certification standards to Ukrainian conditions while developing water conservation techniques specific to the Black Earth region.

Impact of the Ongoing War

The Russian invasion has significantly impacted Ukraine's environment, causing widespread and long-lasting damage:

Environmental Damage: Over 6,000 environmental crimes have been recorded, with damages estimated at UAH 2.6–2.7 trillion (Hrynychuk, 2024).

Pollution: Approximately 36,000 tons of waste, including toxic chemicals like copper and zinc, have entered water bodies, posing health risks (UNEP, 2023).

Forest Fires and Demining: Around 3 million hectares of land require demining, including vast forested areas. According to the State Forest Resources Agency of Ukraine, up to 30% of Ukraine's forest area has been affected by fires and shelling-related degradation (State Forest Resources Agency, 2024).

Protected Areas: More than 1.24 million hectares of protected sites have been impacted by the war, threatening biodiversity and ecosystem services (UNEP/OCHA, 2023).

Cooperation Pathways

Four promising mechanisms can accelerate pan-European green competency development:

Knowledge Transfer: Structured pairing of Western experts with Eastern organizations.

Adapted Certification: Modified sustainability standards accounting for Eastern European economic realities.

Collaborative Innovation: Joint research leveraging Western resources with Eastern implementation contexts.

Policy Harmonization: Graduated regulatory alignment enabling progressive adoption of standards.

Conclusion

While Western European models provide valuable frameworks, effective implementation in Ukraine requires thoughtful adaptation. Ukraine's position between established Western approaches and emerging Eastern practices offers valuable insights for sustainability cooperation across Europe. The most promising path combines selective adoption of proven Western methodologies with recognition of unique Eastern European innovation potential. This approach strengthens broader European integration while advancing sustainability across the continent.

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JEL Code: H12, F35, G15

The post-war economic recovery of Ukraine: from a financial perspective

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The full-scale invasion of the Russian Federation in Ukraine continues for the fourth year, leaving behind complete destruction. In 2022 alone, 66,618 private houses were ruined, tank treads damaged 8,746 kilometers of road, and all hydroelectric power stations were either damaged or destroyed (RAND Corporation, 2024). However, this is only a small part of the destruction inflicted by the aggressor country. Every day, as long as this military conflict remains unsolved, its price increases, and it is measured not only in damaged housing and utilities, assets of enterprises, and industrial, healthcare facilities, and infrastructure but in hundreds of thousands of human lives. That is why the issue of post-war reconstruction of Ukraine remains an essential issue for discussion in the international arena, aiming not only at a comprehensive restoration of destruction but also at providing inclusive opportunities for the resumption of the lives of Ukrainians (United Nations, 2025).

Assessing Ukraine's losses from a financial point of view, then according to the data published by the Kyiv School of Economics as of 2024, the amount is about 358.85 billion dollars (KSE, 2024). And the estimated amount required to restore both direct and indirect losses of Ukraine, taking into account the outflow of labor, the contraction of the economy, the decrease in the level of GDP, the Ukrainian Ministry of Economy together with KSE estimates between 543 billion and 600 billion dollars (Vdovychenko, 2025).

Global financial resources will be needed in the long term to rebuild Ukraine after the end of the military conflict. As of September 24, the European Union has already provided 133 billion dollars to address such sectors as housing, education, health, transport, energy, and civil defense. While the G7, in cooperation with the

EU, will pay 50 billion dollars from frozen Russian assets (Vdovychenko, 2025).

Until now, Europe remains one of the most reliable allies for Ukraine, which aims to restore the democratic environment in Ukraine. In order to provide reliable and stable support to the country, the EU created the Ukraine Facility, an instrument that allows Europe to support reconstruction and modernization in Ukraine, mobilize investments in the Ukrainian private sector for rapid economic recovery, as well as support any reforms that will facilitate accession to the European Union, and social support, which addresses the social aspects of the consequences of the war. The Ukraine Facility will be financed by issuing EU bonds on the financial market until the end of 2027, from which it is expected to receive about 33 billion euros, as well as by the Ukraine Reserve, a special instrument created within the framework of the annual EU budget (European Commission, 2025).

In the summer of 2022, the Ukraine Recovery Conference (URC2022) was held in Lugano, which aimed to define a course of action regarding the rebuilding of Ukraine through diplomatic and broad-based political processes. During this conference, 7 main "Lugano Principles" were developed, which are: 1) cooperation - the recovery process is carried out by Ukraine together with international partners; 2) focus on reforms that are aligned with European integration; 3) transparency, accountability, and the rule of law; 4) democratic participation; 5) multi-stakeholder engagement; 6) gender equality and inclusion; 7) sustainability. Although Ukraine will be involved in this process, these principles are not only a basis for receiving international assistance, but also a framework, since one of the main principles is to build back better by implementing reforms, fighting corruption, and introducing an

independent judiciary (Federal Department of Foreign Affairs, n.d.).

Following the Conferences in Lugano, Berlin, and Paris, on January 26, 2023, the Ukraine Donor Platform was launched, the main goal of which is to coordinate international donors and financial organizations to ensure their work in a transparent and inclusive manner, while aligning economic assistance with the Ukrainian post-war recovery. A special focus is placed on Ukraine's entry into the EU (Ukraine Multi-Agency Donor Coordination Platform, n.d.).

Conclusion.

The post-war reconstruction of Ukraine is one of the most urgent and important issues in Europe requiring significant financial resources. Due to the destruction in the social, productive, and financial sectors that the state experienced as a result of the full-scale invasion of the Russian Federation, and which continues to this day - about 600 billion dollars will be needed to rebuild the damage, according to the Ukrainian Ministry

of Economy. In terms of providing financial support and developing solutions for rebuilding Ukraine: international assistance and aid have become vital. The European Union and the G7 countries play a special role. With the help of the Ukraine Facility developed by the EU and the mobilization of funds through frozen Russian assets provided by the G7, a significant contribution is made to the restoration of Ukraine. However, the aid is not provided on free terms: based on the "Lugano Principles" Ukraine itself should manage the process of rebuilding the country, but at the same time sticking to the implementation of European-oriented reforms and standards, fighting corruption and ensuring full transparency of the process before the people. Ukraine Donor Coordination Platform also provides an opportunity for international cooperation and guarantees the alignment of financial aid with the main strategic goals, as well as Ukraine's accession to the EU. Now Ukraine and its people have an excellent opportunity to receive financial aid not only to build up what was, but to build a better, democratic, and inclusive environment.

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JEL Code: Q01, Q54, Q56, Q58

Sustainable development, green economy and climate change

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Regarding post-war recovery, Ukraine faces hurdles that call for not just economic but also technological change. One of the most promising sectors capable of ensuring vigorous growth and competitiveness globally is information technology. It's the IT sector that shows impressive rates of development, even during wartime, and is becoming a strategic direction for the modernization of the economy. Yet, its continued growth is restrained by a lack of personnel and a low level of coordination between higher education and business.

The significance of the IT sector in Ukraine is growing every year: even in 2022, despite military aggression, the reduction in GDP in IT was only 15.4% compared to 29.1% in the overall economy. Analysts' forecasts indicate that by 2030 the IT industry can supply up to 15% of the country's GDP (IT Ukraine Association, n.d.). The foundation of this success is the high level of technical and mathematical training of Ukrainian IT specialists, their young age, proficiency in English, plus the ability to adapt, work in a team, and think creatively (DOU, n.d.).

However, along with positive trends, there are a number of issues. The most threatening is the problem of "brain drain" — many qualified specialists work or physically go abroad, often due to significantly higher salaries. In addition, the higher education system does not have time to train a sufficient number of specialists to satisfy the growing demand of the IT market. This generates a chronic personnel shortage that threatens the stable development of the industry (Ministry of Education and Science of Ukraine, n.d.).

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One of the ways to surmount this problem is to form a strategic partnership between educational institutions and business. Such collaboration allows you to combine theoretical knowledge with practical skills, guarantee the adaptation of educational programs to market requirements, and involve students in real projects while still studying. A positive instance is demonstrated by the Igor Sikorsky Kyiv Polytechnic Institute, which cooperates with leading IT companies — Cisco, EPAM, Netcracker, IBM and others (IT Ukraine Association, n.d.).

However, effective cooperation is possible only under specific conditions: equal partnership, systematic and long-term interaction, mutual trust and constant communication. Education should be flexible, adapted to changes, and business — open to participation in the educational process. No less important is the role of the state, which should create a favorable environment: financial support, tax incentives, information support, and the development of IT clusters (Ministry of Education and Science of Ukraine, n.d.).

Hence, a strategic partnership between education and business is not only a tool for improving the quality of training IT specialists, but also the basis for the economic development of Ukraine. It's the close interaction of these two systems that will create an innovative environment, retain talents in the country and give impetus to the modernization of the whole economy. The task of modern education is not just to teach, but to form a competitive specialist capable of changing the world.

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JEL Code: C73

The role of repeated games in sustaining cooperation in international climate agreements

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Introduction. Climate change is a global challenge requiring coordinated action among countries. However, international cooperation is difficult to maintain when countries have individual incentives to free-ride on others' efforts. Game theory, particularly the study of repeated games, offers powerful insights into how cooperation can be achieved and sustained over time despite these conflicting interests. Ukraine has actively engaged in international climate agreements, including the Paris Agreement, committing to reduce greenhouse gas emissions and transition to renewable energy. However, the ongoing war, economic challenges, and energy dependencies have complicated these efforts. From a game-theoretic perspective, Ukraine faces a repeated interaction scenario with both international partners and domestic stakeholders. It must maintain credibility and cooperation in climate commitments while balancing urgent reconstruction needs and energy security. Game theory helps frame Ukraine's strategic choices: sustaining cooperation in the international climate regime, signaling reliability to investors and allies, and deterring defection (e.g., environmental rollback) through long-term incentive structures. By viewing Ukraine's climate strategy through the lens of repeated games, we can better understand how trust, reciprocity, and conditional cooperation can shape sustainable outcomes even in difficult circumstances (Chen and Shi, 2022).

This paper analyzes international climate negotiations through the lens of infinitely repeated games, where each nation acts as a player choosing between cooperation (emissions reduction) and defection (continued pollution). In single-round interactions, defection is often the dominant strategy, driven by short-term national interest and a lack of enforcement. However, when interactions are repeated and future outcomes are sufficiently valued (i.e., high

discount factor δ), cooperation may arise as a subgame perfect equilibrium (Zhang et al., 2022). Deterrent strategies like the grim trigger or tit-for-tat play a crucial role: if one country defects, others retaliate by halting cooperation in future rounds, making sustained cooperation the rational choice. This mirrors the logic behind international climate frameworks such as the Paris Agreement, where peer review, transparency, and reputational costs serve as informal enforcement mechanisms (Ide et al., 2023).

The model extends to scenarios with imperfect monitoring or incomplete information, where nations may not observe each other's actions precisely. In such settings, maintaining a cooperative reputation becomes essential. These game-theoretic insights help explain the varying levels of commitment seen in real climate agreements and highlight how even voluntary, non-binding accords can foster meaningful collaboration under appropriate strategic conditions (Drupp et al., 2018).

Conclusion. The framework of repeated games offers valuable insights into fostering lasting international cooperation on climate policy. By revealing the strategic incentives behind cooperation and defection, it becomes possible to design mechanisms that build mutual trust, promote transparency, and align environmental commitments with national benefits. In the context of Ukraine, this approach is particularly relevant. As a country vulnerable to the impacts of climate change and committed to aligning with European environmental standards, Ukraine has made significant strides in reducing emissions, especially in energy and industrial sectors. Participation in agreements such as the European Green Deal and efforts to synchronize with the EU Emissions Trading System demonstrate Ukraine's strategic interest in maintaining a cooperative international reputation. These

actions suggest that with the right institutional support and peer pressure, even non-binding climate frameworks can motivate sustained,

cooperative behavior—an outcome well predicted by repeated game models.

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UDC 327

JEL Code: B00

International Relations in XXI century

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Conflicts of power, diplomacy, economic interests, and ideological disagreements drive world politics and international relations. Geopolitical tensions, shifting alliances, and the increased role of non-state actors in the current context of world politics make the international system ever more complex. Scholars and policymakers search for an understanding of these new dynamics in order to strategize ways to promote stability and cooperation. The larger issue associated with contemporary international politics is the emergence of autocratic governments and their increased influence on the international stage. Many autocratic governments have formed alliances to take on democratic institutions and advance their own political agendas (Applebaum, 2024). This phenomenon, commonly referred to as "Autocracy, Inc.," serves to demonstrate the ways in which autocratic leaders can support one another through their economic ties, military collaboration, and misinformation campaigns. These arrangements pose a threat to democracy, while shifting the balance of power in ways that challenge conventional Western supremacy.

The utilization of economic leverage as a tool of foreign policy has emerged as another well-known feature of international relations. More governments are using trade policy, sanctions, and investment regulation, in a variety of forms, to create the world (Radchenko, 2024). To demonstrate: China's Belt and Road Initiative provides an example of how economic power can serve as a tool of geopolitical strategy to deepen ties with developing economies while expanding its global reach. Likewise, the imposition of economic sanctions by Western countries on Russia has had huge implications for international business and diplomatic relations. In addition to economics and politics, war remains another important aspect of world politics, often shaping the fate of states and blocs. The search for the causes and effects of war remains at the forefront of policy makers who are interested in preventing wars and "containing" their consequences (Overy, 2024). Recent wars, such as the one in Ukraine, have underscored the precarious nature of global peace arrangements and the importance of strategic deterrence in world politics. The ongoing difficulty for global leaders is establishing a diplomatic response that provides

sufficient deterrent diplomacy so that military preparedness is not an escalatory response (Overy, 2024).

Another key topic of international relations is the role of the United States in global politics. The US foreign policy landscape has changed significantly in recent years, especially in reaction to US domestic changes. In a framework that captures attempts at restarting US influence in global politics following the disruptions to international affairs initiated by the Trump presidency, Ward (2024) describes the importance of rebuilding alliances, strengthening multilateral institutions, and reaffirming democratic principles guiding Biden administration foreign policy. However, the focus, in large part, will not be foreign policy per se; it will also be about the coalescing of a broader foreign policy front, initiated in part by the divisions across the political landscape domestically. The complexities of global politics and policy are also on display in the evolving landscape of international alliances. Institutions that are tradition-based and power-centered, like NATO and the United Nations, are facing

daunting challenges in climates marked by the multi-polarization of the world (Coll, 2024). Regional blocs and changing balances of power demonstrate some indication that existing frameworks for global governance may become outdated.

Ultimately, as Klion (2024) is likely to suggest, the direction of international relations is grounded in the capacity of nations to contend with uncertainty and respond to future threats. Climate change, cyber-aggression, and economic volatility are example of intense urgency to develop an international consensus on action. Good international relations entails striking a balance between national interests and collective action to combat such pressing matters. In summation, global politics and world affairs remain malleable and unstable. The future of the international system, as the global distribution of power changes, along with new issues, will be determined by the ways in which states adapt and collaborate. Solving these challenges will require a deep understanding of international political, economic, and military strategies, but also a commitment to pursuing diplomatic solutions.

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Marketing Strategies

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Successful marketing strategies are the secret to long-term success in today's competitive business world. A marketing strategy is a written plan that enables a firm to understand customer needs, deliver value, and achieve a sustainable competitive edge (Chernev, 2019). Firms with

customer-focused and well-defined strategies will be better placed to differentiate, maintain customers, and incrementally grow (Ferrell & Hartline, 2018).

One of the pillars of all marketing plans is the STP model—segmentation, targeting, and positioning. It enables firms to divide the market into a particular cluster of segments, choose the most profitable ones, and position products (Chernev, 2019). By tailoring products and messages to targeted segments, firms create maximum customer satisfaction and improve marketing effectiveness (Ferrell & Hartline, 2018).

Environmental scanning is yet another crucial strategic marketing process. Companies need to scan internal strengths and external market situations to determine opportunities and threats. An SWOT analysis helps companies to associate strengths with market opportunities and reduce expected risks (Ferrell & Hartline, 2018). SWOT analysis not only improves decision-making but also makes a company flexible in a changing environment.

Positioning and competitive advantage are frameworks of marketing strategies that also have a relationship between them. According to Hooley, Piercy, Nicoulaud, Rudd, and Lee (2019), businesses are meant to concentrate on creating a value proposition that positions them against their competitors. This can be done through innovation, improved customer care, or by branding. Effective positioning fortifies the existence of a business in the market and fixes the loyalty of their customers (Hooley et al., 2019).

With the age of web marketing, marketing campaigns must adapt to web media and tools. Kingsnorth (2016) greets the fact that web marketing is not optional but part of strategy formulation. A mixed method blending conventional marketing with online marketing practices such as content marketing, SEO, social media, and email marketing is what Kingsnorth (2016) advocates for. Digital media's real-time data offer depth in customer engagement and build brand awareness (Kingsnorth, 2016).

Today's marketing activities also rely on data and analytics. Palmatier and Sridhar (2017) opine that decisions should not be based on intuition but rather measurable performance and reactions from customers. Data analytics, through which firms are capable of measuring performance, predicting trends, and personalizing marketing (Palmatier & Sridhar, 2017), make targeting more accurate and enhance return on investment.

Typically, marketing practice is complicated and ought to change to match changing market forces and consumer tendencies. From traditional processes like STP and SWOT to modern processes such as digital interaction and statistical evaluation, strategic practice maintains companies competitive and consumer-oriented.

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Sustainability as an opportunity for hospitality

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As global attention intensifies around climate change, environmental degradation, and widening social inequalities, the hospitality industry stands at a pivotal crossroads. The tourism, accommodation, and food service sectors, operating with a modicum of consciousness, are expected to raise the bar on their acts, given the increasing social consciousness on ethical consumerism and labor rights. Hospitality's sustainable development can no longer be considered a distant prospect; it is a time-now necessity that can give a completely new meaning to how this highly examined sector relates to nature and society.

This paper spotlights the changing landscapes around sustainability in hospitality by looking at current practices, actual benefits, barriers faced for adoption, and the way forward for it in the industry. It is crucial to comprehend that sustainability is more than simply environmental—it also fortifies economic resilience and social well-being in the regions largely dependent on tourism. Sustainable hospitality is considered an elitist approach and a good branding option; instead, it should act as a working philosophy embraced at every level of business operations, from energy consumption to human resource practices.

UNWTO (2024) outlines three main pillars of sustainability in hospitality:

Environmental: focusing on reducing energy consumption, waste, and carbon emissions.

Socio-cultural: protecting cultural heritage, engaging local communities, and ensuring fair labor conditions.

Economic: ensuring long-term profitability without compromising resources or community welfare.

I would like to touch on the topic of post-crisis recovery, especially following the COVID-19 pandemic and later with the ongoing full scale war concerning Ukraine, which have deeply affected patterns in international tourist flows and local tourist economies. These events put on display the fragility of conventional hospitality models while underlining the need for resilience. Sustainable hospitality emerges as a necessity, holding the practices and values to counter such disruptions—from local sourcing of supply chains to inclusive employment and to a lesser environmental impact. Within this context, sustainability becomes not only a strategy for growth but for pure survival and recovery.

The central argument is that, while theoretically, sustainable hospitality has so much to offer in terms of environmental protection, community involvement, and long-term profit yields, its holistic implementation, in practice, is obstructed by so many practical and structural impediments. However, these challenges can be addressed if there is a committed effort across all levels of the industry — from global hotel chains to independent cafés and hostels. Essentially, sustainable hospitality could strongly contribute towards a sane and fair-way society of travel if accepted.

Some of the opportunities include:

Responsible Consumption and Waste Reduction: Generally speaking, the hospitality sector is one of heavy resource consumption and wastes production. Therefore, if implementation of sustainability measures are practiced like those of energy-efficient lighting, water-saving systems, and composting of food wastes, then such sustainability businesses are assisting in minimizing their environmental footprint. Now more hotels opt for eco-certifications and green

building standards to show their earnestness towards saving the planet.

Local Sourcing and Community Engagement: A number of sustainable hospitality businesses now continue to focus extensively on local sourcing—for example, ingredients in the kitchen or local artisans who mold hotel décor. This serves to stimulate local economies while simultaneously reducing transport emissions. Employing workers from the locality also supports local initiatives and fosters more cohesive and inclusive relationships.

Enhance Guest Awareness and Experience: Travelers are highly in pursuit of a genuine and ethical experience. While those sustainability practices benefit the environment, they also allow the guests to share in the idea of giving back. Hotels and lodges that promote eco-tours, cultural exchanges, or narrative storytelling about their sustainability journey are usually rewarded with greater guest satisfaction and loyalty.

However, obviously, there are challenges while implementing sustainable development in hospitality, such as:

Financial Costs and ROI Uncertainty: The initial stage of investment in sustainable technologies or certifications may be quite high. Especially for small and medium-sized enterprises, the return on investment is not always immediate or guaranteed, making it difficult to prioritize sustainability over short-term gains.

Knowledge Gaps and Staff Training: Employees need to be taught new behaviors and values if sustainability is to be truly incorporated into hospitality operations. However, the depth of implementation is typically limited by the absence of established training programs and incentives. Sustainability initiatives frequently stay at the surface level in the absence of informed and driven employees.

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Inconsistent Standards and Greenwashing: It can be challenging to gauge what true sustainability entails due to the wide variety of eco-labels and standards used by various nations and industries. Furthermore, a practice known as "greenwashing" occurs when businesses utilize sustainability as a marketing gimmick without actually implementing any improvements, which confuses consumers and erodes their trust.

Certainly, there are also some opportunities to progress and make sustainable hospitality more widely available. Promoting international certification and benchmarking systems would be one approach. Standardized sustainability certifications like EarthCheck, Green Key, and LEED assist customers in making knowledgeable decisions and hold companies responsible. They also provide a clear roadmap for hotels to follow.. Digital innovation is another possibility. Businesses may now more efficiently monitor and lessen their environmental footprint thanks to technologies like carbon tracking applications, AI-driven booking optimization, and smart energy systems. Lastly, changing customer expectations are a significant factor. The hospitality industry will face increased pressure to implement sustainable methods in order to stay relevant and competitive as younger generations place a greater importance on sustainability and ethical tourism.

In conclusion, the current environmental, economic, and social issues facing the hospitality sector necessitate immediate action in support of sustainable growth, particularly in the wake of global catastrophes like pandemics and regional conflicts. Current methods in sustainable hospitality show encouraging avenues for advancement, despite implementation challenges. By embracing these strategies and encouraging a feeling of collective accountability, the sector can set the standard for creating a future in which comfort and travel do not come at the expense of people or the environment.

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The Impact of Governmental Regulations on European Integration

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European Integration is seen as a blue-bloody predator in the meaning of successful economies development (would you like to taste “blue-banana?”). The hunter is looking for a victim which eventually becomes a nutritious element for better body (authority) productivity. Nutritious elements are supposed to be distributed equally in order to cover and satisfy all the possible parts of the existing governmental presence. To implement that goal, some regulations must be invented and adopted.

As it is said by construction workers “all the rules at the workplace are based on sweat and blood”, regulations are created and adopted to prevent future accidents which unfortunately already happened in the past or could happen in the future. Such a list of directions is especially crucial in the international environment where two and more countries are trying to get acquainted, cooperate and achieve some result. For example, as a country governor you may consider what ways are the most efficient and loyal to a nation while foreign countries start penetrating the body of the

country as hunters in a skin of well-suited predators.

The safety of citizens' lives, defense capability, and the inviolability of borders are the primary goals of every country, because only the living can develop sustainably. However, it is not that clear what rules and laws you shall follow provided that there are activities in the meaning of European Integration. That is why successful people have already read this thesis and filled in the blank.

Brussels feeds its appetite through three powerful mechanisms (Knill & Lehmkuhl, 2002, p. 7). The strongest one is “institutional compliance” - like giving a country a new skeletal framework: EU directives come with a legal blueprint and member states “have only limited institutional discretion” – they must recast their laws to fit the EU mold. Ukraine’s case is telling: its 2014 association agreement explicitly tied dozens of laws (from customs to climate) to EU templates. For example, Ukraine’s 2024 law on a national “Emissions Trading Scheme” was a direct

commitment under the association agreement, part of the integration process (International Carbon Action Partnership, 2024). In effect, Kyiv is rewriting its rulebook under Brussels' paw.

The second mechanism is “changed opportunity structures”. Here the predator doesn't prescribe a new body, but reshapes the environment – altering the “rules of the game” that domestic actors live by (Knill & Lehmkuhl, 2002, p. 8). EU negative integration (market-making) is a prime example: it carves away protected options, opening up competition. By phasing out barriers or exclusive policies, Brussels forces economies to scramble. For instance, Ukraine's Deep and Comprehensive Free Trade Area with the EU slashed tariffs and quotas. This removed old crutches (like limits on imports) and gave Ukrainian firms new options to export. The result? Trade boomed: after the 2017 agreement Ukraine's exports to the EU jumped by 48% (Hans Wetzels, 2020). It's as if the predator flooded parts of the forest – only adaptable businesses could swim in the new waters.

The weakest – but often most pervasive – mechanism is “cognitive framing”. Here the EU predator seduces rather than coerces: it whispers norms and expectations into the polity's mind. Unlike a strict legal command, these are indirect pressures that shift how people think about policy. Knill and Lehmkuhl explain that EU rules can “trigger domestic adjustments... by altering the beliefs and expectations of domestic actors” (Knill & Lehmkuhl, 2002, p. 9). This is about identity and narrative. Ukraine offers a stark example: for decades, EU membership has been woven into Ukrainian identity and discourse. Scholars note that Ukrainians came to see the EU not just as an economic club but “*a community of shared values and democratic principles,*” and this idea became deeply ingrained in national self-image (Carnegie Endowment for International Peace, Olga Onuch, 2024). Politicians across the

spectrum framed EU entry as Ukraine's destiny. When president Yanukovich reneged in 2013, mass protests (Euromaidan) erupted largely because citizens felt European integration was their birthright. In Knill and Lehmkuhl's terms, Europe changed the cognitive map: it lifted prospects and mental expectations so profoundly that Ukrainian society began planning its future in Brussels' shadow, even before full membership was realistic. Similar processes occur in other states:

Across all three mechanisms, the EU's influence is clear. Institutional compliance is the predator's claw dragging nations to reshape their organs; changed opportunities are the shifts in the forest that force new survival strategies; cognitive framing is the predator's gaze, turning prey toward the promised land. Ukraine's economy is feeling these effects: rewrites of competition, environmental, and corporate law (compliance), new export booms and market openings (opportunity), and a broad cultural shift toward European norms (cognitive) are all part of one integration hunt. Other countries – Poland and Romania in their accession years, France within the CAP – have danced to the same tune. As Knill and Lehmkuhl emphasize, we must track which mechanism is at work in each policy area to understand domestic change (Knill & Lehmkuhl, 2002, p. 2).

In the end, EU regulations are the cords and compass of the predator's march: they restrain its appetite while steering its course. Blunt tell: Brussels often prescribes new laws; sharper trick: it alters the market terrain; subtle whisper: it reframes expectations. Together these forces help manage integration so that the EU beast can roam without recklessly devouring its partners. Ukraine's journey – and those of its neighbours – shows that meeting a powerful predator means matching its rules, adjusting to its shifting streams, and even sharing in its dream.

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Digital Tools and Human Judgment: Rethinking Decision-Making in Modern Management

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Whereas technological transformation enhances speed and accuracy of managerial choice-making, human aspect always stands at the forefront of common sense. Under a context where there are teeming digital technologies and information flows, to be aware of how the human discernment dances with technology is now more important than ever. Modern management will be forced to reconcile algorithmic precision and informed judgment in capability to tackle complexity and uncertainty (Bonicalzi, De Caro, & Giovanola, 2023).

Human choice is three-dimensional in nature, inclined to be led by emotion, value, and interpretive framework. Digital technology relies on reason, consistency, and pattern, and this tension requires managers to become adept data interpreters—educating technology to be guide, not substitute for human thought. With increasing complexity, instruments provide decision-making processes opportunities and risks in proportionate balance (Likierman, 2025).

For example, predictive analytics can foresee the most probable result given past history but will not adapt to unseen occurrences or people's behavioral changes. Overdependent managers will fail to notice the ethical problem, the stakeholder perspective, or even the long-term consequences of their actions. Ethical decision-making and critical thinking will have to be integrated into digital decision support design and use, then (Matz, 2025).

One of the new trends here is the construction of "decision intelligence"—a transdisciplinary framework that connects behavioral science, data science, and systems thinking. This emphasizes

the contextual character of decision-making, which calls for integrating qualitative and quantitative methods. Dashboards and algorithms must be employed as tools for framing decisions by managers, rather than as ultimate decision-makers per se (Palazzo & Micozzi, 2024).

In addition, the accelerating pace of digitization in the workplace has redesigned how individuals interact and engage with one another as a team. Virtual environments accelerate the pace of communication and information transfer at a single point but also leave room for information overload and decision fatigue. It's up to managers to develop digital mindfulness—knowing when and how to use the tools most effectively and centering human priorities at the forefront (van Engelen, 2020).

Training and development form the core of this change. Organizations need to invest in the digital literacy, emotional intelligence, and ethical consciousness of managers. One can enable leaders to develop their capability to work with data-based outputs and human dynamics by using workshops, simulations, and scenario planning exercises. The combined capacity is more and more viewed as the essence of high-impact leadership in the digital age (Likierman, 2025).

In conclusion, the interaction of human thinking and digital technology is the basis for modern decision-making. As business continues to get more digitized, success will lie in managers' ability to transform data into experience, values, and vision for strategy. A balance system that combines technology with contemplative human thinking will yield more lasting, ethical, and effective decisions.

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Innovative Technologies in Managerial Decision-Making: From Data to Action

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Given the dynamic and ever-changing dynamics of the modern business environment, sound and timely decision-making is critical to the success of organizations. With advancements in digital technology and data systems, managerial decision-making itself has come a long way. Modern organizations increasingly seek innovative technologies to make decision-making easier, reduce uncertainty, and optimize strategic performance (Bessant & Tidd, 2020).

It is technological advancement that is at the heart of this advancement, and it enables organizations to access current data, model probable scenarios, and optimize operations using predictive analysis and artificial intelligence (AI). These technologies not only enhance efficiency but also alter the nature of managerial roles, so that leaders become more analytical and adaptive (Davenport, Brynjolfsson, McAfee, & Wilson, 2020). AI technologies, in particular, empower managers to process vast amounts of data, identify patterns, and develop actionable insights that were previously unavailable with traditional methods.

The intersection of emerging technologies—specifically AI, machine learning, blockchain, and the Internet of Things (IoT)—facilitates even faster decision-making by eradicating silos and linked systems. They allow managers to monitor performance indicators in real time, make strategic adjustments on the fly, and facilitate

more adaptable organizational culture (Diamandis & Kotler, 2020). Supply chain managers, for example, now use blockchain and predictive analytics to anticipate disruptions and route optimize in order to reduce cost and enhance reliability.

And another important element is decision-making democratization through the employment of digital platforms for collaboration and data sharing across departments. Data-driven decision-making facilitated by open data, makes the culture of inclusion and accountability more prevalent, allowing teams to make optimal contributions in terms of their expertise (Palazzo & Micozzi, 2024). Technology is both an enabler and a mediator, infusing structure into complex processes and eliminating biases and errors intrinsic to human judgment.

In sectors such as finance, healthcare, and manufacturing, top-level decision-support systems are already proving to be revolutionary. Such systems integrate data from multiple sources and apply sophisticated algorithms to enable managers to make scenario planning, budgeting, and resource allocation decisions. Due to this, companies can control more strategically, responding ahead of time to external changes such as market volatility, consumer behavior trends, or geopolitical occurrences (van Engelen, 2020).

While the obvious benefits are not in dispute, the incorporation of these technologies into decision-making also poses some challenges. The decision-makers need to guarantee that systems are created with moral and ethical considerations, taking into account issues related to data privacy, algorithmic transparency, and accountability. Additionally, digital transformation success hinges to a great extent on human factors—the readiness of managers to change and acquire the required digital competence.

Overall, the application of emerging technologies to managerial decision-making is no fad but a strategic necessity. Organizations that invest in building nimble, data-aware leadership and adaptive digital infrastructure will have a determining competitive edge in the new market place (Bessant & Tidd, 2020). As technologies mature, decision-making in the future will be all about real-time intelligence, cross-functional collaboration, and innovation driven by ethics.

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European integration and perspectives for economic development

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European integration is defined as a complex process of rapprochement between European states and the formation of close ties through economic, legal, political and social coordination. I believe that integration to Europe will lead to economic growth and stability in the country, as well as strengthen competitiveness in global markets. Already the overall progress of Ukraine's EU Association Agreement implementation rose by 9%, from 54% in 2020 to 63% in 2021 (Government Office for Coordination of European and Euro-Atlantic Integration, 2021).

Key economic challenges of Ukraine

Despite the difficult situation due to Russia's full-scale invasion, Ukraine is showing resilience in economic terms but is still in a state of crisis. One of the biggest problems is the energy crisis - the

aggressor strikes most of the time at power generation facilities and energy infrastructure. RDNA4 data indicates a 70% increase in damage to a wide range of energy assets over the last year, including power generation, transmission, distribution, and district heating. This negatively affects the functioning of enterprises and disrupts industrial production. The large losses of human and natural resources have led to a decline in GDP and an increase in inflation to 13.4% as of February 2025 (World Bank, 2025; Shapoval & Krukovets, 2025).

The impact of European integration on economic growth

Access to the EU single market - Ukrainian producers will be able to freely sell their goods on the European market, which will boost exports

and foreign exchange earnings (European Commission, 2024).

Attracting investment from Europe, which will have a positive impact on production growth in Ukraine. Integration will provide access to European investment funds and private companies that will invest in the development of enterprises and infrastructure in Ukraine (Comments.ua, 2024).

Accelerating the necessary economic reforms as Ukraine moves towards the high standards of the European Union.

Improving the business environment in Ukraine - the transition to EU legislation and norms will make Ukrainian business more transparent and reduce corruption in all sectors of the economy (Tierney, Rizvi, & Ercikan, 2023).

Infrastructure development - integration with the European energy and transportation networks will lead to improved infrastructure in Ukraine and further economic growth (European Commission, 2024).

Integration with scientific and technological institutions will contribute to the rapid progress of science and innovation in Ukraine.

The EU and its members have provided nearly EUR 122 billion to Ukraine since the Russian aggression began, and the recently launched Ukraine Facility will add up to EUR 50 billion more for 2024-2027 to support recovery and EU integration (European Commission, 2024). I believe that without European integration, it will be very difficult for Ukraine to carry out deep economic reforms and fight corruption, as well as to strengthen the rule of law and rebuild the country after the war.

Development of SMEs through European Integration

Europe has a rich variety of SMEs, with approximately 99% of businesses in the EU being classified as SMEs, employing around two-thirds of the workforce in the private sector. Consequently, supporting and developing SMEs in Ukraine will mean creating new jobs and hence economic development, which will also be possible through European integration. It is essential to align Ukrainian SMEs with EU standards, to reduce bureaucratic obstacles and create a more favorable business environment for SMEs, which is being promoted by the European Commission and organizations such as SMEUnited and Eurochambres (Eurostat, 2024).

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Digital transformation and its impact on SMEs from an international perspective

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Digital transformation is defined as a strategy to integrate digital technologies into all areas of a company to create new or modernize existing products, processes, services and operations. Its goal is to create an effective digital business environment where both operational and financial benefits are maximized while costs and risks are minimized (IBM, 2024; Wikipedia, 2025)

Digital transformation is the backbone in the context of SME growth and internationalization - it enables SMEs to streamline processes and distribute products globally, making international markets more accessible. Already more than 85% of organizations have considered increased adoption of new and advanced technologies and expanded digital access as essential elements for SME sustainable financial performance and agility (WEF, 2023).

Opportunities of digitalization for SMEs

In today's world of digitalization, digital restructuring of SMEs promotes innovation and the long-term commercial viability of SMEs. It includes various benefits for SMEs, such as enabling lower transaction costs, reduced ICT (Information and Communication Technology) investment, more efficient delivery and procurement, and increased global market integration and interactivity (Telukdarie, Dube, Matjuta, & Philbin, 2022). Saving time and resources are another of the impacts of digitalization, which is particularly important for small businesses that have fewer resources and capabilities to cope with complex business

conditions. Process automation can reduce labor costs by 30% to 50% and increase the speed of processes by 50% to 75%, due to John Wiley and Sons (FasterCapital, 2024). By reducing human intervention, technology improves not only efficiency but also data accuracy and promotes systematic management. A study by Dumčius & Skersys (2019) found that SMEs reduced total process time by 4% and resource utilization by almost 16% through digital transformation (Zhi Ji & Singh, 2023).

Challenges SMEs face in adopting digitalization

On implementation of digital technologies, organizations may face both financial constraints and lack of technical knowledge, which certainly takes time to adjust. The quality of internet connectivity in different regions also affects the success of integration. In addition, there is an increased risk of cyberattacks, resulting in the exfiltration of sensitive data and inhibition of processes. The MDEC report states that in Malaysia's SME sector, 84% of SMEs are exposed to cyber threats and 76% have experienced more than one cyber-attack (Zhi Ji & Singh, 2023). Among European countries the highest percentage of SMEs that are significantly affected by online bank account hacking (or attempts to hack) is 55% in Portugal and 72% in Spain (European Union, 2022). What's more, it is important to note that the transition process is not only a technological but also a cultural shift, so it will require special attention to the adaptation of

internal management structures and work processes.

Digital transformation methods for SMEs

Customer engagement plays a crucial role in business development, so every organization should take care of a user-friendly and well-

designed website as well as build a strong online presence through social media and digital marketing. To optimize operational processes, it will be effective to move to the cloud, which will not only reduce operating costs but also ensure data security. In addition, SMEs can significantly increase sales by integrating a quality e-commerce platform and setting up data analytics tools (Pomazal, 2025).

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JEL Code: A13

Society and the military: factors to take into account when recruiting into the army

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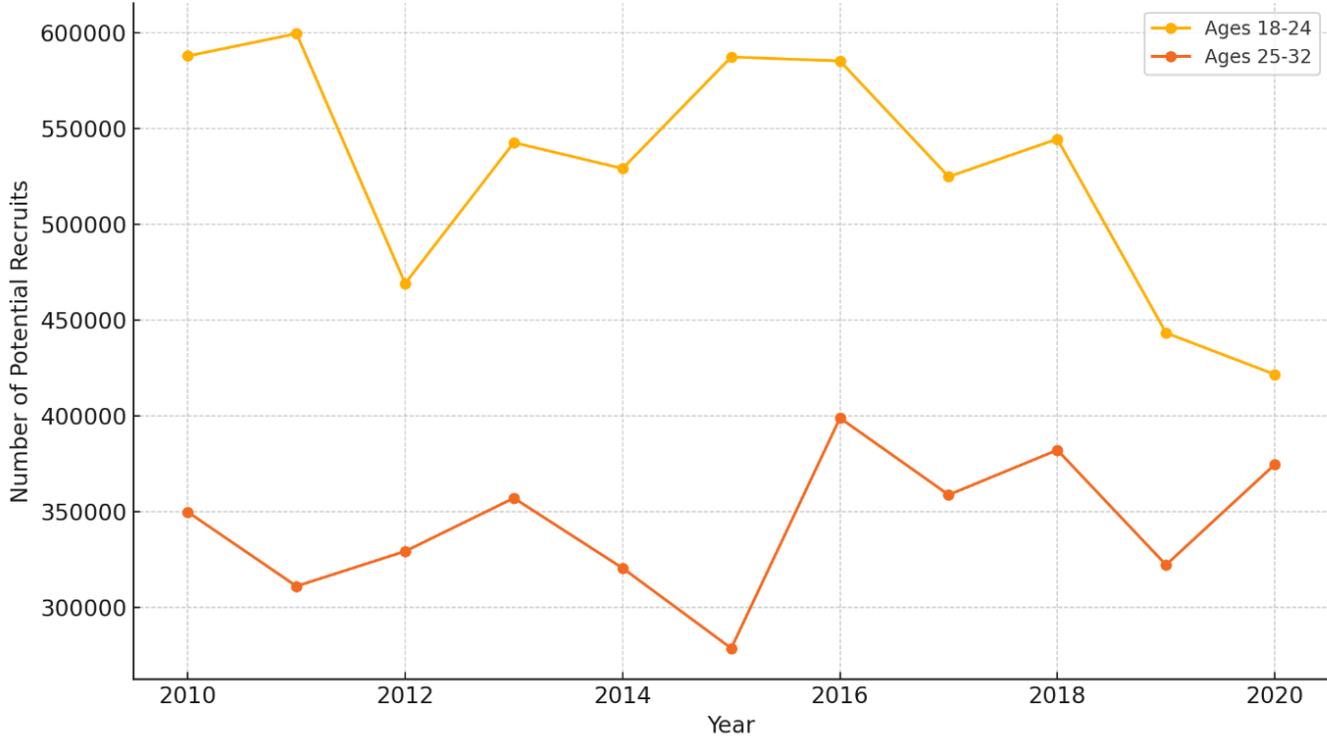
There are a multitude of socioeconomic issues and shifting demographic landscapes that have an impact on the process of recruiting individuals for the military. As a result, it is necessary to continuously change recruitment techniques in order to meet the ever-changing difficulties and opportunities. When it comes to creating the policies that regulate military recruitment and the appeal of the military to potential recruits, the interaction between society attitudes and the requirements for military service is something that is quite important.

In the process of shaping patterns in military recruiting, economic variables play a vital role. A compelling alternative to insecure labor markets is the military service, which is becoming increasingly attractive in light of the shifting economic context. For instance, research has demonstrated that during times of economic instability, such as the global economic instability that was caused by the COVID-19 pandemic beginning in the year 2020, there is a tendency to be an increase in the number of people joining the military. This is because military careers offer a

consistent income and a wide range of benefits (Johnson & Levine, 2022). For the purpose of maintaining their competitiveness and appealingness to prospective recruits, the military

services need to improve their value propositions as the economy continues to stabilize and as job possibilities in the civilian sector increase.

Demographic Distribution of Potential Military Recruits by Age Group (2010-2020)



Pic. 1 – Demographic distribution of potential military recruits

Source: <https://www.cfr.org/backgrounder>

Another factor that has a considerable impact on recruitment techniques is demographic shifts. In addition to contributing to the increasing perception of the military as an inclusive institution, the diversification of the military to include a greater number of women and members of underrepresented groups is a reflection of broader societal developments. This inclusiveness not only increases the size of the pool of potential recruits, but it also improves the efficiency with which the military operates by incorporating a variety of perspectives and skills (Smith & Thomas, 2022). Furthermore, the aging population in countries such as the United States presents additional obstacles, since there are fewer young individuals available to meet the demands of military duty. This necessitates recruitment efforts that are more concentrated and deliberate (Brown & Marek, 2021).

Aspirations and educational prerequisites are other significant factors that play a significant part in the formation of military recruiting. There is a correlation between higher educational

attainment and increased proficiency in managing complicated military operations, particularly in occupations that need technologically advanced skills. The result of this is that military recruitment programs are increasingly focusing their attention on educational institutions, where they provide possibilities for professional advancement and scholarships in specialized disciplines (Green & Cohen, 2022). This strategy not only ensures a steady supply of highly educated recruits, but it also brings the military service in line with the career goals of young adults, making it a more appealing and practical alternative.

The way in which the general public views the military has a considerable impact on the success of recruitment efforts. Changes in public opinion toward military engagement, which are impacted by factors such as media coverage and political discourse, necessitate the implementation of flexible adjustments to recruitment messages and methods. According to Adams and Walters (2022), a favorable public opinion can

significantly boost recruitment efforts, whilst a poor public perception can reduce the appeal of the recruitment process. As a result, it is necessary to keep a good and engaging image of the military in order to attract and keep talented individuals.

The graph displays the demographic distribution of potential military recruits across two key age groups, 18-24 and 25-32, from the years 2010 to 2020. It shows the number of individuals in each age group who might be considered eligible and likely to be targeted for military recruitment. The line for ages 18-24 typically remains higher than that for ages 25-32, indicating a larger pool of younger potential recruits. This demographic trend is crucial for planning and implementing effective recruitment strategies, as it highlights the need to focus more on the younger age group, which consistently offers a larger number of potential recruits. The data demonstrates fluctuations that could be influenced by various

factors such as economic conditions, societal trends, and changes in recruitment policies.

In conclusion, the process of recruiting new members for the military is closely connected to a wide range of societal issues, such as the state of the economy, the demographic trends, the educational possibilities, and the perceptions of the general public. Every one of these components needs to be carefully studied in order to establish recruitment methods that are both effective and sustainable, and that are in line with the requirements of national security as well as the expectations of potential recruits. As the dynamics of society continue to change, the strategies that are used to ensure a strong and capable military force that is prepared to face future problems must also change (Johnson & Levine, 2022; Smith & Thomas, 2022; Brown & Marek, 2021; Green & Cohen, 2022; Adams & Walters, 2022).

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The Silent Backbone: Operational Management and Organizational Success

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In today's contemporary, hyper-competitive, and fast-paced business environment, operational management works behind the scenes—unseen but vital. It may not be the most glamorous organizational function, yet it remains the quiet engine driving productivity, efficiency, and long-term success. Often described as the "silent

backbone" of companies, operational management ensures day-to-day operations are aligned with strategic goals and deliver value to all levels within the organization.

Essentially, operations management is concerned with the design, execution, and management of

business operations. This includes managing resources, streamlining workflows, and maintaining quality during production and service delivery. If done well, not only does it improve internal efficiency, but also customer satisfaction and financial performance (Heizer, Render, & Munson, 2020). For instance, organizations that put money into making their operations more efficient have lower costs, shorter delivery times, and greater flexibility to react to market changes.

One of the strongest capabilities of operations management is bridging strategy and execution. The senior leadership may give overall goals, but without effective operational systems, those goals are theoretical. Operations managers ensure that strategic visions are translated into tangible actions, measurable outcomes, and long-term growth (Krajewski, Malhotra, & Ritzman, 2021). Such alignment involves making complex decisions regarding resource allocation, supply chain configuration, scheduling, and quality management.

Modern operations management is increasingly driven by technology and analytics. Supply chain analytics, process automation, and other new tools are being used by firms to streamline processes and build competitive advantage (Chopra & Meindl, 2021). Increasing

development of lean approaches and continuous improvement techniques, such as Six Sigma or the PDCA cycle, reflects greater emphasis on agility and efficiency. These frameworks allow firms to react to disruptions without sacrificing key performance metrics.

Critically, operational management efficacy is not just about processes—it is also about people. Team motivation, change management, and a culture of accountability are essential to operational success. Leaders must balance technical expertise with emotional intelligence in order to guide their teams through evolving challenges (Reid & Sanders, 2020). Especially in times of crisis, such as supply chain shortages or economic downturns, strong operations leadership can be the difference between resilience and collapse.

In brief, operational management might not always take the glory, but it's the backbone of organizational achievement. It anchors strategy in structure, supports innovation with consistency, and enables companies to deliver on their promises. As industries continue to evolve, the importance of this "silent backbone" will only grow—operational greatness will be the future differentiator in business (Stevenson, 2021).

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JEL Code: M21

Post-war economic recovery: Crowdfunding and blockchain as key elements of Ukraine's recovery

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The war in Ukraine is ongoing, taking a toll on the economy and infrastructure every day. Even though a large part of society is trying to support the country in this difficult time, a full-scale war causes great damage every day. Therefore, after the war is over, Ukraine will focus all its efforts on reconstruction and recovery.

Problem:

The inability of the government and banks to finance all projects. Projects aimed at revival will require a lot of financial support. Traditional methods of financing such as bank loans, investments, etc. will not be able to even partially cover these projects. Also, the money used by businesses and organizations must be returned.

Crowdfunding as an alternative way of financing.

Therefore, crowdfunding can be a great alternative in Ukraine, especially based on the latest Blockchain technology. Crowdfunding is a potentially suitable method for engaging civil society and the international community in Ukraine's post-war reconstruction. This type of fundraising allows ordinary people to support specific projects. This model empowers citizens to participate in recovery projects.

In Ukraine, crowdfunding platforms have not yet reached mass use. According to CrowdSpace, there are 19 platforms operating in the country. They cover different financing models:

- equity crowdfunding
- lending crowdfunding
- reward crowdfunding
- tokenized crowdfunding.

According to Statista's forecasts, in 2025 the volume of transactions in the reward-based crowdfunding sector will reach USD 812.26 thousand, and in crowdlending (business) - USD 3.39 million. The overall digital capital raising market in Ukraine is expected to reach USD 8.31 million. Therefore, we can already see that the demand for crowdfunding is growing.

Even though it seems that crowdfunding is not a common phenomenon for Ukrainians, since the beginning of the full-scale war, people have been using the crowdfunding method through volunteer fundraising initiatives. According to statistics, in 2022-2023, about 80% of Ukrainians reported participating in donation campaigns. Therefore, it is safe to say that official platforms can flourish and help reconstruction projects in the future. After all, this method of funding is based on public interest.

Blockchain technology as a potential innovation for crowdfunding in Ukraine

As we all know, one of the biggest challenges to attracting investment in Ukraine is the lack of full transparency for investors. Therefore, when using crowdfunding in Ukraine, it is worth turning to blockchain technology. It helps to track transactions in real time and protects against external interference. The system allows you to raise funds directly for the project, avoiding intermediaries such as a bank, etc. Thanks to smart contracts, funds will be regulated and disbursed only after all the specified conditions are met. This, in turn, will ensure the credibility of the project and the visibility of the funds used. This minimizes the risks of corruption and increases the level of accountability. An example of successful use of blockchain for crowdfunding is Tecra Space. This platform uses the technology

to finance high-tech projects, thereby demonstrating that reconstruction projects can be trusted by donors and investors.

By 2023, Ukraine ranks 6th in the world in terms of cryptocurrency use. The number of users is growing every day, due to increased awareness of digital finance. This is what creates the possibility of successful implementation of blockchain technology for crowdfunding in Ukraine. Having the ability to use smart contracts, the country will create an automated approach to financing all recovery projects.

Possible result with the implementation of the technology

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The after-war economic recovery in Ukraine

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After Russia's full-scale invasion on February 24, 2022, Ukraine faces the most serious economic crisis in its history of independence. By 2025, the war continues, wreaking havoc on people and the economy. Despite the devastation, Ukrainian society and state institutions show impressive resilience: children continue their studies, businesses and institutions are functioning (World Bank Group, 2025).

The relevance of this study lies in its practical orientation - analyzing the real mechanisms

shaping Ukraine's future. The topic is important not only for Ukrainians, but also for the international community, especially Europe. The consequences of the war are felt far beyond Ukraine's borders. Ukraine acts as a physical and economic shield of Europe, and therefore its restoration is not only a national but also a global task. A strong Ukraine is a strong Europe.

The aim of the paper is to analyze the relationship between the war damage (destroyed infrastructure, macroeconomic losses), existing

and planned recovery tools (financial aid, government projects), and possible future projections. Successful economic recovery in Ukraine is possible with a combination of three key factors: large-scale international support, strategic initiatives within the country, and a focus on promising sectors.

Ukraine's losses are best illustrated by numbers. As of November 2024, a damage assessment conducted by the Kyiv School of Economics

together with ministries showed that the total damage to infrastructure is about \$170 billion (Andrienko, D., Goriunov, D., Grudova, V., 2025). The biggest losses were in residential buildings (\$60 billion) and transportation (\$38.5 billion). The least affected was the financial sector - \$40 million. Administrative buildings, although not leading the total damage, but it is in this category recorded the sharpest increase in losses since the beginning of 2024 - +60% (by \$300 million) (Table 1).

Table 1. Total estimate of infrastructure damages as of November 2024

Property type	Assessment of damages, \$ billion	Share of damages by property type, % of total sum	Previous assessment of damages, \$ billion	Dynamics
Residential buildings	60,0	35,3%	58,9	1,9%
Infrastructure	38,5	22,7%	36,8	4,6%
Energy sector*	14,6	8,6%	10,0	46,0%
Assets of enterprises, industry	14,4	8,5%	13,1	9,9%
Agriculture and land resources	10,3	6,1%	10,3	0,0%
Education	7,3	4,3%	6,8	8,8%
Forest fund	4,5	2,7%	4,5	0,0%
Healthcare	4,3	2,5%	3,1	32,3%
Culture, tourism, sports	4,0	2,3%	3,1	29,0%
Municipal services and utilities*	3,5	2,0%	3,5	0,0%
Transport vehicles	3,5	2,0%	3,1	12,9%
Trade	2,8	1,7%	2,6	7,7%
Digital infrastructure	1,2	0,7%	0,5	140,0%
Administrative buildings	0,8	0,4%	0,5	60,0%
Social sector	0,2	0,1%	0,2	0,0%
Financial sector	0,04	0,01%	0,04	0,0%
Total	169,8	100%	157,2	8,0%

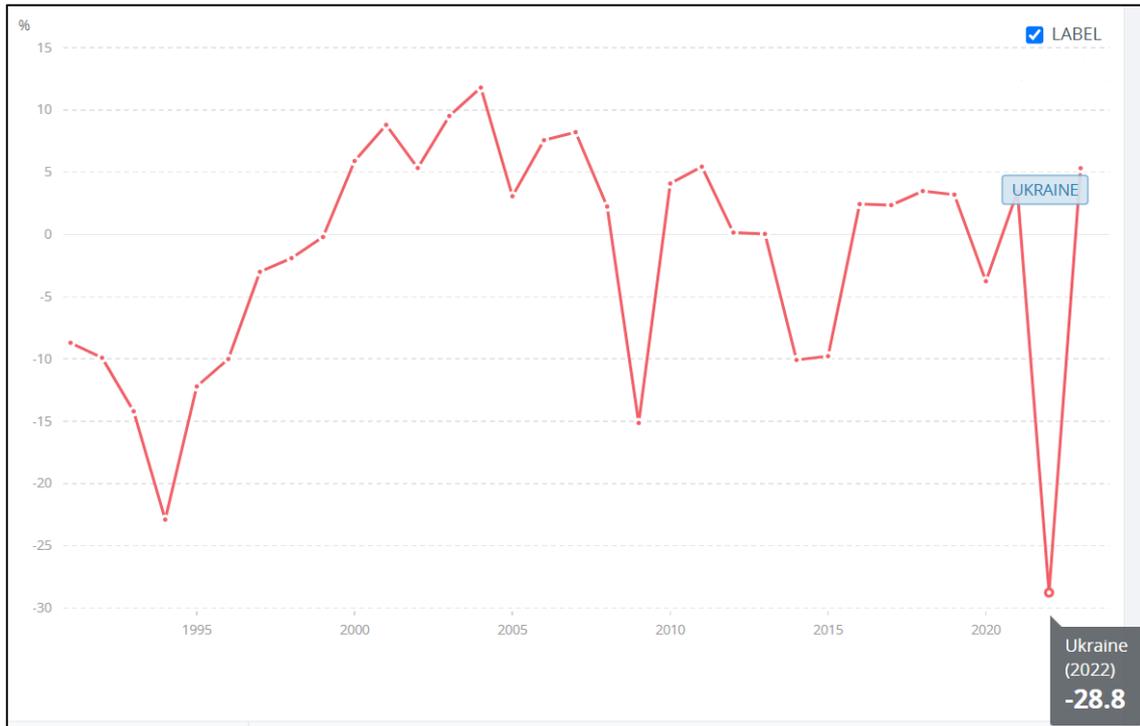
Source: KSE (https://kse.ua/wp-content/uploads/2025/02/KSE_Damages_Report-November-2024---ENG.pdf)

The impact of the war has also affected GDP. After falling 3.8% during COVID-19, the economy showed a 3.4% growth in 2021 (\$199.77 billion), but 2022 saw a sharp 28% drop (\$162 billion) (Table 2). In 2023, GDP was \$178.8 billion (+5.3%) and in 2024, \$189.7 billion (+3.6%) (World Bank Group).

To rebuild, the government has developed the Ukraine Recovery Plan, based on five principles: immediate start and phased development,

equitable welfare, EU integration, regional and national recovery, and incentivizing private investment. The plan includes 850 projects, assumes GDP growth of more than 7% per year, financing of more than \$750 billion, and aspiration to be in the top 25 countries on the index of economic sophistication and human capital. Housing and infrastructure rehabilitation projects require the most investment (\$150-250 billion), while digitalization and institutional development (less than \$100 million) require the least.

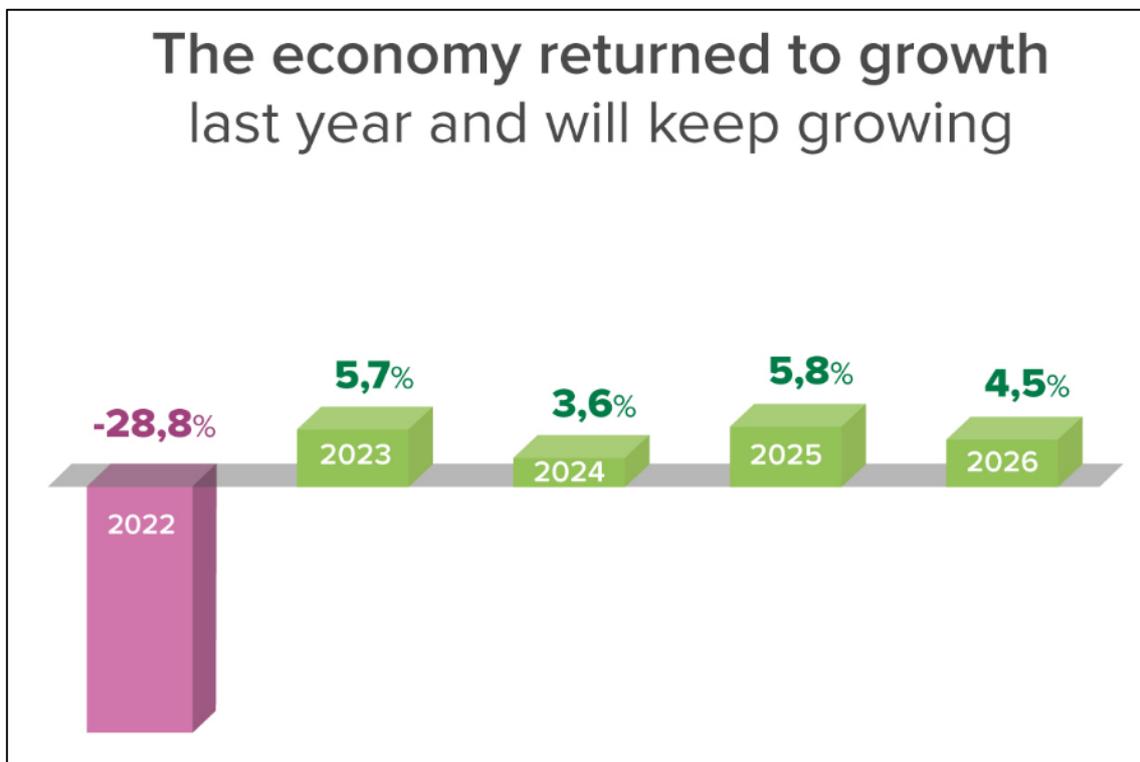
Table 2. GDP growth of Ukraine (annual %)



Source:

<https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?contextual=default&end=2023&locations=UA&start=1991>

Table 3. GDP growth of Ukraine



Source: <https://bank.gov.ua/en/news/all/prosto-pro-ekonomiku-na-osnovi-materialiv-inflyatsiyonogo-zvitu-za-sichen-2024-roku>

International support plays a key role. In March 2025, the IMF completed the seventh review of the expanded EFF program, which allowed \$400 million to be allocated to Ukraine to support the budget (International Monetary Fund, 2025). Also in 2023, the EU4U fund was established under the EU for Ukraine initiative to support critical infrastructure and stimulate the economy. Funding for €945 million is envisaged, of which €403 million has already been approved (European Investment Bank, 2023).

Despite the war, Ukraine's economy is showing resilience. After GDP fell by 28.8% in 2022, it grew by 5.7% in 2023 and the NBU forecasts 5-

6% growth in 2025-2026 (Table 3). This is made possible by international aid (\$41.7 billion in 2024; Ukrinform, 2024), the restoration of logistics, the return of businesses and migrants, which stimulates consumption and investment.

Thus, the war inflicted enormous economic damage on Ukraine, but the recovery efforts give grounds for optimism. With the support of international partners and a strategic approach on the part of the government, Ukraine has a chance not only to recover, but also to become stronger. Its recovery is important not only for the country itself, but also for the sustainability of Europe and the world.

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JEL code: F15

Importance of Ukraine–Poland trade relations in the context of European integration

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The significance of Ukraine-Poland trade relations in the context of European integration.

Trade and economic relations between Ukraine and Poland have always been very close, but in recent years they have become even closer. This can be especially noticeable over the last decade.

This is influenced by many factors, such as geographical proximity, strong cultural and historical ties, and mutual strategic interests of the countries. Poland is a very important partner and ally of Ukraine, which has become not only a major economic partner, but also a key political and infrastructure ally, especially since Ukraine

began its intensive cooperation with the European Union.

Poland has become Ukraine's main trading partner in the EU, accounting for more than 23% of bilateral trade in 2022. In difficult times of war, cooperation with Poland and even its growth are of great importance and value for Ukraine and the world. The development of this cooperation with Poland was also influenced by many factors, the main of which is the Association Agreement between Ukraine and the EU, namely the Association Agreement signed between Ukraine and the EU in 2014. And Poland's active support for Ukraine's European integration, where Poland played one of the main roles, helping our country implement crucial reforms and decisions that were very important for harmonization with the EU trade and legal framework.

Since the relations between the countries are very close, in addition to trade and exchange of goods, these trade relations extend to infrastructure, energy cooperation and financial services. As for financial services, a good example is JSC PrivatBank, which, in addition to basic financial

services, also plays a large role in trade between countries. In particular, the bank offers export-import financing, digital banking solutions and consulting services for small and medium-sized businesses. These services are very important for SMEs, as they make their work easier and in particular access to the international market, which is often a challenge. Therefore, we can say that PrivatBank is one of the most important elements in the growth of trade between Ukrainian and Polish businesses, through its goods and a wide range of services.

Therefore, in conclusion, I want to say that the relationship between Ukraine and Poland is very close and goes far beyond the basic economic exchange. This is an important bilateral cooperation, where each country benefits from this, and for Ukraine, it is also an aid in the process of European integration. Therefore, despite the difficult times, bilateral trade between Ukraine and Poland is an important part of the economy, which contributes to regional stability and economic sustainability not only of Ukraine and Poland, but also of the entire region of Central and Eastern Europe.

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JEL code: G21

The role of digital banking in enhancing cross-border trade between Ukraine and Poland

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With technological progress comes the future and prospects, and, of course, banking law in particular. Consequently, this progress has significantly increased the efficiency and reliability of international trade between Ukraine

and Poland. PrivatBank is the largest bank in Ukraine, providing advanced digital tools, such as the Privat24 mobile platform and other innovative solutions for online trade financing. This is undoubtedly important, especially in the context

of international trade, as it ensures faster, safer and more transparent international transactions.

These innovations are also very important for small and medium-sized businesses, as they make it possible to reduce traditional paperwork, get faster and more convenient access to loans and currency risks, which makes work much easier and clearer. In addition, PrivatBank's integration of technologies such as blockchain and Visa Digital Authentication Framework increases transaction security and increases customer trust.

Also, PrivatBank, in addition to digital platforms, offers users other interesting and auxiliary services. For example, PrivatBank provides its customers with access to SWIFT transfers. These transfers are known for providing safe and fast international bank transfers. But often these transfers are considered too long, but of course this is not about PrivatBank. Because here the bank has connected all SWIFT transfers to SWIFT gpi technology, which ensures that funds are credited to accounts within 24 hours, while

40% of payments reach recipients within 5 minutes, which is truly impressive speed, especially for this type of money transfer.

It is also important to mention that the role of PrivatBank is also important in the context of promoting cross-border financial assistance and cooperation. We can see this in a real example, when in October 2024 the European Union allocated an additional €20 million to support Ukrainian small and medium-sized businesses through a joint program with BGK, Kredobank and PrivatBank. These funds were allocated to increase the credit attractiveness of these banks, which operate in difficult, often dangerous conditions, associated with the war taking place on the territory of Ukraine. Therefore, the role of innovation in banking infrastructure is very difficult to overestimate. Because PrivatBank's digital solutions have significantly increased the efficiency and security of cross-border trade between Ukraine and Poland, which undoubtedly has a huge impact.

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The After-War Economic Recovery: Lessons from History

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War ruins countries in many ways: cities are wrecked, economies collapse, people are displaced, and institutions break down. The economic effects of war are especially damaging because they not only destroy infrastructure or disrupt trade — they undermine the foundations of how a society functions. Recovering from this

kind of devastation is never easy, but as history shows, it can be done with the right strategies (*Eichengreen, 2007*).

From post-World War II Europe to more modern examples like South Korea and Rwanda, countries have rebuilt their economies after

violent conflict — and in some cases, come out stronger than before. This paper reflects on how nations recover their economies post-war, focusing on government intervention, foreign aid, innovation, and human resilience.

War typically causes immediate and severe economic damage. Key infrastructure such as roads, bridges, factories, and communication systems are often targeted and destroyed. When these systems are gone, it becomes very difficult or even impossible to transport goods, conduct business, or provide basic services. In many countries, currency loses value rapidly — either through hyperinflation or a complete collapse of public trust. Germany, during and after World War II, suffered from extreme inflation and economic collapse. Factories halted, millions were unemployed, and hunger was widespread. Japan faced similar devastation, with cities bombed and its economy needing a complete rebuild (Maddison, 2001).

War leads to more than just physical damage; it also causes important day to day systems like banks, courts and tax systems to crumble down. Skilled workers and professionals might be god forbid killed, forced into the military, or have to leave their homes. Families can lose their homes and all their savings, and trust in leaders can disappear. In this kind of broken system, it feels like recovery is almost impossible. But this isn't where the story ends. When managed well, rebuilding is complex but possible.

One of the most important elements of post-war recovery is strong stable government leadership. Effective governance sets the stage for reconstruction by introducing policies that restore stability and encourage investment. After World War II, West Germany became a model of this approach. In 1948, the introduction of the Deutsche Mark replaced the worthless Reichsmark and was followed by the elimination of price controls and other market-based reforms. These changes were instrumental in restoring public confidence and restarting the economy. The man behind many of these reforms, Ludwig Erhard, focused on what he called a social market economy—a balance between free-market capitalism and state support for those in need.

This laid the groundwork for Germany's rapid recovery and eventual rise as one of Europe's economic powerhouses. (Dobbins et al., 2003)

Japan, too, gained from determined post-war reform. With the help and aid of the United States led Allied occupation, Japan instituted land reforms, reconstructed its industrial base, and made massive investments in education and technology. In less than 20 years Japan had went from a destructed country to the world's second-largest economy. In each case the groundwork was made for sustained growth by proactive government policies.

In addition to internal reform, international assistance often has a key role in recovery. One of the most notable examples came in the form of the Marshall Plan. Started by the United States in 1948, it sent more than \$12 billion in economic aid about \$130 billion in today's dollars to help rebuild Western Europe. This assistance helped nations to rebuild facilities, restart businesses and reopen trade corridors. Assistance was not strictly monetary — it was technical know-how, goods and access to American markets, too. This support breathed life into the living standards and the economic output in France, Italy, and the Netherlands.

Technological and industrial innovation is another big factor of economic recovery. War speeds up the innovations of new technologies, many of which translate to peacetime. For example, radar and jet engines, antibiotics and early computers were developed or invented in World War II. These technologies provided a basis for economic expansion after the war. Factories that had manufactured tanks and planes were repurposed to produce cars, electronics and consumer goods.

New economic opportunities that happened in the post-war era greatly helped in the civilian production. But recovery isn't just about policies or assistance — it's about people, too. Human capital being one of the biggest yet underrated drivers of post-war recovery. In the aftermath of destruction, citizens return home, often motivated to rebuild their lives and communities. Education, retraining and work initiatives are

critical to turning this motivation into concrete economic output South Korea is a leading example of that. (World Bank, 2023)

From the time of the Korean War which was around the 1950–53, and if we are being honest it was one of the poorest country in the world. South Korea went from being a world-class powerhouse in electronics, automobiles and shipbuilding thanks to decades of education, industrialization and technology. The industriousness and goals of its people were as strong, if not stronger than any foreign or government help, which is what lead to a successful recovery.

That being said, unfortunately, not all recovery efforts are successful. Iraq, Libya and Afghanistan are all examples of countries that have not been able to fully recover or to be honest recover at all despite receiving foreign aid. Yet, in many of these instances ongoing political instability corruption weak/incomplete institutions—coupled with fresh conflict —have undermined (long lasting) growth. Where a country lacks internal stability and the rule of law, with or without foreign aid and rebuilding efforts

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JEL Code: F23, F63

Driving Development: The Role of Multinational Corporations in Emerging Market Economies

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Multinational companies (MNCs) are vital catalysts of economic growth in developing countries, offering access to finance, advanced technologies, and modern business techniques.

Through their capacity to create business in developing nations, MNCs introduce competition forces and enhance productivity standards in whole industries. Disseminating knowledge and

inducing innovation, MNCs drive the improvement of economic infrastructure and enhance the host nations' medium-term competitiveness (Casanova & Miroux, 2022). This has also been progressively true in the global value chain, whereby international network integration of production can dramatically increase export potential and employment.

The emerging markets are the choice of MNCs since they possess vast pools of labor, natural resources, and growing consumer markets. In this way, MNCs invest in infrastructure, develop networks of suppliers, and invest in training. They generate spillovers that benefit local firms, induce entrepreneurship, and increase the tax base (OECD Development Centre, 2021). Mexico and Vietnam, among others, have realized rapid industrialization and export growth through the use of foreign direct investment by foreign firms, especially in such sectors as electronics, automobiles, and textiles (Szunomár, 2020). In addition, MNCs are a driving force behind shifting patterns of production worldwide. COVID-19 pandemic pushed companies to reconsider supply chain risk and resilience. As a response, most are diversifying or shifting into emerging markets, a process that opens up new possibilities for host economies to take on more value-added activities (UNCTAD, 2022). Through consolidating regional hubs and reducing over-reliance on a single market, MNCs are facilitating a more balanced process of globalization.

However, the benefits of MNC-driven development are not unpremeditated. In certain cases, the influence of multinational corporations

can lead to economic enclaves, labor exploitation, or environmental degradation. To avert these adverse effects, the governments of the emerging economies should have proper policies that align foreign investment with country-specific development objectives (Foley, Hines Jr., & Wessel, 2021). Strategic governance can ensure that MNCs adhere to local labor legislation, environmental legislation, and diversity recruitment, while knowledge transfer through collaboration and joint ventures is encouraged.

Above all, the host countries' social and cultural environment also demands that MNCs be context-adaptive. Localization strategies in terms of staffing local managerial cadre, product modification to suit country tastes, and involvement in local community development significantly help them in attaining trust and sustainability in the long run. It is this combination of global capability with local responsiveness that defines MNCs' possible contribution to the process of sustainable development (Casanova & Miroux, 2022).

Overall, MNCs have all potential for economic progress in the emerging countries, if their incorporation is responsibly overseen. Through investment, technology, and global value chain linkages, they can bring about industrial transformation and social mobility. Concurrently, national policy institutions must be capable of channeling these inputs into long-term betterment agendas. Therefore, the collaboration between host economies and MNCs is economic but strategic in character, one that will shape the direction of globalization and regional growth in the coming decades.

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Catalysts or Colonizers? Evaluating the Economic Impact of Multinational Firms in Developing Regions

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Expansion of MNCs in developing economies has caused broad controversy over their net value to host nations. Although FDI has been widely accepted as a driver of growth, others warn that it can also help maintain structural imbalance and economic dependence. Certain MNCs are particularly accused of being neo-style colonizers that expropriate wealth and remit dividends without giving much towards the development of local capabilities (Stiglitz, 2020). Such problems are especially pronounced in poorly governed nations, where multinationals can evade taxes, shape policy, or push out domestic firms.

But under good governance, MNCs can make great transformers. Their investments bring not just cash, but access to worldwide networks, cutting-edge technology, and improved management techniques. A case in point is foreign firms operating in Africa and Southeast Asia, which have established education and health programs, extending their footprint past financial performance metrics (Adeyeye, 2021).

Additionally, the MNCs' structural function within developing nations is also transforming, as attested. Rather than cheap labor specialization and natural resource exploitation alone, companies are currently investing in R&D facilities, training centers, and innovation hubs. This practice is supportive of local industrial upgrading and long-term economic sustainability (Fu, Emes, & Hou, 2021). National industrial policies in countries such as Indonesia and Kenya have been effective in attracting value-added investments, which have created diversified economies and high-skilled job opportunities (Oyelaran-Oyeyinka & Lal, 2022).

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The existence of MNCs is not a guarantee of inclusive development. The host countries need to implement well-established institutions that compete with foreign capital without compromising national interests. These comprise imposition of anti-corruption measures, transparency in investment agreements, and use of equitable labor practices (Adeyeye, 2021). The operations of domestic companies should also be facilitated to compete and collaborate with international businesses but not pushed out of business by them. This requires access to training, finance, and technology to level the playing field and ensure that growth is inclusive.

The second imperative is political sovereignty. In some instances, MNCs exert inappropriate influence over public policy or institutions, particularly in small or natural resource economies. This eradicates national autonomy and democratic choice (Stiglitz, 2020). It calls for a partnership model that recognizes the shared responsibility of host governments and MNCs for development outcomes of common interest.

In general, MNCs can be catalysts or colonizers, and this will hinge on the institutional environment and on the incentives of the corporate and public players. Multinational corporations, when in line with national development plans and regulated, can produce innovation, jobs, and sustainable growth. Otherwise, without good governance, their presence will tend to entrench inequality and discourage local development. The future of emerging market growth will depend on how adeptly this balancing act is performed.

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UDC 658

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Applying Game Theory to Analyze Strategic Interactions in Sustainable Supply Chains: A Case Study of Green Product Market Entry

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Because more people are aware of environmental concerns and social duties, sustainability has become a major focus in how businesses operate. This heightened awareness is particularly poignant in Ukraine, where the ongoing conflict has underscored the critical need for ecological restoration and resilient social structures, further accelerating the emphasis on sustainable business practices. Therefore, many companies are adding practices that support sustainability into their daily activities, especially in managing their supply chains. Consequently, Ukrainian businesses – from agricultural giants seeking to align with EU green standards to emerging tech firms focusing on energy efficiency and waste reduction – are increasingly integrating sustainable practices into their daily operations, particularly within their supply chains, which have faced unprecedented disruption and require robust, resilient frameworks. As a result, more companies now produce "green products" that have little impact on nature, and businesses work to create supply chains that balance ecology and social issues with profitability (Seuring & Müller, 2008). This shift is leading to a growing market for "green products" within Ukraine, driven by both domestic demand for eco-conscious consumption and the imperative for Ukrainian enterprises to meet stringent environmental criteria for future European integration and post-war reconstruction. There are still many difficulties and strategic challenges involved in

changing to sustainable business and offering green products. However, for Ukrainian managers, these strategic challenges are compounded by the complexities of post-war recovery, volatile market conditions, and the urgent need to rebuild infrastructure sustainably. Managers in firms must evaluate investing in environmentally friendly technologies, teaming up with partners in the supply chain, choosing their pricing, and reacting to established competitors. The profound mutual impact of these choices, especially in Ukraine's unique socio-economic landscape, means that simple economic analysis is not enough. (Camerer, 2003; Church-& Ware, 2018).

Using game theory which is a mathematical tool for understanding strategic decision-making of rational individuals, is a good way to view these situations. By describing companies as players whose rewards are affected by all parties' decisions, game theory can explain the incentives, issues and opportunities for collaboration in sustainable supply chains. Through applying game theory models to companies entering the market for green products, this thesis seeks to understand strategies in a sustainable supply chain. As a result, it creates a way to consider different strategic solutions and expect what may happen in the fast-changing business world.

Game theory makes it easier to study situations where the final outcome for one person relies on what they do and what others do too. At the bottom line, what makes a game is:

Players are the groups (e.g., firms, consumers, regulators) who influence the outcome from different strategic decisions.

Strategies: the total set of strategies a player decides to use in every situation.

The payoffs in a game are the results that players get depending on the strategies they and their opponents take. You can have gains or losses in money (like profits and costs) or gains or losses in things that are not money (reputation and the environmental impact).

The data present in the information set: What are the other players' choices, strategy and understanding of what is sensible (Alexander, 2014).

One way to split games is into static (decisions taken together at one time) and dynamic (players make moves one after another) and cooperative (players may make binding deals) or non-cooperative (everyone acts individually). Nash Equilibrium is important in non-cooperative game theory because it means a player cannot benefit on their own from changing their strategy if every other player keeps the same strategy. It is used to forecast whether a strategy will be successful in strategic interactions.

Game theory is useful in supply chains for modeling the ways manufacturers, suppliers, retailers and consumers relate to each other. Here, a manufacturer might invest in green methods if a retailer is willing to purchase green products which may rely on consumers wanting to buy them. Examples of signaling, reputation and commitment (e.g., a firm emphasizing environmental values, building an eco-conscious firm image and investing in green systems) help explain the ways supply chains change over time. We can use games as a model to figure out best strategies, predict actions by different players and find out the situations where working together is more common (Ghosh & Shah, 2015).

To illustrate how game theory can be used to analyze strategic interactions, let's consider a simplified example of introducing a new green product into the market.

In our straightforward game, there are just two main players:

Green Entrant (GE : this is a new business that's thinking about offering a green product. Incumbent Traditional Firm (ITF): this is an established company currently making a less sustainable, traditional product.

We'll assume consumers have different preferences. Some are willing to pay extra for eco-friendly choices, while others are primarily looking for the lowest price. Defining Strategies and Payoffs for the Game. Here, we'll outline the possible actions (strategies) each firm can take, which will ultimately determine their outcomes (payoffs).

Green Entrant Strategies:

Enter: the GE decides to invest in environmentally friendly production methods and launch its new green product into the market.

Not Enter: the GE chooses not to develop or market the green product.

Incumbent Traditional Firm Strategies:

The ITF's strategy will depend on the GE's choice. Its possible responses are:

adopt green (the ITF decides to improve its own production methods by investing in greener technologies and might even launch a new line of green products to compete with the GE); and maintain Status Quo (the ITF continues to produce only its traditional goods, without adopting any green practices or launching green products); maintain business as usual (only make traditional goods).

How well each business does will depend on factors such as their market share, production expenses for more eco-friendly goods (which may initially incur higher costs), customer willingness

to pay for green attributes, and the benefits or losses to brand reputation. In a simple matrix for a simultaneous game, the first number in every pair stands for GE's outcome and the second reflects ITF's outcome. For Ukrainian businesses, these payoff considerations are acutely influenced by the current context: consumer readiness to pay for green products might be shaped by fluctuating incomes and national priorities, while the often-higher initial production expenses for sustainable

methods can be a significant hurdle given wartime economic pressures and investment limitations. However, a strong commitment to green practices can also offer substantial reputational gains and open doors to international partnerships vital for Ukraine's reconstruction and post-war EU integration aspirations, making these strategic choices critical not just for profit, but for long-term viability and global standing.

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The post-war economic recovery

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The Russian invasion drove Ukraine's GDP down by 28.8% in 2022, but in 2023 the economy partially rebounded with 5.3% growth. However, in 2024, GDP growth slowed to 2.9% year-on-year, falling short of expectations. The economic recovery is gradually slowing down. Each quarter of 2024 showed lower growth compared to 2021 than in 2023, and in the fourth quarter, GDP actually declined by 0.1% compared to the fourth quarter of 2023. The recovery is being hindered by ongoing security challenges, skilled labor shortages, and damage to energy infrastructure from Russian attacks. Overall, GDP remains over 20% below 2021 levels. (Samoiliuk 2025) According to estimates from the Kyiv School of Economics, if the war continues, the country will need around USD 40 billion (about EUR 37.4

billion) every year. (Akhvlediani & CEPS, 2024) In December 2022, G7 leaders agreed to set up the Multi-Donor Coordination Platform for Ukraine. This brings together Ukraine, the EU, the G7 countries and international financial institutions to coordinate support for Ukraine's immediate and long-term recovery and reconstruction. Now Ukraine is receiving various forms of international support, broadly divided into military, financial, humanitarian aid, and assistance to Ukrainian refugees. Out of all these types of support, it's financial support that could be best used for Ukraine's recovery and reconstruction. Nevertheless, Ukraine should look ahead and begin building a development strategy for post-war period.

In the aftermath of war, attracting investors is one of the most effective ways to stimulate economic recovery. For a post-war Ukraine, foreign and domestic investors can help with creating new jobs, rebuilding infrastructure, boosting economic activity, and increasing government revenue. Investments will lead to business growth, which creates employment opportunities and reduces poverty. Foreign investors often bring modern technology, knowledge, and training, which improves productivity. Ukraine will be able to reclaim the faith of its investment attraction because when investors are willing to put money into a recovering country, it sends a positive signal to the world - encouraging others to invest, trade, or offer aid. To create an appealing investment environment, Ukraine should start with establishing a stable tax system. For the past 10 years, Ukraine's tax policies have changed frequently, creating uncertainty for long-term investments. (Андрієнко & Артюх, 2023) So, State Tax Service of Ukraine need to work at a predictable and transparent tax framework, to restore investors' confidence. Additionally, Ukraine needs to launch a National Investment Agency. This agency would promote opportunities, assist with permits, and build trust with international partners. It must also focus on providing competitive incentives for investors. In order to reduce startup costs and attract investors, Ukraine should provide tax holidays, allow duty-free imports of equipment, and subsidize land for vital industries.

In post-war Ukraine, economic recovery and long-term development cannot be achieved through investment and innovation alone — the engagement and motivation of the population are equally crucial. Considering the war's catastrophic consequences, Ukraine's human capital remains fundamental in rebuilding the nation. A well-structured population motivation policy will empower citizens to participate in the recovery process, foster social cohesion, and create a shared vision for the country's future. The war has displaced millions, disrupted communities, and caused significant psychological and financial strain on families. According to UNHCR, 6,932,700 refugees from Ukraine were recorded globally on the 20th of March 2025. ("Situation Ukraine Refugee

Situation," n.d.) When Ukraine will move into a new phase of reconstruction, it must prioritize policies that not only restore livelihoods but also instill hope, confidence, and a sense of power among its people. Motivating the population requires a multi-layered approach: economic incentives, social support systems, and inclusive governance.

One of the most effective ways to engage the population is through employment. Job creation must be placed at the core of recovery strategy. Special focus should be placed on reintegrating internally displaced persons and returning refugees into the workforce.

Incentives for young people and professionals to stay in or return to Ukraine will also play a key role. Many skilled workers and graduates have left the country in search of stability. A strong motivation policy must offer them reasons to come back. This includes competitive salaries, safe living conditions, access to affordable housing, and pathways for entrepreneurship. Offering grants or co-funding for small and medium-sized enterprises will activate local economies and promote community-driven recovery.

Social motivation goes beyond economics. Ukraine must invest in public trust. This involves encouraging democracy, including citizens in decision-making procedures, and guaranteeing openness in reconstruction activities. Participatory governance platforms, community forums, and civic engagement initiatives can also rebuild a sense of ownership and belonging.

Mental health service, often overlooked during crises, must also be part of the population motivation strategy. The psychological effect of war is tremendous, and national policies must integrate accessible mental health support across communities, especially for veterans, families, and children. A population that feels emotionally secure is far more capable of contributing constructively to society.

In conclusion, Ukraine's post-war recovery needs a multifaceted strategy that strikes a balance between short-term economic revival and long-

term human capital development. Rebuilding infrastructure, creating jobs, and boosting economic activity - all depend on both local and international investments, but these initiatives also need steady and transparent policy changes, particularly in the areas of taxes and business regulation. At the same time, the resilience and

motivation of the Ukrainian people are equally essential. Without empowering citizens through employment, social support, and inclusive governance, even the most well-funded recovery plans risk falling short. Restoring confidence among international investors and its own citizens must be Ukraine's top priority.

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World Politics and International Relations

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Both international relations and world politics are dynamic areas that are always adapting to the shifting landscapes of the world. The fact that states are interrelated through economic, political, and social relationships highlights how important it is to have a grasp of how global governance develops and how it reacts to new issues. In order to appreciate the impact that international relations have on the politics of the globe in the present day, academics have underlined the need of investigating the beginnings, evolution, and current trajectories of international relations (Acharya, 2021).

Recent research has focused a significant amount of attention on the transition of the liberal international order. Despite the fact that liberal internationalism has been instrumental in shaping the global system for several decades, it is currently confronted with considerable problems brought about by the growth of authoritarian countries, shifting alliances, and global

catastrophes such as climate change and pandemics (Ikenberry, 2021). There are others who contend that the downfall of liberalism may be attributed to the intrinsic contradictions that it possesses, as it attempts to strike a balance between national sovereignty and global collaboration (Mearsheimer, 2021). As a result of these conflicts, there have been demands for the liberal framework to be rethought and perhaps adapted in order to maintain global peace in the 21st century.

The topic of globalization continues to be at the forefront of issues pertaining to international relations. The complicated relationship that exists between national interests and global interdependence is brought to light by the processes of de-globalization and re-globalization (Paul, 2021). The idea that globalization is an irreversible force is being called into question by globalization-related economic and political challenges, such as trade wars and interruptions in

supply chain operations. This has repercussions for international organizations, as they must traverse fragmented global governance frameworks while also tackling urgent challenges like as inequality and sustainability (Weiss & Wilkinson, 2023).

Additionally, the study of international relations today embraces a variety of views, which is a reflection of the discipline's rising acknowledgment of the importance of global inclusion. According to Acharya (2021), the development of international relations as a field of study is profoundly entrenched in the experiences and contributions of players from both the Western and non-Western worlds. By adopting this pluralistic perspective, we are able

to get a deeper comprehension of the ways in which many political systems and cultural traditions impact global governance.

In conclusion, world politics and international relations are shaped by the ongoing negotiation between national interests and global imperatives. It is possible for academics and politicians to more effectively traverse the intricacies of the modern world if they conduct an analysis of the changes that have occurred in global governance institutions and the liberal international order. In order to effectively address these difficulties, it is necessary to adopt novel ideas and to make a commitment to promoting global collaboration in the face of opposing interests.

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HR innovations for socio-economic development

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Every company manages assets, and human resources play a key role in this. To manage them properly, there is Human Resources Management. Human Resources Management includes a wide range of functions: recruitment, selection, training, onboarding, motivation, performance

evaluation, and so on. These functions are exactly what the term refers to. (University of HonkKong, 2022)

HR innovations are important not only for companies but also have a positive impact on

society. HR management includes a range of functions that help improve a company's efficiency and leave employees with a positive experience of working in a company where the HR department operates effectively.

The events of the past five years have led not only the HR field but the entire world to undergo significant changes. International companies have faced a reality in which employees can no longer work to their previous capacity, cannot attend the workplace, and experience declining sales - mainly due to COVID-19. Employees stopped coming to the workplace, lost jobs, and suffered a loss in purchasing power, leading to a decline in company sales.

In response, HR professionals began incorporating online work formats into their practices. Flexible and hybrid schedules have become the norm, allowing companies to hire specialists worldwide.

Companies are now integrating artificial intelligence (AI) and automation, prioritizing employees' psychological well-being, maintaining inclusivity, emphasizing data analytics, and expanding remote work formats.

One of the most exciting advancements is the use of AI across various business areas, particularly in recruitment and HR management. AI is applied to automate hiring processes, enhance corporate culture, improve internal communication, support employee training, and forecast employee performance outcome. (Peopleforce, 2024)

After the pandemic, international companies started paying more attention to their employees' mental health. To improve productivity, companies have introduced stress management programs, counseling, and initiatives that help

employees stay emotionally and mentally healthy. (Finn Bartram, 2025)

An inclusive corporate culture and diverse teams are not only morally and socially right but also economically beneficial. Companies with high diversity and inclusion rates perform better across various metrics, from innovation to employee loyalty. The importance of DEI also lies in the fact that diverse teams are better equipped to solve complex problems as they bring together a wide range of perspectives and experiences. Under DEI initiatives, companies strive to provide equal opportunities for all employees regardless of their background, gender, age, abilities, or other characteristics. (Mosaic, 2024)

People Analytics is becoming a key tool in HR. The primary goal of this analytics approach is to use data to make more informed and strategically sound HR decisions. Companies collect and analyze data on employee engagement, turnover, productivity, satisfaction, and even health indicators. This approach provides a deeper understanding of employee needs and behaviors, as well as insights into how to foster a stronger corporate culture and improve productivity. Since people have become a key asset for companies, People Analytics allows HR professionals to make their work with staff more precise, fair, and long-term oriented. (Caitlin Kapolas, 2024)

Conclusion

HR innovations increase company efficiency and shape more flexible, inclusive, and sustainable work practices that directly impact socio-economic development: they create new employment formats, support employees' mental health, promote equal opportunities, and strengthen human potential.

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JEL Code: O13

Innovations in Sustainable Agriculture for Socio-Economic Development: A Case Study of PJSC "Izyaslavskaya Sales Base of Bread Products"

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Sustainable agriculture plays a crucial role in promoting socio-economic growth and mitigating the effects of climate change (Transforming food and agriculture, 2018). This case study analyzes the innovative practices implemented by PJSC "Izyaslavskaya Sales Base of Bread Products" in promoting sustainable agriculture and its implications for the local economy and society in the Khmelnytskyi oblast of Ukraine.

The company's shift towards sustainable agricultural production aligns with global efforts to achieve sustainable development and food security (Transforming our world, 2015). These efforts include the adoption of modern grain storage facilities, quality control measures, and sustainable supply chain management. The implementation of these innovations has been particularly timely in the context of global growth in the agricultural sector and the contribution of sustainable practices to food security (Sustainable agriculture for food security, 2021).

The use of sustainable agricultural innovations has demonstrated the potential for enhancing operational efficiency while fostering environmental sustainability (Global assessment of agricultural system, 2018). This approach gains special relevance given the increased significance of sustainable agricultural production in global trade and the growing demand for sustainably produced agricultural products (Scaling up voluntary sustainability standards, 2020).

PJSC "Izyaslavskaya Sales Base of Bread Products" has implemented several innovative

sustainable agricultural practices to improve its operational efficiency and reduce its environmental impact. These practices include precision farming techniques, which involve the use of GPS, sensors, and other technologies to optimize crop management and resource use. By adopting precision farming, the company has been able to reduce its use of fertilizers, pesticides, and water, while improving crop yields and quality.

Another innovative practice implemented by the company is the use of conservation tillage methods, such as no-till and reduced tillage. These methods minimize soil disturbance, reduce erosion, and improve soil health, while also reducing the company's fuel consumption and greenhouse gas emissions.

Furthermore, PJSC "Izyaslavskaya Sales Base of Bread Products" has invested in modern grain storage facilities that are designed to minimize post-harvest losses and ensure the quality of the stored grains. These facilities are equipped with advanced ventilation and temperature control systems, which help to prevent spoilage and maintain the nutritional value of the grains.

The adoption of these sustainable agricultural practices has not only improved the company's operational efficiency but has also had positive socio-economic impacts on the local community. By reducing its environmental impact and improving crop yields, the company has been able to provide a more stable and sustainable source of income for local farmers and workers.

Additionally, the company's commitment to sustainable agriculture has helped to raise awareness about the importance of environmental conservation and sustainable development in the region.

In conclusion, the case study of PJSC "Izyaslavskaya Sales Base of Bread Products" demonstrates the potential for innovative sustainable agricultural practices to promote

socio-economic development while mitigating the effects of climate change. By adopting practices such as precision farming, conservation tillage, and modern grain storage facilities, the company has been able to improve its operational efficiency, reduce its environmental impact, and contribute to the well-being of the local community. As more companies in the agricultural sector embrace sustainable practices, the potential for positive socio-economic and environmental outcomes will continue to grow.

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Promoting a Green Economy through Sustainable Waste Management in Agricultural Processing

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The transition to a green economy has become a priority for most governments worldwide to ensure sustainable development and mitigate the effects of climate change (Towards a green economy, 2011). This abstract explores sustainable waste management practices in agro-processing plants, using PJSC "Izyaslavskaya Sales Base of Bread Products" as an example of developing green economy projects in Ukraine.

The adoption of sustainable waste management systems in agricultural processing aligns with international goals and agreements on environmental sustainability (A new Circular Economy, 2020). The emphasis placed on minimizing waste in grain storage and processing facilities is a significant step toward the

realization of circular economy goals in the agriculture industry (Cities and circular economy, 2019). By implementing these practices, agro-processing plants can contribute to the reduction of their environmental footprint and promote resource efficiency.

Waste management practices, particularly in the context of manure management, are highly relevant within the framework of integrating environmental standards and minimizing the environmental impact of agricultural production. The implementation of these practices has considerable potential for the reduction of greenhouse gas emissions and the enhancement of resource efficiency in agriculture (Environmental and health impacts, 2017). Proper manure

management can lead to the production of biogas, which can be used as a renewable energy source, thereby reducing the reliance on fossil fuels.

The application of global environmental best practices and standards that can be replicated for local application makes the prospect of employing sustainable waste management in agricultural processing plants a reality (ISO 14001:2015, 2015). By adopting internationally recognized standards, such as ISO 14001, agro-processing plants can systematically manage their environmental responsibilities and improve their environmental performance.

PJSC "Izyaslavskaya Sales Base of Bread Products" serves as a valuable case study for the implementation of sustainable waste management practices in the agricultural processing sector. By focusing on waste reduction and the adoption of circular economy principles, the company demonstrates its commitment to environmental sustainability and the transition to a green economy.

The successful implementation of sustainable waste management practices at PJSC "Izyaslavskaya Sales Base of Bread Products" can serve as a model for other agro-processing plants in Ukraine and beyond. By sharing best practices and experiences, the company can contribute to the wider adoption of sustainable waste management in the agricultural sector, thereby promoting the transition to a green economy.

In conclusion, the adoption of sustainable waste management practices in agricultural processing is a crucial step towards the realization of a green economy. By minimizing waste, promoting resource efficiency, and adopting circular economy principles, agro-processing plants can significantly reduce their environmental impact and contribute to sustainable development. The case study of PJSC "Izyaslavskaya Sales Base of Bread Products" demonstrates the feasibility and benefits of implementing sustainable waste management practices in the agricultural sector, serving as an example for other companies to follow.).

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JEL Code: L31

Navigating wartime realities: managerial challenges in organizing a charity event under martial law in Ukraine

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The imposition of martial law in Ukraine has created a complex and demanding environment

for all forms of organized activity, including charitable endeavors. While the need for aid and

support has intensified dramatically, the practicalities of organizing and managing events have been significantly complicated by security concerns, logistical disruptions, and the pervasive socio-economic impacts of the ongoing conflict. This thesis examines the specific managerial challenges encountered during the planning and execution of the "Spark" charity concert, an initiative undertaken to provide crucial assistance amidst the martial law conditions. By analyzing the obstacles related to event planning, resource allocation, stakeholder engagement, and risk mitigation, this study aims to identify key lessons learned and effective strategies for navigating the complexities of charity event management during wartime. Furthermore, it will explore how these challenges underscore the critical need for adaptability, resilience, and innovative problem-solving within the charity sector to ensure the continued delivery of essential support in times of crisis.

The successful organization of the "Spark" concert, despite the significant constraints imposed by martial law, offers valuable insights into the capacity of charitable organizations to operate effectively under extreme pressure. However, this success was not achieved without encountering and overcoming a multitude of challenges. Initially, the very decision to proceed with a public event during a time of heightened security risk required careful consideration and the implementation of stringent safety protocols. Ensuring the safety of attendees, performers, and organizers became a paramount concern, necessitating close collaboration with local authorities and the development of comprehensive emergency plans.

Logistical hurdles presented another significant layer of complexity. Supply chain disruptions, transportation limitations, and potential infrastructure vulnerabilities impacted every aspect of the event, from securing a suitable venue and necessary equipment to ensuring the timely arrival of performers and the delivery of essential supplies. Resource allocation also proved to be a dynamic and demanding process. Financial constraints, coupled with the urgent and competing needs across the country, required innovative fundraising strategies and meticulous

budget management to maximize the impact of the concert while remaining financially viable (Bray, 2020).

Engaging stakeholders in a wartime environment presented its own unique set of challenges. Maintaining the enthusiasm and commitment of volunteers, securing the participation of performers who themselves were navigating difficult circumstances, and effectively communicating the event's purpose and impact to potential donors - all required heightened levels of sensitivity and strategic communication. Building and maintaining trust with the community, while addressing potential concerns about safety and the appropriateness of entertainment during wartime, was crucial for the event's success. Effective partnerships and stakeholder engagement are essential to events (Iwaarden et al., 2009).

Moreover, the psychological impact of the conflict on both organizers and participants could not be overlooked. Managing stress, maintaining morale, and fostering a sense of unity and purpose within the team were essential for navigating the emotional toll of the ongoing crisis. The constant need for flexibility and adaptability in response to rapidly changing circumstances demanded strong leadership and a proactive approach to problem-solving. Knowledge integration and resource management also play a crucial role ((Berri & Donnelly, 2020). The management of international charity projects in the conditions of war is a critical factor (Babych, 2024).

By examining the specific challenges faced during the organization of the "Spark" charity concert, this thesis delves into the practical strategies employed to overcome these obstacles. It analyzes the effectiveness of different approaches to risk management, communication, resource mobilization, and volunteer coordination in the context of martial law. Even in a crisis context, sustainability remains a factor in event planning (Blake, 2023). Ultimately, this study aims to contribute to a deeper understanding of the critical managerial competencies required for successful charity operations during wartime and to provide valuable insights for future initiatives seeking to address humanitarian needs in crisis

situations. The lessons learned from the "Spark" experience highlight the resilience and ingenuity of the Ukrainian people and the vital role that

well-managed charitable activities can play in providing hope and support during the most challenging of times.

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The strategic role of charity management in Ukraine's after-wareconomic recovery: a case study of the Spark Concert initiative

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The ongoing conflict in Ukraine has posed unprecedented challenges for the social and economic fabric of the nation. Amidst widespread destruction and societal upheaval, charitable organizations have played a vital role in providing essential support to both civilians and the military, demonstrating the importance of flexible and strategic management of aid efforts during times of crisis (Babych, 2024). The organization of the "Spark" charity concert under martial law serves as an illustrative example of how effective coordination, community involvement, and innovative approaches can overcome numerous obstacles to deliver critical assistance. As Ukraine moves toward recovery, understanding how charitable activities can be successfully managed during wartime is essential for laying the groundwork for post-war rebuilding and economic revitalization.

The war in Ukraine has revealed a critical truth: the state alone cannot shoulder the burden of recovery. Amid destroyed infrastructure, displaced populations, and strained governmental resources, civil society has mobilized to fill urgent gaps through grassroots actions (Beer, 2015). Charitable events like the Spark Concert demonstrate a dual impact. First, they channel community resources toward military and humanitarian needs — directly funding equipment such as FPV drones, which enhance Ukraine's defense capacity. Second, they stimulate microeconomic environments by engaging local businesses, artists, logistics providers, and volunteers, thereby maintaining livelihoods during times of uncertainty (Bray, 2020). These actions not only meet immediate needs but also reinforce economic circuits that will be vital in the recovery phase.

The main idea of this thesis is that effective management of charitable activities during wartime is crucial for supporting immediate humanitarian needs and laying the foundation for long-term post-war recovery in Ukraine. The rationale for this thesis stems from the recognition that wartime charity efforts not only address urgent humanitarian crises but also significantly influence the trajectory of post-war economic reconstruction. Effective charitable management helps stabilize communities, rebuild infrastructure, and restore social trust — elements essential for post-conflict economic recovery (Babych, 2024). As part of the conference "Days of Science" and specifically the sub-topic "The after-war economic recovery" this research emphasizes that the lessons learned from managing charitable initiatives during conflict are instrumental in shaping sustainable development strategies, ensuring that the country emerges resilient, unified, and economically strengthened after the war.

The management of such initiatives requires strategic planning, efficient resource allocation, stakeholder coordination, and legal navigation — skills typically associated with formal economic actors. By treating charity not as spontaneous goodwill but as a managed sector with structure, goals, and impact, this thesis reframes charity as an economic phenomenon (Anik et al., 2009). Under martial law, charity managers in Ukraine have operated within complex constraints — legal regulations, security risks, and logistical obstacles — while still delivering effective results. This reflects the adaptive capacity of local leadership and the potential of decentralized recovery mechanisms in post-conflict period.

Furthermore, the Spark Charity Concert case illustrates how charitable efforts reinforce

national morale, cultural continuity, and civic solidarity — soft power elements critical to social stability. These non-monetary outcomes have tangible economic consequences. A population that remains engaged, hopeful, and empowered is more likely to participate in rebuilding efforts, invest in local development, and trust institutions (Bloomerang, 2024). Moreover, the infrastructure created for charity events — networks, communication channels, and volunteer systems — can be repurposed for peacetime economic and social programs, including education, health, and small business initiatives.

This thesis ultimately contends that in post-war Ukraine, charity management must be recognized as a pillar of the national recovery framework. Through examples like the Spark Concert, it becomes clear that successful charity initiatives do more than provide relief — they support the transition from survival to development. They act as catalysts for restoring economic functionality, empowering civil society, and reinforcing the foundational trust necessary for national reconstruction.

In conclusion, the management of charity during wartime — and its extension into post-war contexts — should not be treated as an auxiliary effort but as a core component of after-war economic recovery. As Ukraine rebuilds, these citizen-led initiatives, if professionally managed and structurally supported, can evolve into scalable, institutionalized models for community-based economic renewal. They bridge the gap between crisis response and sustainable development, offering a replicable framework for other nations navigating similar transitions from conflict to peace.

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AI for a Sustainable Future

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Artificial intelligence is increasingly seen not just as a technology, but also as a central tool to achieve sustainability in a range of industries. The most important application of AI is perhaps in energy management. In intelligent grids, computer programs predict usage patterns, so utilities can adjust supply in real time and conserve energy. For instance, the application of machine learning by Google DeepMind to maximize its data centers reduced energy consumed in cooling by 40%, setting the standard for the technology industry overall to emulate regarding practice in energy efficiency (Dauvergne, 2020).

Aside from infrastructure, AI enhances waste management through image recognition technologies used in recycling and sorting. European start-ups like ZenRobotics utilize robotic systems with AI to sort construction wastes into recyclable products, significantly cutting landfill dependency. Such technologies support higher recycling precision and capacity compared to human sorting, thereby contributing directly to circular economy practices (Kumar, 2023).

Precision farming is yet another area where AI solutions facilitate sustainability goals. Machine learning programmes decode satellite imagery, weather conditions, and soil compositions to guide irrigation, pesticide use, and planting schedules. In India and Kenya, AI-powered platforms have allowed small-scale farmers to reduce water and chemical usage by up to 30%

while maintaining or even increasing yields. These solutions improve both environmental health and food security and farm revenues (Sætra, 2022).

Transport networks also benefit significantly through the use of AI. Sophisticated traffic management systems based on real-time analysis of data reduce city congestion and CO₂ emissions. Intelligent mobility solutions such as AI-optimized public transit routes and adaptive urban traffic signals in cities like Barcelona and Singapore have been mentioned to have reduced journey times and lower carbon emissions related to transport. These innovations are particularly significant in rapidly urbanizing areas where development of infrastructure has to be coordinated with climate targets (Satpathy, Mahapatra, Agarwal, & Mohanty, 2022).

Furthermore, predictive modeling and simulation through AI revolutionize city planning. AI is now used by city planners to forecast future growth in population, energy use, and areas of pollution. AI planning software has spearheaded sustainable housing development through green energy, shared mobility options, and best land use in Seoul and Stockholm. The models forecast future demand and offer solutions prior to the formation of environmental hotspots (Yigitcanlar, Corchado, Mehmood, & Kumar, 2021).

Water management is yet another sector where artificial intelligence becomes a necessity. AI systems monitor water consumption, detect

leakages, and forecast drought patterns. In Cape Town, where recently water shortages were critical, local authorities used AI to prioritize water distribution and plan emergency responses, avoiding future disasters. Such applications become priceless in regions already experiencing climate-driven water stress (Vinueza & Nerini, 2023).

Though it is very promising, AI can be designed and used ethically so that it would be sustainable in the long term. Algorithmic bias, power-intensive training regimes, and disproportionate access to AI tools are some of the challenges. Ethical AI development requires collaboration among engineers, policymakers, and civil society

to ensure that innovation is in line with global sustainability objectives. Environmental footprint of AI per se must be minimized using green computing and renewable energy in computation (Kumar, 2023).

By embedding artificial intelligence into the very fabric of sustainability—energy, agriculture, mobility, city planning, and management of resources—societies possess a remarkably effective toolkit for addressing some of the most pressing environmental issues of our age. The way forward to a more sustainable world is not just set by policy, but increasingly guided by intelligent systems that help us make the best possible use of the planet.

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Sustainability: Building a Greener Future

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The path to a sustainable future lies in transforming systems that have historically prioritized short-term profit over long-term sustainability. That transformation requires not only policy reform but deep understanding of the human psyche, the materials we work with, and the ecosystems we inhabit. Possibly the most urgent site for intervention is urban planning and development. The conventional building materials like steel and concrete are one of the leading causes of CO₂ emissions globally. New alternatives like recycled plastic and cross-

laminated timber are produced, reducing significantly the negative effect on the environment and being utilized in cities like Amsterdam and Vancouver (Goldstein, Foulkes, & Arellano, 2023).

Another sector that needs a radical transformation is agriculture. Conventional agriculture has enriched the land with poor quality, increased greenhouse gases, and reduced diversity. Regenerative farming, however, seeks to return land to its health by means of practices that

include cover crops, compost, and rotational grazing. These store not only carbon but also make farms climate-shock resilient. Programs in the Central Valley in California and areas of Kenya have experienced remarkable rewards and ecosystem upgrading through such projects (Robertson, 2021).

Environmental restoration must also be addressed, comprising repairing degraded natural systems and bringing indigenous species back into the habitat. Restoration within the Midwestern United States has seen the rehabilitation of prairie environments, but mangrove restoration efforts in Southeast Asia protect coastal towns from erosion and storm surges. Besides sustaining biodiversity, such initiatives earn economic dividends in preserving fisheries and tourism (Martin, 2022).

Parallel to ecological renewal is research in neuroscience that is explaining why sustainable action remains difficult to apply despite increasing levels of awareness. The human brain has a tendency to follow current pleasures over future-oriented worries. Therefore, sustainability maintenance efforts must be mindful of cognitive biases as well as behavioral inertia. These types of strategies like "nudging"—affecting decisions indirectly by design—have been successful in encouraging increased recycling levels and reduced energy use by city facilities in places like Copenhagen and Seattle (Duhaime, 2022).

At a larger scale, the international economy needs to be rewired. The current paradigm of growth is

one that assumes there are unlimited resources and unlimited consumption. Economies must be transformed into circular economies that focus on reuse, repair, and longevity at the expense of landfilling. Taking the lead in this regard are European countries such as the Netherlands and Finland who have instituted country-level circular economy policy that incorporates tax incentives for repair companies and legislation mandating sustainable product design (Lawrence & Laybourn-Langton, 2021).

The necessity to do so is further highlighted if we also consider the unintended effects of technological intervention. In attempting to address global warming, scientists have experimented with extreme solutions such as geoengineering—injecting aerosols into the atmosphere to reflect sunlight. Theoretically elegant, such a solution has heavy costs, including unstable weather and geopolitics over who gets to dictate their use. These instances illustrate the challenge of interference in natural systems and the importance of humility and prudence in environmental policy-making (Kolbert, 2021).

Building a greener tomorrow requires optimism, but also science-grounded hard action on the basis of an integrated understanding of human and natural systems. Through rational changes in material consumption, agriculture, brain activity, and economic systems, societies can meet the monumental challenge of sustainability with foresight and with accountability.

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Post-Conflict Economic Transitions

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Post-war economic recovery demands not only rebuilding infrastructure but also transforming institutions and industries to ensure lasting stability. Reconstructing an economy after conflict is a complex task that requires coordinated efforts across financial systems, societal structures, and political institutions. One of the most significant challenges is transitioning from military to civilian production while restoring the foundational elements of economic life.

War typically devastates transportation networks, energy systems, and communication infrastructure, all of which are critical to economic activity. Therefore, rebuilding these systems becomes a top priority. Rapid and comprehensive infrastructure recovery is essential for restoring stability. The Marshall Plan, implemented after World War II, serves as a compelling example of how international financial aid can accelerate reconstruction and stimulate industrial growth.

Once basic infrastructure is addressed, the next essential step is industrial restructuring. A war economy focuses heavily on military output, making it necessary to shift production toward civilian goods in the post-war period. This process requires significant technological upgrades, retraining of workers, and a responsive approach to consumer needs. South Korea's transformation after the 1953 Korean War is a

strong example of how an agrarian economy can evolve into a modern, high-tech industrial nation.

In tandem with economic reforms, political stability and institutional strength are vital. Wars often leave behind deep-rooted political and social issues that can threaten peace and recovery. Reforms that promote good governance, transparency, and democratic values are key to creating a stable investment climate. Without strong institutions, recovery efforts can stall or even reverse.

While financial support plays an important role, long-term strategic planning is equally crucial. This means not only focusing on physical rebuilding but also implementing forward-looking policies that promote innovation, social inclusion, and sustainable growth. These principles apply across both large and small economies. In today's interconnected world, the implications of successful post-conflict recovery extend well beyond national borders.

Ultimately, military strength can help safeguard peace and support post-conflict recovery by deterring future aggression. However, it is the combination of sound policy, innovation, and inclusive development that builds resilient economies capable of withstanding future challenges. The aftermath of war presents an opportunity- not just to rebuild, but to create a more stable, equitable, and prosperous future.

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The Integration of Green Economy Principles in Business Operations: Pathways to Achieving Sustainable Development Goals

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Abstract

In this thesis we try to investigate how companies might include green economy ideas into their processes to reach some of the Sustainable Development Goals (SDGs). Businesses can improve their financial performance and support sustainability at the same time. Main ways of achieving this is to concentrate on corporate social responsibility and green technologies. Our work points out ways companies might match SDG targets and comes to the conclusion that long-term advantages for the environment and business development come from general green economy policies.

Introduction

The Sustainable Development Goals of the United Nations form a worldwide framework for environmental issues, for example poverty and environmental damage. Businesses must include green economy ideas into their operations if they are to properly help with these objectives. Low-carbon, resource-efficient, and socially inclusive economic practices – which fit well with SDG goals including responsible consumption, reasonably priced energy, and climate action. Those actions emphasize and fit the green economy concepts. The contribution of companies to implementing green economy ideas and possible routes to reach the SDGs is investigated in our work.

Green Economy and Sustainable Business Practices

Including green economy ideas into corporate activities means giving sustainability top priority in decision-making. By means of waste reduction, energy economy, and sustainable sourcing, companies can lower their environmental impact.

Using circular economy models, where items are recycled or reused – helps companies reduce waste and preserve resources, supporting SDG 12 – Responsible Consumption and Production.

Moreover, using green technologies such as environmentally friendly manufacturing techniques and renewable energy systems not only lessens environmental effects but also fits SDG 7 (Affordable and Clean Energy). Businesses who make green technology investments sometimes find operational efficiencies, cost savings, and better brand reputation.

Pathways to Achieving SDGs

Circular economy and resource economy: Businesses can greatly cut waste and support sustainability by best using resources and putting circular economy ideas into effect. Businesses like Patagonia and Tesla show how environmental and economic benefits can result from sustainability driving innovation (SDG 12).

Using green technologies—such as solar energy and energy-efficient systems—allows companies to lower carbon emissions and support SDG 13, or Climate Action. These developments also enable companies to fulfill rising customer demand for environmentally friendly goods and enhance operational performance.

Adopting CSR strategies that support fair labor practices and community involvement helps SDG 10 (Reduced Inequalities). Social inclusion and corporate social responsibility Businesses like Ben & Jerry's and Starbucks show how CSR can inspire good social change while simultaneously propelling corporate growth.

Adopting green economy practices increases a company's likelihood of long-term financial success via cost savings, enhanced brand loyalty, and market differentiation (SDG 8: Decent Work and Economic Growth). Furthermore, green technologies open companies access to developing markets, so broadening their customer base.

Discussion

Although including green economy ideas can have initial expenses, companies usually find long-term advantages in terms of lower running costs, more market share, and better public opinion. Companies can acquire a competitive edge and help the world to reach the SDGs as sustainability starts to be a natural component of

corporate strategy. Businesses must, however, handle issues including upfront green technology investments and the necessity of laws supporting sustainability projects.

Conclusion

In conclusion, let us state that achieving the SDGs depends on the green economy ideas being actively included into corporate activities. Businesses can significantly contribute to sustainability by means of resource efficiency, technological innovation, and social responsibility, so improving their economic performance. Businesses help to ensure long-term development and environmental stewardship by matching their activities with green economy ideas and so support worldwide goals.

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Buyer Behavior in Marketing: The Ethics of Manipulation

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According to the Cambridge Business English Dictionary, marketing is referred to as “the business activity that involves finding out what customers want, using that information to design products and services, and selling them effectively.” However, the definition does not express the truly complex nature of this business practice. It encompasses various elements influenced by consumer behavior, market trends, and technological advancements, all designed to satisfy consumer needs efficiently and effectively. Central to this process are the famous

4 (other times 7) P’s of the marketing mix: price, promotion, place, and product. These elements serve a singular purpose – to deliver value to consumers while minimizing losses. Yet, behind this pursuit of efficiency arises the dark nature of greed, prompting a critical question: What is the primary focus of marketing efficiency: people or profit?

Manipulation is a common tactic used in marketing to influence consumer behavior across all aspects of product preparation and launch. For

instance, in the pricing component of the marketing mix, consumers often fall victim to the “left-digit effect,” a phenomenon where they place greater emphasis on the leftmost digit of a product’s price. This causes consumers to overestimate the difference between \$6.00 and \$4.99 compared to \$6.05 and \$5.04, as the contrast between the left digits appears more significant. Another example of price manipulation is prestige pricing, a strategy that leverages higher prices to convey quality and exclusivity, commonly employed by luxury brands like Apple and Tesla. This strategy, however, is commonly misused for profit, providing consumers with low-quality goods and services at an unjustifiably high price, questioning the morality of the actions taken.

The distribution channel, or the place where the product is sold, plays a key role in the successful customer flow and remains a crucial aspect for maximizing sales. For example, a lemonade stand in the desert has a tremendous advantage over one placed near cheaper alternatives, as the scarcity of options increases demand. Similarly, a fast-food chain restaurant near subway stations benefits from the hunger of those who are in a rush. Airline passengers find themselves paying an astounding price for a simple bottle of water as the lack of cheaper options allows businesses to charge premium prices. These examples illustrate a concerning trend where businesses search for ways to exploit profit to its maximum potential, seeking out vulnerabilities and desperation of their customers, rather than the genuine desire to provide help.

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The promotion of goods and services is one of the most deceitful areas of marketing, if not the most manipulative: “Sexual imagery was employed in cigarette advertising for hundreds of years as early as the 19th century when advertisements and labels often featured nude women – a strategy designed to appeal to the male consumers (Reichert, 2003). The most significant surge in the use of women for purely decorative purposes in cigarette ads, however, occurred between the 1950s and 1970s (King et al., 1991; Sexton and Haberman, 1974), (*Journal of Business Diversity*). This trend led to often underage men having the desire to engage in the harmful activity of smoking, while also objectifying women and solidifying the toxic unfairness of gender roles in society. Once again, profit is prioritized over morality.

The question of ethics and manipulation has been a highly debated topic for centuries, with many renowned specialists in the fields of philosophy and psychology struggling to come to a strong, concrete conclusion. While marketing is not inherently built upon the desire to deceive or exploit human greed, it undeniably relies on influencing human behavior, often capitalizing on consumers’ vulnerability. This raises a number of important ethical concerns about the utilization of the tactics used to maximize sales and increase profit. As more consumers become increasingly aware of these tactics, the need for transparency grows, highlighting the importance for businesses to embrace ethical practices that foster trust and loyalty without the risk of crossing the line into deceit.

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Hospitality: Current approaches to sustainable development

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The hospitality industry is one of the largest and fastest-growing sectors in the world, and hence, it plays a crucial role in the global transitions for sustainable development. Due to increasing environmental challenges, climate changes, and social inequalities, hospitality has been forced to adopt responsible procedures. Sustainable development in hospitality refers to the reduction of adverse effects on the environment through hospitality practices, existence for social benefits, and economic strength. These principles are very much in accordance with present-day trends in science, technology, and business. By observing the way these elements influence the hospitality industry today, we can get a clearer picture of the means of sustainability presently in practice and more possibilities for its future.

Science has positively contributed to the evolution of the concept of sustainability in hospitality. For instance, environmental science has stressed the importance of reducing carbon emissions, managing waste, and conserving water, matters that hotels and restaurants indeed have to address increasingly. Environmental impact assessment tools and carbon calculators were developed, enabling the hospitality firm to monitor and lessen its footprint. In addition, scientific studies on human behavior have augmented the existing knowledge of how guests respond to sustainable practices, which has influenced hotels on how to implement and promote their green initiatives.

Innovation is another shift happening in the movement of sustainable hospitality. From eco-friendly building materials to smart energy systems and waste-reducing innovations, innovation has provided sustainable opportunities for operations. Many modern hotels are now built or renovated using green architecture principles that emphasize energy efficiency, natural lighting, and renewable resources. For instance, the

Populus Hotel in Denver was recently announced as the first “carbon-positive” hotel in the United States, meaning it removes more carbon from the atmosphere than it emits. Here is a demonstration of how scientific research and technological developments are actually shaping sustainable practices in hospitality.

Entrepreneurship has also played a crucial role in driving sustainability within the hospitality sector. Many start-ups and small businesses are being set up along environmentally sustainable lines from the outset. The entrepreneurs appear more willing and more flexible in experimenting with green options, be it zero-waste kitchens, plant-based menus, or renewable energy. Social entrepreneurship is gaining momentum whereby hospitality businesses strive not only for profit but also to help local communities and preserve the environment as well. This trend is supported by customers who are increasingly favoring responsible brands. In fact, research indicates that modern travelers prefer to stay at environmentally friendly hotels and are willing to pay more for such options.

Environmental sustainability constitutes an important part of sustainable development in the hospitality industry. Hospitality businesses consume a large amount of energy and water, produce considerable waste, and contribute to pollution. For this reason, managing resources effectively is a key priority. Many hotels today are installing water-saving fittings, LED lights, energy-efficient HVAC systems, and setting up recycling. They are also educating staff and consumers to save energy and participate in green initiatives. Among the innovations is a keycard system that cuts electricity to rooms whenever a guest walks out of the facility or leaves for somewhere else.

From social sustainability standpoints, there are labor and human rights issues, diversity and inclusion, community engagement, and cultural preservation. Adequate working conditions, fair wages, and opportunities for career growth are very much expected to be provided by hotels for their employees. Some of these companies are collaborating with local artisans, farmers, and tour guides to provide authentic experiences that benefit the local economy. This form of responsible tourism not only supports sustainable development goals but also improves the guest experience. Another trend is ethical food and product sourcing, with more companies confirming that their supply chains are transparent and socially responsible.

Economic sustainability is a means for hospitality businesses to continue being profitable while investing in solving long-term problems. Operating at a profit level initiates sustained employment, investment into new technologies, and support of communities. However, balancing profitability with sustainability requires thoughtful planning. Nowadays, many businesses undergo sustainability audits for all decisions to be weighed against Environmental, Social, and Governance (ESG) criteria. Increasingly, investors and other stakeholders are interested in these ESG reports, and lack of sustainability considerations might cost a business its competitive edge.

The COVID-19 pandemic brought additional pressure and opportunity for sustainability in hospitality. It forced businesses rethink how they operate, improve on hygiene, and conserve materials more efficiently. Contactless transactions and digital menus decreased waste

while staycations and eco-tourism turned a little bit more trendy as travelers started consciously thinking about their travel choices. Thus, there is a significant opportunity for the hospitality industry to rebuild in a more sustainable and resilient way. It is increasingly backed by global initiatives and certifications for hospitality in sustainability. These initiatives provide standards for recognition to businesses that accomplish sustainability aims, through programs such as LEED (Leadership in Energy and Environmental Design), Green Globe, and EarthCheck.

Despite all these positive developments, challenges still exist. The cost of transitioning to sustainable models can be high, especially for small businesses. More education and awareness amongst the staff, guests, and stakeholders is required. Government support and policy frameworks take a very important role in assisting businesses in making the shift. Revenue incentives, grants, and training programs could sustain wider adoption of green practices.

In conclusion, the current approaches to sustainable development in hospitality are diverse, innovative, and increasingly integrated into mainstream operations. By embracing science, innovation, and entrepreneurship, the sector is making significant progress in addressing environmental, social, and economic challenges. However, continued effort, investment, and collaboration are necessary to ensure that sustainability becomes a long-term reality rather than a passing trend. The hospitality industry has the power not only to reduce its own impact but also to influence millions of travelers around the world, setting an example for responsible and meaningful consumption.

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Innovations for socio-economic development through tech entrepreneurship

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Innovations have always been a basic driving force for economic development as well as social advancement. In the dynamic environment today, technological advances, complemented by process improvements, hold a central position in addressing the socio-economic challenges faced by nations. These innovations not only drive economic efficiency but also contribute positively to social well-being by improving living standards, putting more people into jobs, and reducing inequality (Schwab, 2023).

For developing countries like Ukraine, the development of innovation is a crucial pathway to achieving sustainable economic growth and improving social infrastructure. The growth of technology, particularly in the areas of digital innovations, alternative sources of energy, and educational advancements, is critical to improving economic resilience and advancing social well-being (World Bank, 2022). In Ukraine's particular case, the place of innovation takes on added relevance, as it is central to post-conflict reconstruction, economic revival, and the

integration process into the European Union (European Commission, 2023).

The study examines how innovations, specifically in technology and organizational structures, drive socio-economic progress. The discussion emphasizes the role of innovations in promoting economic efficiency, buttressing structures of governance, and social inclusivity. The discussion also looks at policies and programs supporting growth through innovations, such as investments in research and development, the creation of entrepreneurial environments, as well as the promotion of public-private collaboration (UNDP, 2024).

Successful implementation of innovation-oriented policies requires a coordinated strategy that combines technological advancement, policy reform, and international cooperation.

Firstly, advancements in digital technologies—particularly in the fields of artificial intelligence, renewable energy, and digital infrastructure—

play a pivotal role in boosting productivity, generating employment, and enhancing overall economic efficiency (OECD, 2022). Secondly, the development of robust innovation ecosystems depends heavily on public-private partnerships, where collaborative efforts between governments and private enterprises foster environments conducive to technological progress and diffusion (European Investment Bank, 2023). Finally, investment in education and human capital development is equally vital, ensuring that innovation delivers tangible benefits across all segments of society. By promoting digital literacy and supporting the acquisition of relevant skills, countries can achieve inclusive growth while

simultaneously addressing socio-economic disparities (United Nations, 2022).

Conclusion

Innovations are also a driving force for socio-economic progress in today's society. By bringing innovations in line with larger socio-economic goals, countries like Ukraine are capable of harnessing advances in technology in order to achieve sustained development, improve government, and ensure social inclusiveness. Innovation-driven growth is not just necessary for economic revival but also for the achievement of long-lasting prosperity and stability.

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UDC 327

JEL Code: F63

Global Affairs and Geopolitical Dynamics

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The intricacies of global affairs and geopolitical dynamics have grown increasingly complex over the last decade, as globalization, technological innovation, and the emergence of new economic powers continue to reshape the international system. This paper delves into the major driving forces behind the current geopolitical landscape,

emphasizing the key trends that define the balance of power and the strategies that various states and non-state actors employ to secure their interests in a rapidly changing world. Central to this analysis is the rise of China as a global superpower, which has disrupted the traditional dominance of Western nations, particularly the United States.

China's Belt and Road Initiative, its investments in emerging markets, and its military expansion have intensified strategic competition in Asia and beyond. These developments reflect a broader global power shift that has far-reaching implications for both economic and security frameworks worldwide (*Friedman, 2023*).

Another critical aspect of contemporary geopolitics is the competition for control over energy resources and technology. Energy security has become one of the central issues influencing foreign policy decisions, particularly in regions such as Europe, where dependency on Russian natural gas has left nations vulnerable to political leverage. The 2022 conflict between Russia and Ukraine has only heightened the urgency of energy diversification, pushing the European Union to pursue alternative sources of energy, including renewables and liquefied natural gas (LNG) imports from the United States and Qatar (*Harrington & Scott, 2023*). This shift in energy strategies highlights the broader global transition toward clean energy as part of efforts to combat climate change, which is increasingly intertwined with international geopolitical considerations.

The role of technology in global affairs has also transformed the geopolitical landscape. Emerging technologies such as artificial intelligence (AI), quantum computing, and cybersecurity tools are not only reshaping economies but also fundamentally altering national security strategies. In particular, AI has emerged as a tool for both economic growth and military innovation, with countries like China, the United States, and Russia vying for technological superiority in this field. The integration of AI into military applications, including autonomous weapons and surveillance systems, presents new ethical challenges and security risks. Moreover, cyberwarfare and disinformation campaigns are becoming more prevalent, destabilizing democracies and contributing to global insecurity (*Johnson & Parker, 2023*). The international community is grappling with how to regulate these technologies and prevent their misuse in conflicts, underscoring the need for new governance structures and international agreements.

The concept of multipolarity is central to understanding modern geopolitical dynamics. While the Cold War era was defined by bipolarity between the U.S. and the Soviet Union, today's world is far more complex, with multiple centers of power emerging across different regions. The European Union, despite internal challenges such as Brexit and economic fragmentation, continues to play a significant role in global affairs, particularly through its soft power, trade policies, and normative influence on issues like climate change and human rights. Meanwhile, emerging economies such as India, Brazil, and South Africa are increasingly asserting their influence on the global stage, participating in new alliances and economic blocs that challenge the traditional dominance of Western powers (*Friedman, 2023*).

Furthermore, this paper will examine the role of non-state actors, including multinational corporations, international organizations, and civil society groups, in shaping global governance. The COVID-19 pandemic has illustrated how interconnected the world has become, with global health, supply chain stability, and economic recovery requiring unprecedented levels of international cooperation. However, the pandemic has also exposed vulnerabilities in the current global order, particularly in terms of vaccine distribution and economic inequality. The World Health Organization (WHO) and other international bodies have faced criticism for their handling of the crisis, prompting debates about the need for reform in global governance structures. These debates are reflective of a larger trend: the weakening of traditional multilateral institutions in the face of rising nationalism and populism across various regions (*Johnson & Parker, 2023*).

This paper argues that understanding the evolving dynamics of global affairs requires a nuanced approach that considers both state and non-state actors, as well as the growing importance of technology, energy, and environmental challenges. The interplay between these factors is driving new forms of cooperation and conflict that transcend traditional geopolitical boundaries. In particular, climate change represents a global challenge that no single nation can address alone, necessitating greater international cooperation

and a reevaluation of traditional geopolitical alliances. The Paris Agreement and subsequent climate initiatives illustrate how environmental diplomacy is increasingly at the forefront of global negotiations, with countries needing to balance domestic economic interests with global environmental responsibilities (*Harrington & Scott, 2023*).

Another dimension of contemporary global affairs is the resurgence of authoritarianism and the growing cooperation among autocratic regimes. These governments are increasingly aligned in their efforts to undermine democratic institutions, restrict civil liberties, and influence international discourse through propaganda and surveillance technologies. This phenomenon reflects the emergence of what some scholars describe as a global "autocracy network," where regimes share tools of control and legitimize one another's actions on the world stage (*Applebaum, 2024*). Such developments not only challenge the liberal democratic order but also complicate international efforts to promote human rights and transparent governance.

Equally significant is the intensifying geopolitical competition across Eurasia, a region now viewed as the primary theater of strategic rivalry between

global powers. This contest is marked by shifting alliances, proxy conflicts, and a growing emphasis on military modernization and regional dominance (*Brands, 2025*). At the same time, questions about the credibility and motives of U.S. foreign policy have sparked global debate, as past interventions and unilateral decisions have led to widespread skepticism about America's role as a global leader (*Chomsky & Robinson, 2024*). These dynamics suggest that the evolving world order is moving toward greater fragmentation, with both established and emerging powers seeking to redefine the rules of engagement in a multipolar environment.

In conclusion, this paper seeks to provide a comprehensive examination of the major trends influencing global affairs and geopolitical dynamics in the 21st century. By exploring the intersection of energy, technology, and environmental diplomacy, it underscores the importance of developing innovative governance models to address the challenges posed by an increasingly multipolar and interconnected world. The paper also highlights the need for multilateral cooperation, not only in managing conflicts but also in ensuring sustainable development and stability in the face of global crises.

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Blockchain Technology as a Catalyst for New Opportunities in TNCs: The Case of LLC "IT-konstruktor"

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In recent years, blockchain has transitioned from a niche technological trend to a fundamental

innovation in global business operations. At its core, blockchain is a decentralized digital ledger

that ensures transparency, immutability, and security of data across multiple participants (Lacity & Lupien, 2022). Its relevance in today's digital economy is hard to overstate—according to Statista, global blockchain technology revenue is expected to soar to \$94 billion by 2027, up from just \$4.7 billion in 2020. This exponential growth clearly indicates that companies—especially transnational corporations (TNCs)—are recognizing blockchain as a strategic tool rather than just a tech novelty (Blokdyk, 2020).

Blockchain's integration into business models is also geographically widespread. As of 2024, the United States leads blockchain adoption with 39% of global blockchain investments, followed by China (18%) and the UK (7%). However, countries in Eastern Europe, including Ukraine, have also shown increasing involvement in blockchain-based solutions. Ukrainian tech firms like LLC "IT-konstruktor", for example, are actively exploring blockchain to enhance transparency in client relations and optimize internal processes such as logistics, payment systems, and digital identity management (Adam, 2022).

From a corporate standpoint, the advantages of blockchain are multifaceted. For TNCs, it enables real-time global transaction tracking, reduces fraud risk, and eliminates the need for costly intermediaries. A 2023 Deloitte survey showed that 83% of global executives consider blockchain to be scalable and likely to achieve mainstream adoption. Companies like IBM and Maersk have already integrated blockchain to streamline supply chains—resulting in an estimated 15% reduction in operational costs (Steinmetz & Ante, 2021). For smaller, agile

firms like "IT-konstruktor", blockchain offers a chance to compete on a global scale, ensuring transparency in cross-border projects and client contracting.

Despite these advantages, blockchain is not without its challenges. Energy consumption is a major concern—Bitcoin mining alone uses more electricity annually than Argentina, according to Cambridge University. Additionally, regulatory uncertainty remains a barrier. In the EU, over 60% of startups cite unclear legal frameworks as a key obstacle to blockchain adoption. LLC "IT-konstruktor" faced similar issues when trying to implement a smart contract system for international client work, encountering compliance hurdles that delayed deployment by several months (Swan, 2020).

Still, the future of blockchain in entrepreneurship looks promising. A 2024 report by PwC estimates that by 2030, blockchain could boost global GDP by \$1.76 trillion, driven largely by use cases in supply chains, identity verification, and data integrity. This presents a unique opportunity for both large TNCs and emerging firms like "IT-konstruktor" to lead the way in creating transparent, efficient, and secure digital infrastructures.

In summary, blockchain technology is transforming entrepreneurship by opening new frontiers for transparency, efficiency, and decentralization. While challenges persist, the combined market demand, growing investment, and innovation-driven startups like LLC "IT-konstruktor" are shaping a future where blockchain is not just a support tool, but a central pillar of business strategy.

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Revolutionizing Trust: The Rise of Blockchain Technology

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In a world that is information-abundant but trust-deprived, blockchain technology has not merely emerged as a technological innovation but as a paradigm. Created first to support Bitcoin, blockchain has moved far from its origins in cryptocurrency and can now potentially transform the way we transfer value, decide on credibility, and interact with digital systems. Its underlying principle—that of distributed, peer-tamperable ledgers—upends classical ideas about central control and decentralizes new opportunities for transparency, security, and efficiency (Drescher, 2024). As industries wrestle with legacy infrastructures and cyberattacks, blockchain offers an imposing and yet still nascent solution.

In essence, blockchain is pleasingly simple: a chain of digital blocks of data, tamper-securely connected using cryptography ideas, and replicated on a peer-to-peer network. Every action taken on the chain has to be authenticated by the consensus of the network, and thus fraud is extremely difficult. A block added, can't be changed—it's reversible and unchangeable (Bashir, 2023). This architecture has given rise to a new form of digital trust that is no longer reliant on intermediaries like banks, governments, or notaries but rather on maths, code, and consensus. Its decentralization is also technical in nature; it's a philosophical shift from centralization, with increased authority over assets and information being transferred to individuals (Samadhiya & Garza-Reyes, 2024).

The banking industry was the one to first realize the disruptive power of blockchain. From e-wallets to decentralized finance (DeFi), the technology has made capital available to all and lowered barriers to entry. Blockchain enables peer-to-peer transactions without intervention from old gatekeepers, reducing the cost and increasing the speed of transactions. Central banks already have Central Bank Digital

Currencies (CBDCs) in development as a secure and programmable currency. In addition, smart contracts—self-executing contracts coded on blockchain platforms like Ethereum—are transforming everything from loan agreements to insurance claims, without intermediaries and more rapidly and with greater certainty (Paxton, 2022).

However, blockchain's influence extends far beyond finance. In supply chain management, it can provide complete transparency and traceability. IBM and Walmart are examples of companies that have used blockchain technology to track food from farm to store and locate contamination sources in seconds rather than days. Not only does this make consumers safer, but it raises accountability along the chain (Jhanjhi, Nayahi, & Julie, 2021). In medicine, blockchain secures patient records so they cannot be changed or accessed save by the rightful authorities, a breakthrough in privacy and interoperability. Even in government, countries like Estonia are testing blockchain digital identity and voting systems that can potentially secure and democratize democratic engagement and participation.

Blockchain is also at the forefront of the Web3 revolution, which aims to build a decentralized web where users have control over their information and digital assets. Unlike Web2, dominated by technology giants that benefit from user data, Web3 envisions a user-owned digital world. Non-fungible tokens (NFTs), as much as they have been controversial, demonstrate how blockchain can reshape ownership in the digital world—empowering artists, gamers, and content creators with direct control and monetization choices. Decentralized Autonomous Organizations (DAOs), powered by community voting and smart contracts, are transforming what

organizations can be without hierarchies or offices (Zhao et al., 2025).

However, building blockchain has not been a walk in the park. Climate worry has loomed over energy-hungry proof-of-work protocols, particularly Bitcoin mining. But the industry is evolving: Ethereum's recent shift to proof-of-stake cut its consumption by a staggering figure, and alternative consensus algorithms are in the process of being designed (Paxton, 2022). Regulatory uncertainty is another barrier. Governments everywhere are beset with making clear policy, typically flitting between optimism and despair. And then there is scalability—most blockchains continue to grapple with performance bottlenecks that limit transaction throughput compared to conventional systems. However, innovation, research, and collaboration continue to overcome such growing pains (Samadhiya & Garza-Reyes, 2024).

What's most intriguing about blockchain is that it has the ability to create trust without a central power. In an algorithmic age of data breaches, lies, and secrecy, blockchain is a solution: open,

verifiable, and secure by design (Bashir, 2023). It doesn't promise perfection—no more than it did when cryptocurrencies first arrived—but it redefines the possible in accountability and engagement. Blockchain has already propelled a new generation of entrepreneurs, developers, and activists to re-imagine systems in a revolutionary way. It's not smart contracts or digital money; it's thinking about what society in the digital realm can be.

In the future, it is no longer if blockchain will determine the future, but how much and where. Education, real estate, art, shipping, voting—essentially, every industry will be impacted. The true power of blockchain is not its technology but rather the new patterns of thinking that it enables: decentralized collaboration, algorithmic governance, and peer-to-peer trust (Zhao et al., 2025). Similar to the internet before it, blockchain can also be over-hyped for some and too arcane for others, yet its trajectory cannot be stopped. We are witnessing the opening chapters of a volume whose possibility is to reorder our social contracts, our economies, and digital life's design.

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JEL Code: A19

Cheat code for businesses - the six types of working genius framework

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Understanding how people can achieve the highest coefficient of productivity at work is essential for success in both personal, as well, professional life. The Six Working Genius framework, developed by Patrick Lencioni, offers a simple and quite powerful way to identify personal strengths and weaknesses for anybody. Moreover, this framework has a valuable effect of helping in teambuilding and overall business performance.

The framework divides work into three key stages: ideation, activation, and implementation. Within these stages are six specific Working Geniuses that describe different ways people come up with any project. The first stage, ideation, includes Wonder and Invention. Wonder involves asking big questions, exploring possibilities, and identifying opportunities for improvement. Those with this genius are often curious and insightful, constantly seeking to understand how things can be better. Invention follows by generating fresh ideas and solutions. People with this genius enjoy problem-solving and thrive in environments where they can create something new.

The next stage is activation, and it consists of discernment and galvanizing. Discernment is the ability to evaluate ideas, recognizing which ones have the best chance of success. Those with this genius possess strong intuition and make good decisions based on experience and insight. Galvanizing is the skill of rallying people around an idea, inspiring enthusiasm, and driving impulse to reach a particular goal. Individuals with this genius are natural motivators who know how to excite teams and get projects off the ground.

The final stage, implementation, requires Enablement and Tenacity. Enablement is the ability to support and assist in bringing a project to life. Those people with this genius are great team players who step in, especially when help is needed, making things much easier for others. Tenacity is the will power to see a project through to completion. Individuals with this genius take satisfaction in getting things done, ensuring that tasks are finished to a high standard.

A real-world example of this framework in action can be seen in the work of Stolitsa Group Company, one of the leading real estate development companies in Ukraine. In the real estate industry, projects require all six types of working genius to succeed. At the ideation stage, Wonder plays a crucial role in identifying areas for new developments, questioning how urban spaces can be improved. Invention follows by designing innovative building solutions, considering sustainability, aesthetics, and functionality.

During the activation stage, Discernment helps the company evaluate which projects will be profitable and sustainable. Experts analyze market trends, regulations, and investment potential before making key decisions. Then comes the Galvanizing, which occurs when leaders and project managers inspire teams, investors, and stakeholders to get behind a new development. Without strong galvanizers, large-scale real estate projects might struggle to gain support and the needed force to keep every process functioning and moving.

Finally, in the implementation stage, Enablement ensures that construction teams, architects, and suppliers are aligned and working efficiently. People with this genius act as reliable

contributors, ensuring that all of the processes in the organization run smoothly. Tenacity is especially valuable as projects near completion guarantee that deadlines are met, quality standards are maintained, and buildings must be delivered on time. Stolitsa Group's success in delivering large-scale residential and commercial properties is the main evidence to how balancing these six working geniuses can lead to outstanding results in the world of business.

The absence of certain working geniuses in a team can create significant challenges. If a group lacks someone who enjoys regrouping people around a common goal, projects may stall before they even begin. This was evident in the failure of Quibi, a short-form streaming platform that was launched in 2020. Despite having strong ideas and substantial funding, the company lacked effective Galvanizers who could generate excitement and mobilize audiences. In other words, one of the biggest problems of this platform was pure leadership. Without a team that could activate and

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JEL Code: O21, O33, L86, F35, Q01

Стратегічне управління цифровими маркетинговими платформами для післявоєнного економічного відновлення України: приклад Economy of Trust Ukraine Inc.

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Анотація

Ця робота досліджує роль цифрових платформ у процесі відновлення економіки після війни на прикладі компанії Economy of Trust Ukraine Inc. (EOTU). Розглядаються інструменти залучення інвестицій, міжнародного партнерства та створення інфраструктури, орієнтованої на сталий розвиток (European Union External Action, 2022). Особлива увага приділена індустріальним паркам, інтеграції

implement ideas effectively, the platform failed to gain traction and shut down within six months.

All things considered, the Six Working Genius framework is something about recognizing and embracing different talents. It encourages people to spend more time on work that they enjoy while working with others to fill in the gaps. This strategy allows teams to function more easily, individuals to feel more fulfilled, and projects to be completed successfully and with less aggravation. Understanding these dynamics, whether in real estate, startups, or other industries, helps to build stronger, more productive teams and organizations. However, when critical minds are missing, as was the case with Quibi, even well-funded enterprises can collapse. Businesses and people can use this framework to improve teamwork, boost productivity, and create a more rewarding work environment. Recognizing and utilizing each individual's natural strengths results in better outcomes and more job satisfaction.

відновлюваної енергетики, а також юридико-фінансовим механізмам захисту інвесторів (EOT Ukraine, 2024). Аналіз доводить, що цифрові інструменти можуть стати основою для національного відновлення та економічної трансформації (McKinsey & Company, 2023).

Вступ

Післявоєнне відновлення — це не лише повернення до «довоєнного» стану. Це

можливість створити краще, інклюзивніше, інноваційніше майбутнє. Україна, яка зазнала значних руйнувань, сьогодні знаходиться на переломному етапі (European Union External Action, 2022). У центрі цього процесу — не лише фізичне будівництво, а й економічна модернізація, створення нових правил гри, нової довіри.

Цифрові платформи пропонують унікальні можливості для цього. Вони швидкі, масштабовані та можуть функціонувати в умовах обмеженої фізичної інфраструктури (McKinsey & Company, 2023). Компанія EOTU показує, як цифрові маркетплейси можуть стати центром тяжіння для інвестицій, інновацій та партнерств. Ця робота аналізує їхню стратегію як приклад сучасного підходу до післявоєнного економічного відновлення.

Основна частина

Ядром стратегії EOTU є створення індустріальних парків — сучасних виробничих і інноваційних хабів. Це не лише будівлі, а й платформи для працевлаштування, розвитку регіонів та підвищення економічної активності (EOT Ukraine, 2024). Завдяки цифровим інструментам ці парки підключені до глобальних ринків, забезпечені інтелектуальними системами логістики та екологічно чистою енергетикою (Chopra & Meindl, 2019).

Інтеграція «зелених» технологій, циклічної економіки та діджиталізації зменшує вартість проєктів і робить їх привабливими для міжнародних інвесторів (McKinsey & Company, 2023). Водночас EOTU активно

працює над правовими гарантіями: антикорупційні протоколи, відповідність міжнародним стандартам і прозора фінансова звітність створюють умови для безпечного інвестування (European Union External Action, 2022).

Ключову роль відіграє і людський капітал. Власна HR-система компанії дозволяє залучати фахівців з усього світу, проводити підготовку персоналу та стимулювати інновації зсередини (EOT Ukraine, 2024). Це підхід, який формує не тільки економіку, а й нову культуру управління.

Партнерства з муніципалітетами, глобальними донорами й фондами створюють синергію, де кожна сторона має спільні цілі — від прозорості до ефективності. Така модель — не просто бізнес, а архітектура відновлення, яка об'єднує державу, громади та бізнес (McKinsey & Company, 2023).

Висновок

Досвід EOTU свідчить: цифрові платформи — це не лише інструменти зростання, а й інструменти відновлення. Вони здатні забезпечити не просто виживання, а перехід до нової економіки — відкритої, інноваційної, справедливої (Chopra & Meindl, 2019).

Цей кейс є доказом того, що поєднання технологій, управлінських інновацій і міжсекторальної співпраці здатне створити справжній прорив у відновленні. Україна може стати прикладом для світу, а EOTU — моделлю ефективної післявоєнної трансформації (EOT Ukraine, 2024).

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Цифрові маркетплейси та технологічна довіра як рушії соціально-економічних інновацій у посткризових економіках

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Анотація

У статті розглядається, як цифрові маркетплейси та бізнес-моделі, засновані на довірі, можуть стати основою соціально-економічного розвитку в перехідних і посткризових економіках на прикладі України. На основі кейсу компанії Ecomomy of Trust Ukraine Inc. (EOTU) аналізується, як технологічні інновації, зокрема блокчейн, штучний інтелект і масштабовані платформи, сприяють інклюзії, стійкості та інвестиціям (IFC, 2023; RAND Corporation, 2021). Основна увага приділяється тому, як ці інновації підтримують міжнародну співпрацю, відновлюють промисловий потенціал і зміцнюють інституційну довіру для забезпечення довгострокового розвитку (World Economic Forum, 2023).

Вступ

Сучасна глобальна економіка зазнає стрімких трансформацій. Технологічні прориви, геополітичні зрушення та зростання значення сталого розвитку змінюють підходи до організації виробництва, послуг і соціальних інновацій. У такому середовищі країни, що відновлюються після війни або глибоких економічних потрясінь, потребують нових інструментів гнучкої перебудови (KPMG Ukraine, 2021). Цифрові технології, особливо у формі маркетплейсів, дедалі частіше стають вибором №1 для модернізації економіки та соціальних трансформацій.

В Україні використання цифрової інфраструктури стало не просто зручністю — воно перетворилося на засіб виживання та інструмент соціально-економічного оновлення (IFC, 2023). Компанії на кшталт EOTU стоять на перетині технологій і

розвитку. Їхня діяльність демонструє, як цифрові інновації можуть стати мостом між локальними громадами та глобальними ринками, між нагальними потребами та довгостроковими трансформаціями (World Economic Forum, 2023).

Основна частина

Цифрові маркетплейси — це не лише платформи для транзакцій, а цілі екосистеми соціально-економічного розвитку. Їхня гнучкість, аналітика в реальному часі, штучний інтелект і блокчейн дозволяють керувати складними процесами й одночасно формувати довіру (RAND Corporation, 2021). Для економік, які оговтуються після кризи, це означає відкриття нових можливостей — навіть там, де інфраструктура зруйнована, а інвестиційний клімат слабкий (KPMG Ukraine, 2021).

Компанія EOTU підтримує українські громади та підприємців, полегшуючи їм доступ до глобальних ринків, ланцюгів постачання та інвесторів. Технології, які вона використовує, забезпечують прозорість, ефективний розподіл ресурсів і надають інструменти для сталого розвитку (IFC, 2023). Це дозволяє залучати до економічної активності малі й середні підприємства, стимулюючи рівний доступ до можливостей.

Інноваційність підходу EOTU полягає не лише в технологіях, а й в організації роботи, політичному партнерстві та орієнтації на людину. Цифрова трансформація тут не замінює людей — вона розширює їхні можливості, дає поштовх для розвитку бізнесу, освіти й громадської участі. Цей підхід допомагає подолати структурні нерівності, створити умови для регіонального

саморозвитку та привернути увагу міжнародної спільноти (World Economic Forum, 2023).

Ключову роль у цьому відіграє міжнародна співпраця. Партнерства ЕОТУ з глобальними організаціями, інвесторами та фондами створюють інституційну довіру, яка є критично важливою для стабільного відновлення. Такі підходи можуть бути використані й в інших країнах для побудови відкритої та інноваційної економіки (RAND Corporation, 2021).

Висновок

Досвід України демонструє, що інновації

мають виходити за межі технологій — вони повинні бути вкорінені в реалії людей, які відновлюють свої громади. Цифрові маркетплейси, зокрема на прикладі ЕОТУ, доводять, що економічні інструменти можуть одночасно служити соціальним і громадянським цілям. Вони формують інклюзивність, стійкість і довготривалий розвиток (IFC, 2023).

Україна має шанс стати прикладом для інших країн, які шукають нові моделі розвитку. Для цього потрібно інвестувати в людей, будувати довіру через прозорість і використовувати технології не лише для зростання, а й для об'єднання, розширення прав і трансформацій (KPMG Ukraine, 2021).

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Economic Opportunities and Sustainability in the Space Economy

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During the space race between the US and USSR, the aerospace industry was only possible to fund by the government. The situation has drastically changed since private companies, especially the American ones, have a lion's share in space. The projected market size is \$1.8 trillion by 2035 (Market size of the global space economy 2032–2035, Statista, 2025). Companies actively use space-based infrastructure, such as satellites and microgravity environments, for medical research, communication, and predictive analytics. There is a shortage of systematic research on investment trends and economic opportunities in the space industry.

CDL x The Disruptors cites a Morgan Stanley report that the valuation of the global space industry is \$350 billion, and is projected to exceed

\$1 trillion by 2040. The experts discuss the lowering of the cost of space launching. Now, launching 1 kg of cargo into space has dropped from \$20,000 (1970s) to \$2,000 today, with SpaceX aiming for \$20 per kg. This indicates technological innovations and expanding opportunities for space exploration and even tourism. Another aspect is reusable rockets, making space more accessible. On the podcast, they also discussed the possible future resettlement on the Moon. 400 billion liters of water have been discovered, presenting potential for long-term human habitation and resource extraction. Moreover, improved robotic exploration and AI-driven mapping help us prepare for human settlement and commercial activity (Stackhouse, J., Sennik, S, Commander C. Hadfield, 2024).

The biggest funding receiver within the space industry is Elon Musk with his SpaceX. In 2023, it received \$9.6 billion in funding. The second biggest player is Relativity Space, which has \$1.3 billion in funding. The company “aims to build the first autonomous rocket factory and launch satellite services using 3D printing, AI, and autonomous robotics” (Statista, 2024). The following tables show that in terms of international competition, the USA is the leader, SpaceX alone owning 50 % of the whole satellite fleet in the world (Visual Capitalist, 2023).

There are about 7,000 satellites in orbit, 3,395 of which are run by Elon Musk (Starlink). We also learn that Jeff Bezos (Amazon) is launching his own project Kuiper, with the aim of deploying 3,236 satellites by 2029.

Furthermore, the active space debris removal market is projected to grow, with a Compound Annual Growth Rate (CAGR) of 27.66% from 2020 to 2030. By 2030, North America is projected to hold the largest market share, about 61.4%. While this includes both the U.S. and Canada, the bulk of that share will come from the U.S., driven by rising corporate investment (BIS Research, 2021). These actions indicate a strong satellite expansion and space debris removal race, where American companies are taking the lead.

Nevertheless, Canada also puts effort into promoting space startups. For example, a company called Wyvern reshapes Earth observation through hyperspectral imaging to provide intelligence for sustainability, defense, and industry. Kepler Communications builds the internet of space — low-orbit satellite networks for seamless connectivity. The European Space Agency (ESA) awarded Kepler a €36M contract, marking the first time a Canadian-led company won such a contract (CDL x The Disruptors, 2024).

As the space industry grows, more people see that business actions hurt the planet and society. If we want a better future, space companies must stop causing harm and instead help people and the planet. The key idea is harmony, according to which no product or service is truly helpful if it damages the system it's meant to serve

(Kurznack, Schoenmaker, & Schramade, 2021). It pushes the space sector to support clean growth, fair access, and long-term use of space. Everyone in the field, including engineers, business leaders, scientists, and lawmakers, must think not only about what they build, but also about how it affects people, Earth, and space. If something we do in space makes life worse on Earth, it has no good reason for it to happen.

Many years ago, the United Nations (UN) and other organizations worked for a long time to build clear goals for sustainable space growth. Back in 1987, the Brundtland Report defined sustainable development as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (McElroy, 2022). Since then, the idea has grown to include space. In 1999, the UN held the UNISPACE III forum, where almost 100 countries created a plan for the peaceful use of space in the 21st century. Later, in 2010, the UN Committee on the Peaceful Uses of Outer Space (COPUOS) started working on what long-term sustainability means for space activities. In 2019, the UN created Guidelines for the Long-term Sustainability of Outer Space Activities.

Recently, there was the Blue Origin launch on April 14, 2025, aimed at inspiring and promoting space exploration, especially among women and girls. There were only females onboard, mostly celebrities and professionals. Blue Origin was supposed to show diversity in space travel. Additionally, they wanted to encourage young people to pursue careers in science and technology. However, the mission faced criticism from some who described it as a publicity stunt for the wealthy, rather than a meaningful contribution to space exploration or education. “I know this is probably obnoxious, but like, it's so much money to go to space, and there are a lot of people who can't even afford eggs,” said Olivia Munn. Many users of Instagram and TikTok complained that they buy food and pay rent, while rich people are enjoying their spaceflight. Another point of criticism was related to sustainability concerns and the needlessness of this launch.

To conclude, private investment has changed the space world. Launch costs drop every year. Reusable rockets and satellite networks have increased the industry's value to the trillions. Leaders like SpaceX, Blue Origin, Relativity Space show just how big the prize is and stimulate more startups to take action in space. Other countries like Canada try to keep up with the American dominance. But fast growth brings

problems, such as space debris, carbon pollution, and unequal access. Companies and governments must balance profit with caring for our planet and sharing benefits fairly. At the same time, space tourism is only available to the rich and famous, which shows the inequality in the field. Much work has to be done, but it is fair to say that we're already experiencing a second space race at a much accelerated pace, led by private companies.

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Educational transformations in post-COVID and war times

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Financial instability, transfer to digital working environment and the lockdown was the impact of Covid-19 felt by the mature part of the society, however have they ever wondered what challenges was the younger generation facing? Covid-19 pandemic and the ongoing war had notably transformed the educational system and the perception of education in general, therefore this thesis was made to highlight the most

significant changes that affected the educational system.

The COVID-19 pandemic caused unprecedented educational disruptions, including extended school closures globally, so according to UNICEF, “Between March 2020 and July 2022, schools were fully closed for an average of 20 weeks and partially closed for an additional 22 weeks globally” (World Health Organization,

2022). In general, 185 million students around the world had to transfer to distance learning, however, most of the schools, especially in Ukraine, were not ready for such changes. Using just “Zoom” could not engage all students to attend classes and learn, as teachers were not able to control all the actions of students as they could in class. To motivate students and fairly estimate their academic performance, tools such as “Google Classroom”, “На урок” and “ClassDojo” with quizzes, tests and different kinds of tasks were used. Moreover, students had an additional source of information related to studying as “Всеукраїнська школа онлайн”, according to World Bank Group, “The project, organized by the Ministry of Education and Science of Ukraine and the Ministry of Digital Transformation, helped teachers and students stay connected, access educational materials, and continue learning during the period of enhanced quarantine measures when schools are closed. The platform contains lessons in 18 core subjects and consists of videos, tests, and lesson notes. Students also had the opportunity to track their learning progress” (World Bank Group, 2021).

Besides the huge challenges that the younger generation had to face in their studying during Covid-19, other significant problems arose as well. UNICEF also states that “The impacts of school closures were wide-ranging, affecting not only children’s schooling and learning, but also their health and nutrition, mental wellbeing, and protection against child labour, gender-based violence and more” (World Health Organization, 2022). The academic performance of students declined, as changing the learning environment as well as lockdown had a huge impact on mental health which directly influenced the motivation and desire to study.

During Covid-19 professors and students immediately found ways to study at home,

however such knowledge could not be fully used during full-scale invasion. The war has worsened access to education and deepened already existing educational inequalities that lasted from Covid-19. Cedos states that “As a result of Russia’s military aggression against Ukraine, as of January 2023, 1259 schools were damaged; this is 11% of the total number of schools in the country. 223 schools were completely destroyed” (Cedos, n.d.). While the pandemic did not pose a devastating threat, the war did, so IT companies like EPAM and AWS transferred critical data of 25 Ukrainian universities from physical servers to cloud storage, to save at least some information, while students were on distance learning. Schools also had to provide new ways of studying. Since the school shelters can not accommodate all the children at once, the students are now on a combined form of education. Such a form of studying divides students into two groups - one attends school while the other is on distance learning and they switch every other week. That is the only solution for children to attend school with minimal risk for now.

So to sum up everything that was mentioned previously, the COVID-19 pandemic and the ongoing war in Ukraine have not only disrupted traditional educational paradigms, but they have also caused the system to change in big ways. Because of these disasters, teachers and students had to quickly switch from fully digital learning settings to new mixed models. This showed how important it is to have strong educational systems that are ready for the future. Concerns were made about academic success, mental health, and fairness, but the problems also showed how creative and determined everyone was. Eventually, these tough times led to a new path for education, one that includes digital innovation and flexible methods to make sure that learning stays available and strong no matter what is going on.

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The Role of Science and Innovation in Entrepreneurial Success

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Innovation is essential for modern entrepreneurs because it influences new industry frameworks and serves as a catalyst for economic change. This paper focuses on the relationship between science, technology, and entrepreneurship by highlighting how scientific research nurtures creativity and enables business success.

Often, scientific breakthroughs act as a reference point for creating unique products and services. Through cutting-edge research, an entrepreneur can gain a competitive edge, increase productivity, and meet a market gap. For instance, progress in biotechnology and renewable energy has initiated the emergence of new industries and transformed pre-existing ones. As reported by Brynjolfsson and McAfee (2014), the application of machine learning algorithms in business functions has enhanced sophisticated resource management and efficient organizational growth. Also, significant biotechnology innovations have transformed the healthcare industry by introducing more robust treatment methods, effective personalized medicine, and sophisticated medical devices (OECD, 2019). The renewable energy industry has also gained from scientific progress whereby businesses can provide eco-friendly solutions, lower the carbon emissions, and respond to ever-increasing global energy needs (International Energy Agency, 2021).

In addition, new market opportunities are accompanied by scientific innovation, which

answers other societal issues. Both established companies and startups make use of new technologies to provide solutions to challenges like climate change or the automation of medicine. For instance the development of smart cities is due to the combination of new technologies and city planning to make cities more eco-friendly and efficient (World Economic Forum, 2020). In addition, new data automation and processing technologies are making it possible for agritech and fintech industries to covert by removing needless processes and increasing security and transparency (Tapscott D. & Tapscott, 2016).

In order to change theory into practice, collaboration between academia and the private sector is equally as important. The commercializable ideas found in the universities and research institutions obtain the necessary funding and technological tools from the entrepreneurship base. According to Mazzucato (2018), collaboration between private industries and academic firms enables the free flow of information as well as the acceleration of innovation and commercialization processes. These firms pivot into establishing innovation centers and venture offices to facilitate real world applications of their theoretical research, allowing universities and corporate entities to utilize scientific advances.

In contrast, successful financing and commercialization of scientific endeavors

requires a supporting ecosystem, which includes government frameworks, investment capital, and entrepreneurial ability. Protecting intellectual property rights, commercialization, and market absorption are some problems that need to be solved in order to enhance scientific impact. According to OECD (2019), government funding for research and development, through tax breaks or direct grants, is a basic feature of any innovation policy from which countries trying to strengthen their innovative capabilities greatly benefit. Other private equity investors and startup investors also fund these businesses and provide entrepreneurial support to guide them through the complex aspects of initiating and growing their enterprises.

Adaptability to new market opportunities is one of the important ways to harness science and innovation in an enterprise. Markets are changing rapidly with new technology and businesses must constantly change and innovate to stay in the competition. Firms that conduct research and development, undergo digitalization, and focus

on customer-based innovations stand a better chance of succeeding in the long run (Christensen, 1997). All innovation-driven management recommends to simply think of entrepreneurship as a socio-economic process where entrepreneurial leaders build an innovative environment within the organization where teams are motivated to come up with new concepts, build working models, and deploy them quickly to keep pace with the market changes.

To summarize, the combination of science and innovation is fundamental in achieving entrepreneurial goals. There is a tremendous economic potential that can be unlocked with sustainable socio-economic growth, and the harnessing of new technological advances, but a supporting society which promotes collaboration financially, socially and infrastructurally is essential. Those entrepreneurs who make use of scientific and technological breakthroughs are the ones who will take the lead in transforming whole industries which will make the world a better place.

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Sustainable Entrepreneurship: Balancing Profit and Environmental Responsibility

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From the very beginning, entrepreneurship has played an integral role in economic development and innovation. However, in the present world, businesses are expected to and often strive to achieve a balance between profit-making and being socially and environmentally responsible. An emerging approach in the business sector, sustainable entrepreneurship, seeks to achieve long-term profits while integrating ecological and ethical considerations into business strategies, thereby causing minimal harm to the planet.

A remarkable example of scientific research enabling sustainable practices is the development of renewables such as solar panels and wind turbines, as well as biodegradable materials, and the implementation of circular economy models like footprints. These innovations enable organizations to limit waste, save resources, and decrease their carbon footprints. For instance, the advancement of solar and wind energy technologies have allowed businesses to move towards cleaner energy sources, thus reducing the use of fossil fuels. Likewise, the introduction of ecofriendly plant-based packaging alternatives has provided solutions to traditional materials contributing to the plastic problem.

In the modern world, consumers have become more vigilant regarding issues about sustainability. Nowadays, there is a significant increase in a person's willingness to buy from a business that is socially responsible, which in turn, controls the market and makes firms to be more responsible. Consumers today expect products to be eco-friendly; thus, many large companies are increasingly adopting green technologies and sustainable supply chains. This is an example of how consumer behavior is able to influence corporate decisions in an attempt to fulfill all needs and in this case becomes a driver towards sustainability of entire industries.

Sustainable entrepreneurs face the challenge of sustaining healthy profit margins while pursuing their sustainability goals. With financial constraints, most people will agree that a green innovation requires a substantial amount of money to invest in, but costs very little in return. There are economic advantages in the form of money, brand strength and customer goodwill that can be enjoyed in the long run. Environmentally friendly consumers boost the sales of companies that practice sustainability, and governments and international bodies are now providing these firms with incentives, grants, and even tax deduction contributions.

Corporate Social Responsibility (CSR) is another social aspect of sustainable entrepreneurship. Businesses that integrate CSR into their strategies fundamentally support the United Nations' Sustainable Development Goals (SDGs). CSR components, like ethical supply chain management, fair labor practices, community development, and social responsibility ensure that positive stakeholder relationships are nurtured.

Sustainable entrepreneurship leads to new innovations in business. There is an increasing adoption of circular economy approaches where products are designed to be long-lasting, as well as easily repairable and recyclable. This way, waste is minimized alongside the material's environmental impact. Additionally, the phenomenon of the sharing economy brought by Airbnb and Uber illustrates economically efficient resource usage and the reduction of overall consumption.

Research and education institutions have a large part to play to foster sustainable entrepreneurship. Now, most universities and business schools have specific courses aimed at teaching future entrepreneurs how to build eco-friendly businesses. Educational institutions contribute to

the resolution of the gap between the concept of sustainability and business emprise through the innovation in academic research and industry partnership.

Even with its advantages, sustainable entrepreneurship has its own challenges pertaining to multi-layered legislations, high cost of implementation and slow-paced changes with traditional businesses. To properly address these issues, governments, businesses, and research institutions need to cooperate in constructing policies and legislative frameworks designed to promote creativity while mitigating the hurdles for sustainable entrepreneurship. Entrepreneurs also need to adopt a proactive learning and

relearning stance concerning new developments in science and technology to stay relevant in a changing business environment.

To summarize, sustainable entrepreneurship focuses heavily on the synergy between profit-making and the ecological and social issues at hand. It shows how profitable green investment is. Responsible business practices show sustainable entrepreneurship as a developing lucrative idea. Along with the consumers, policy makers and educational institutions' greater participation also makes a case for a more sustainable economy proving responsible entrepreneurship is not only ethical but also a requirement for development.

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Sustainability and Ethical Marketing in Global Business

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In various countries around the world, the participation of business in solving social problems is becoming a significant trend under the influence of socially determined incentives and benefits, as well as the moral and ethical factors. In world practice, the concept of corporate social responsibility (hereinafter referred to as CSR) is becoming widespread. The main task of CSR covers both the current generation and the future. Researchers note that it is important to achieve long-term social development, taking into account the need to meet

the needs of the current generation, as well as ensuring that future generations are not created threats that may prevent the realization of their needs in ten or twenty years (Kandpal et al., 2024; Kotler et al., 2019).

When a company implements a socially responsible policy, it becomes more reliable in the eyes of partners, its status increases, in particular from the side of state authorities (Singh et al., 2024, p. 16). Accordingly, the company's competitiveness in the market of goods and

services increases, and it is also easier to attract investment resources if necessary.

CSR contributed to the transformation of the concept of marketing, which began to focus on solving specific social problems. The specificity of socio-ethical marketing lies in the implementation of company programs aimed at achieving social and ethical benefits, which at the same time provide socio-economic and environmental effects (Bolotna et al., 2024).

Today, it can be argued that socio-ethical marketing has its own characteristic features, including the desire to help vulnerable segments of the population, increased attention to identifying social problems, as well as the search for opportunities to attract investment resources to increase the likelihood of their effective solution.

For the first time, Professor Howard Bowen tried to thoroughly and comprehensively reveal the concept of corporate social responsibility (CSR) in the 1950s in his study entitled "The Social Responsibility of the Businessman" (Bowen, 1953). The provisions formulated by him became the basis of the theory of CSR and caused a wide response in scientific circles.

The relevance of CSR research at the present stage is due to the fact that its interpretation contains both a pragmatic aspect, which assumes an increase in profits through the implementation of socially oriented projects, and an idealistic approach, according to which the main goal of entrepreneurial activity is the transformation of society to improve the quality of people's lives.

It is important to note that the effective implementation of social marketing involves a harmonious combination of commercial goals with socially beneficial initiatives. Brands that associate their products with solving urgent social issues form a closer emotional connection with consumers, contribute to the growth of their loyalty and strengthen trust. In addition, social responsibility has a positive effect on the brand's reputation and increases its intangible assets (Karp et al., 2023, p. 20).

Ethical marketing in global business has a number of characteristic features, including:

concentration of efforts on supporting vulnerable and low-income segments of the population;

increasing public awareness of existing social problems and drawing attention to their solution;

accumulation of financial resources for the implementation of programs aimed at overcoming social challenges (Bolotna et al., 2024; Karp et al., 2023).

These aspects reflect the desire of socially responsible business to contribute to improving the quality of life of society and promoting sustainable development, which indicates a rethinking of traditional approaches to doing business.

For the development of CSR and socio-ethical marketing, the concepts of quality of life and sustainable development are of fundamental importance. Current trends demonstrate a shift in the emphasis of regional social marketing from individual consumer needs to ensuring the well-being of society as a whole. This transformation is due to a number of political, economic and social factors that influence the communication of companies with consumers and the promotion of their products. The relationship between enterprise management and its functioning - from the development of a product or service to its introduction to the market - forms the basis of regional social marketing. Social marketing is focused on providing constructive assistance to certain groups of society and forming long-term relationships with them, which contributes to positive social changes (Dlugopolska & Sentyk, 2022, p. 52).

Since the concept of sustainable development assumes equal importance of environmental and socio-economic factors, an important direction of socio-ethical marketing is environmental marketing. It is based on the imperative of environmental responsibility as a key factor in the successful functioning of a company. A business that seeks to occupy a significant market share must take into account environmental

requirements and create additional value for consumers, using appropriate technologies and methods to ensure environmental safety and profit.

The global business environment has accumulated significant experience in implementing the concept of environmental marketing. Leading international companies demonstrate commitment to the principles of sustainable development and environmental responsibility. For example, IKEA promotes an ecological lifestyle, rational use of resources and energy efficiency. Nivea positions itself as a brand that provides safe skin care in accordance with natural standards. The Tesco supermarket chain emphasizes the environmental friendliness of production processes, and Toyota prioritizes environmental protection in its activities

(Dlugopolska & Sentyk, 2022, p. 54). These are only some of the global brands that are actively developing environmentally responsible businesses.

Thus, the integration of the principles of sustainable development and ethical marketing into the business strategy of companies is not only a requirement of the time, but also a necessary condition for strengthening consumer trust and increasing the competitiveness of brands. Corporate social responsibility and environmental marketing contribute to the formation of a long-term development strategy that combines economic efficiency with social and environmental priorities, ensuring the sustainable development of both business and society as a whole.

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Artificial Intelligence as a Catalyst for Managerial Transformation: Strategic and Operational Implications

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In the turbulent business environment of today, businesses must keep on evolving in order to stay ahead. Artificial intelligence (AI) is one of the most revolutionary forces driving change. AI is no longer the domain of technology start-ups or some far-off lab; it has gone mainstream as a game-changer both strategically and operationally for management. From augmenting executive-level decision-making to rethinking organizational designs, AI is transforming the very nature of effective managing.

At the core of all this is the concept of decision intelligence — a nascent discipline that unites data science, behavioral science, and decision theory to inform decisions of many kinds (Heilig & Scheer, 2023). Managers are moving beyond gut decision-making, integrating AI-informed insights into operational activities on a daily basis. Predictive analytics, for instance, allows leaders to see in advance market trends and customers' behaviors, making strategic direction less daunting and less vague (Bartlett, 2021).

This shift is both technological and cultural. AI deployment is calling for a reinterpretation of the purpose and role of management. Managers are being called on more and more to cooperate with smart systems, such as algorithms to interpret vast data, perform repetitive activities automatically, and simulate decision results. In this hybrid arrangement, the human manager has more of a strategist and conductor role to play (Teoh & Goh, 2023). AI, in its current form, does not substitute leadership but extends its scope and accuracy.

One of the most immediately actionable suggestions of AI is in performance management

and resource planning. Machine learning may possibly optimize team compositions, assess project viability, and even forecast employee performance. Emerging market businesses, for example, are employing AI to deal with resource constraints and expand efficiently — making operational leaps they would otherwise need to wait decades to achieve (Singh et al., 2023).

Generative AI merely sped up such transformations. DALL·E and ChatGPT are no passing fancies — these are being integrated into content creation, training, and customer interaction. Those who appreciate the promise of generative AI, write Farri and Rosani (2023), are able to outsource cognitive and creative work but not supervision so that leaner and more nimble teams result.

But transformation isn't all about automation. It's also an attitude. According to Coveyduc and Anderson (2022), there is a need for a paradigm shift in managerialism: embracing flexibility, data mastery, and life-long learning. Organizations that can create a mindset that encourages testing and experimentation have a higher probability of tapping the full potential of AI.

Lastly, the strategic and operational implications of AI go far beyond process efficiency. They reach into the very fabric of organizational design and leadership culture. From the accuracy of decision-making to real-time responsiveness, AI is not so much a tool as an engine for managerial reinvention. They who understand this will not only lead better organizations but also future-proof them for a digital-first world.

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Enhancing Decision-Making Efficiency in Modern Enterprises through AI-Driven Management Tools

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Decision-making lies at the very center of any successful company. But in an era of information overload and mounting change, making it right at the right time has become a daunting task. Artificial intelligence (AI) is stepping in gaps rather as a co-pilot, not an aide, to offer guidance, improve, and accelerate the process of decision-making at all levels of business.

Today's businesses are no longer relying on dashboards and human judgment. Decision-making today relies on AI-facilitated tools that analyze patterns in data, forecast results, and even suggest best practices. These tools cross organizational silos—HR and marketing or logistics and product development—and give a unified, data-driven way to enterprise agility (Project Management Institute, 2022).

One of these spheres of impact is customer relationship management. AI-based CRM systems are able to predict churn, tailor contact, and trigger real-time action on user behavior. As Gummesson (2021) explains, such systems don't just retain information—these become performing actors in the customer experience themselves, enhancing satisfaction and reducing human personnel workload.

In HR, AI is powering recruitment and staff retention through evidence-based profiling and the capacity for predicting performance. Marr (2021) suggests that HR analytics founded on AI allow companies to spot patterns of staff engagement, assess cultural fit, and anticipate burnout. Everything feeds into an improved and compassionate people strategy.

The marketing function is also halfway through an AI-driven renaissance. As mentioned by Chaffey (2024), AI can nowadays make marketing decisions maximize campaigns, personalize messages, and determine the channels of engagement based on what best works. In addition to maximizing return on investment, this provides decision-making on an evidence-based basis rather than making guesses. Augmenting software can be done in brand analysis, such as discussed by Lindstrom (2023), and businesses nowadays can in real-time determine sentiment of brands and act accordingly.

AI is not knowing—it's doing. Product managers, for instance, are using AI to forecast user actions, prioritize features, and even pre-stage product-market fit before launch. Steinhardt (2025) emphasizes that data literacy during the process

matters; interpreting AI-provided insights is what leads to analysis turning into action.

But good decision-making doesn't arise from the presence of AI tools—of how they are endowed. The successful business organizations are those that do not see AI as some kind of add-on plug-and-play, but instead as a strategic layer within streams of decision-making. It involves a revolution of culture, talent, and governance,

where AI is trusted, ethical, and directed towards business success.

Overall, AI is today an indispensable support column for augmenting how decisions are being challenged, made, and spread across the enterprise today. Its true value is not to replace judgment but to cut it thinner—to bridge data to insight, insight to action.

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AI in Operational management : powerful tools I. Introduction: The Rise of Intelligent Operations Management

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I. In the modern world, management becomes a more and more complex and dynamic process. It requires taking into account vast amounts of data and interconnected operations. Operational management, at its core, involves the strategic planning, organization, and oversight of processes related to the production and selling of goods and services (EFMD Global, 2025; IBM, 2024). Traditional existing tools can not cope anymore with such tasks, and artificial intelligence (AI) has become a transformative force within this critical field (Adams et al., 2021; Yin et al., 2021). Its integration into operational management processes presents significant opportunities for enhancing efficiency, improving the quality of decision-making, and fostering innovation across various industries (Adams et

al., 2021). This article explores the key applications of AI in operations management and the opportunities it creates for businesses.

II. The Power of AI in Optimizing Operational Processes

A variety of IA powered operational management tools is growing, and all of them add new features dynamically to meet customers needs. We group them into several directions and will start from **supply chain and logistics management**.

AI algorithms open new opportunities for supply chain management by providing capabilities in demand forecasting and inventory management (Lee & Yoon, (2021)). AI analysis takes into

account historical sales data, prevailing market trends, seasonal variations, and even external factors like weather patterns and social media sentiment. This allows creating highly accurate predictions of future demand (IBM, 2024) and as a result optimize inventory levels, minimizing the costs associated with both overstocking and understocking. Studies have indicated that AI-powered tools can significantly reduce forecasting errors and decrease lost sales due to inventory shortages (IBM, 2024).

Beyond forecasting, AI plays a crucial role in **logistics and route optimization**. AI tools can calculate the most efficient delivery routes, taking into account various factors such as traffic conditions, delivery windows, and vehicle capacities (Bhad. et al, (2023) and due to this reduce transportation costs and improve overall efficiency of the logistics network (Lee, K. , Yoon, B. (2021)).

Modeling and prediction is one the central areas of operational management. For the goals of **predictive maintenance** AI algorithms can analyze sensor data collected from equipment and machinery, along with historical maintenance records, to accurately predict potential equipment failures. These functions are available at for example Aress, ClickUp, DigitalDefynd, and Emeritus. The main new opportunity that appears here is moving towards preventing problems before they arise. Moreover, AI's tools also are able to create adjusting pricing models based on real-time market data and customer preferences, representing a significant advancement in revenue management within the supply chain (Yang et al., 2021).

Maintaining high-quality standards is a critical aspect of operations management, and AI-powered **quality control systems** significantly contribute to this area (Lipkova et al., 2022). These systems apply computer vision and machine learning algorithms to inspect products

for defects much better than human inspectors and only the highest quality products reach the

market (EFMD Global, 2025). This is extremely important for highly technological processes and products.

Human capital is an invaluable resource for businesses. One of the important areas of operational management is **optimizing workforce management** within operations. Such AI-powered tools as Aress, ClickUp, DigitalDefynd are successful in optimizing schedules and evaluating employees' performance at the workplace. Human capital development tasks also can be solved with other AI tools. For example, AI-powered chatbots and virtual assistants can also offer round-the-clock support to staff, providing quick access to data, answering common queries, and even facilitating personalized learning experiences (McKinsey & Company. (2025)).

III. Some challenges to address

There are no doubts regarding the benefits of integration of AI in operations management. However, a significant challenge that occurs in applying these powerful tools, is data quality and integration. Integrating data from various systems within an organization is a complex task where poor data may lead to serious consequences (Neacsu, A. , 2023).

Ethical and legal concerns surrounding AI, such as algorithmic bias and data privacy, must also be carefully addressed (Neacsu, A. (2023, October 24)). Organizations need to ensure that AI systems are fair, transparent, and comply with relevant regulations. As it is systematically reviewed in (Mundhe, E. , 2023), companies need to create a culture of responsible AI by ensuring leadership commitment and initiative, ethic of implementation, training at all levels, and aiming at using innovative solutions.

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Enhancing corporate security in small enterprises

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I. Main areas of security management in modern enterprises.

As far as mankind existed the question of security has been one of the central for surviving and further development. Interpretation of the concept of security varies depending on context such as the object of its application, place of the world, times, legal regulations and even subjective understanding. Corporate security has significantly evolved from the past to the present, adapting to changing business landscapes and technological advances. The management of a corporate security rests on the following main pillars: physical, technical, personeel, information and procedures. These pillars work together to create a comprehensive security strategy that addresses both internal and external threats (Cavanagh, 2003). Information security risks are critical for today's organizations, which are increasingly dependent on information technology. It includes protecting the confidentiality, integrity, and availability of information from unauthorized access, disclosure,

modification, and destruction (Sierova, L. P., Tsukerman, R. , 2024, November 4–6).

II. Main challenges to address and ways to enhance security management.

Small and medium-sized enterprises (SMEs) come across multiple pitfalls in security management. Due to limited budgets SMEs can not implement effective cybersecurity measures, making them vulnerable to cyber threats. SMEs often use outsource companies for IT security and do not use modern tools for marketing, risk assessment, planning and also often do not pay enough attention to physical security.

Fernandez de Arroyabe and Arranz (2024) found that IT security issues significantly impact the digitization process in SMEs, highlighting the need for improved cybersecurity practices. Similarly, Rombaldo Junior et al. (2023) identified limited cybersecurity literacy and constrained financial resources as primary challenges for SMEs, suggesting that enhancing

cybersecurity awareness and education is crucial for improving resilience against cyber threats.

In order to overcome these obstacles, even with limited budgets SMEs should consider creating an in-house IT security and risk management team. This team can work closely with the external provider on planning and implementing security measures and actively participate in developing internal policies for data protection, access control, and cybersecurity response protocols.

Taking into account the importance of minimizing human factor risks and increasing

staff awareness, companies should encourage an outsource security firm to provide regular mandatory cybersecurity and risk mitigation training. It is also important to run scenario-based drills for data breach responses and crisis management.

SMEs also should use opportunities to incorporate AI-powered tools in their risk assessment, and strategic planning which will increase overall competitiveness of the enterprise and may open new opportunities for business development and further successful corporate security management.

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Sustainable development: the view of youth

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In light of the urgent global challenges related to climate change, social inequality, and resource depletion, sustainable development has become a core objective of international policy. This paper aims to identify and analyze concrete mechanisms that empower young people to contribute meaningfully to sustainable development efforts. The focus is not on representing the entirety of youth perspectives—an impossible task given the diversity of global youth—but rather on highlighting specific pathways where youth involvement has demonstrated or holds strong potential for

positive impact. By examining education, policy inclusion, innovation, and digital engagement, this paper seeks to underscore the strategic role youth can and must play in advancing the sustainability agenda.

Young people today inherit a world shaped by decisions they did not make, yet they are increasingly positioned as key actors in shaping its future. Their contributions go beyond activism; they are developing practical solutions, leading enterprises, and reimagining models of governance and community development. What distinguishes youth engagement is its blend of

urgency, innovation, and long-term commitment. Youth-led movements have shifted public discourse, while young entrepreneurs and change-makers are already building the foundations for a more resilient and equitable future.

A primary enabler of effective youth engagement in sustainability is education. When sustainability is embedded in curricula—particularly through interdisciplinary approaches and critical thinking—young people gain the knowledge and skills necessary to engage with complex global challenges. Beyond formal education, youth are also self-organizing learning initiatives, workshops, and online communities that empower others. These knowledge-sharing platforms amplify youth leadership and help scale local solutions to global levels.

Another critical area is the integration of youth into policy-making processes. While international frameworks like the 2030 Agenda recognize youth as essential stakeholders, implementation often falls short. Institutional mechanisms such as youth councils or advisory boards can provide more than symbolic roles if they are empowered with decision-making authority, resources, and accountability. Strengthening these frameworks—particularly at local and national levels—can transform youth from passive recipients of policy into active architects of sustainable development strategies.

Innovation is another space where youth are demonstrating their transformative potential. From tech-driven solutions like climate

monitoring apps to sustainable agriculture and circular economy startups, young innovators are designing tools to address some of the world's most pressing sustainability challenges. However, scaling these efforts requires support—financial, technical, and institutional. Governments, NGOs, and academic institutions must create inclusive innovation ecosystems that nurture young talent and remove barriers to participation.

In the digital sphere, youth are leveraging technology to organize, educate, and influence on a global scale. Online campaigns and digital platforms have become powerful tools for mobilization, collaboration, and advocacy. Nevertheless, challenges such as unequal digital access and misinformation persist. Bridging the digital divide and ensuring access to digital tools and media literacy are essential for enabling equitable youth participation in sustainable development efforts.

In conclusion, the goal of this paper was to identify and analyze effective mechanisms through which youth can actively contribute to sustainable development. By focusing on education, policy inclusion, innovation, and digital engagement, it has shown that empowering youth is not a peripheral issue but a strategic imperative. If global sustainability goals are to be achieved, young people must not only be heard—they must be trusted, resourced, and included as full partners in the processes that shape their future.

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Bridges Beyond Borders: Economic and Strategic Prospects of Ukrainian-Polish Cooperation in the Post-War Era

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The war in Ukraine has not only remapped the political map of Eastern Europe but also reformed economic and strategic relationships across the region. Perhaps the most significant change is the consolidation of the Ukraine-Poland alliance—a unification that now extends far beyond shared borders. In the new post-war reality, Ukrainian-Polish cooperation will turn into a cornerstone of reconstruction, regional stability, and deep European integration.

Poland has been in the center of the fight for Ukraine throughout the war. While more than two million Ukrainian refugees poured across the border seeking refuge, the Polish government gave them wide access to shelter, healthcare, and the labor market. This reaction was also institutionally driven: it created an opening for the integration of Ukrainian migrants into Polish society and economy (Demchuk, 2023). The extent and success of this effort are part of a broader trend—Poland is not just a neighbor but an active participant in Ukraine's reconstruction and transformation.

Economically, the two nations have developed their bilateral relations at a rapid rate since the war broke out. The two countries recorded their trade volume in 2023, and Poland became one of the biggest export markets for Ukraine and a key logistics center for Ukrainian goods entering the EU market (Kowalska, 2022). This growth was driven not only by demand but also by opportunity. With Russian markets closed and cross-border supply chains disrupted, Polish and Ukrainian firms initiated new commercial networks and co-ventures to supply domestic as well as European markets.

The most encouraging of these is the rise of Ukrainian entrepreneurship in Poland. More than 30,000 Ukrainian companies have been registered

in Poland since 2022, accounting for a significant share of new business establishments in sectors like construction, logistics, and technology (Ukrainian companies in Poland in 2022, 2023). Not only are these companies contributing to the Polish economy, but they are also serving as post-war conduits for investment into Ukraine. As reconstruction accelerates, these networks can become robust catalysts for technology transfer, capital flows, and market integration.

On the institutional side, municipal governments' cooperation has increased. Trans-border municipal partnerships are being leveraged to facilitate knowledge exchanges, infrastructure planning, and development projects funded through the EU. These subnational ties will be central to ensuring the decentralization and regional nature of reconstruction (Sienkiewicz, 2021). Polish cities and regions are specifically set to spearhead work in western Ukraine, where the security situation allows for rebuilding early.

In the future, this alliance's strategic significance will only grow. Already, there is a joint Polish-Ukrainian reconstruction strategy being developed involving both governments, business groups, and civil society (ZPP, 2022). Coordination of infrastructure plans, investment promotion incentives, and standardization of construction materials and logistics platforms are envisaged (ZPP, 2022). For Poland, it is an opportunity to exchange experience in post-war reconstruction and the utilization of EU funds. It is a path to recovery grounded on partnership and compatibility with European standards for Ukraine.

In practice, Ukrainian-Polish cooperation has shifted from solidarity to development of joint strategy. What began as an impulsive response to conflict is now increasingly becoming a long-

term vision of prosperity. When Ukraine is being rebuilt, and when Poland plays a substantial role in defining this undertaking, their partnership will

be seen as a model of how neighborhood partnerships can emerge, develop, and lead amid times of momentous change.

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From Partnership to Solidarity: The Evolution of Ukrainian-Polish Relations Before and After the War

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The past between Ukraine and Poland is one of deep historical complexity, shaped by shared borders, intertwined memories, and alternating cycles of conflict and cooperation. Yet over the past few years—and especially since Russia began its full-scale war on Ukraine in 2022—this past has experienced a dramatic renaissance: from pragmatic cooperation to active solidarity.

Earlier, Polish-Ukrainian relations were tainted by asymmetrically interpreted histories of the past. The massacres of Volhynia and Eastern Galicia during World War II have cast a long shadow in attitudes between the two nations. National memory politics and unresolved grievances prevented closer cooperation for decades (Portnov, 2020). Reconciliation efforts always ran into a roadblock along the way, as the two countries had to deal with competing narratives of historical trauma (Konieczna-Salamatin & Stryjek, 2021).

Despite such a fraught history, the two nations were able to find common ground for political and economic cooperation after the fall of the Soviet Union. Poland's early recognition of Ukrainian independence in 1991 and its consistent advocacy for Ukraine's European aspirations positioned Warsaw as a reliable partner within the West (Lukasik, 2020). The Orange Revolution in 2004 and the Euromaidan protests in 2013–2014 further solidified Poland's support of the democratic path of Ukraine, which signaled a shift in bilateral relations towards shared values and strategic partnership.

By the late 2010s, Ukrainian-Polish relations had already transcended historical disputes with growing trade, labor migration, academic exchange, and civil society interaction bridging the countries (Bondar, 2022). Surprisingly, over 1.5 million Ukrainians had already moved and worked in Poland before 2022, injecting money into the Polish economy and society and building people-to-people trust. This kind of mobility and

intercultural contact played a significant role in decreasing mutual perceptions and reconstructing relations in the contemporary world (Vaida, 2022).

The whole Russian war on Ukraine was a game-changer for Ukrainian-Polish relations. Poland quickly emerged as Ukraine's strongest supporter—delivering military aid, accepting millions of Ukrainian refugees, and advocating for harsher EU sanctions on Russia. This new chapter of cooperation was not characterized by pragmatism, but by deep moral solidarity and geopolitical convergence. As Ukraine fights for survival and sovereignty, Poland has become a logistical, humanitarian, and political nerve center of the country's defense and reconstruction efforts (Bondar, 2022).

More importantly, this is a structural rather than a situational change. The shared experience of resistance to the violence of authoritarian regimes has created a degree of mutual trust unprecedented. Long-term reciprocal

infrastructure planning, educational exchanges, and defense planning are in progress. The two nations are also reshaping their respective roles in the European security arrangement, shaping what is quite possibly a model of regional cooperation.

Of course, there are still tensions. Political rhetoric, historical dispute, and economic competition can still strain the relationship. But the post-2022 dynamic proves that crisis solidarity can overcome inherited disagreement. The transition from mutual wariness to mutual dependence not only speaks to the maturity of Ukrainian-Polish relations but also to their strategic depth.

In total, the history of Ukrainian-Polish relations demonstrates how historical reconciliation, when coupled with strategic necessity and human amity, can transform the nature of bilateral relations. That fraught friendship rooted in the past has since matured into a solid partnership forged in the crucible of modern conflict.

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Innovation as a driver of society development

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Global crises, trade and military conflicts, climate change, and other issues are posing significant

challenges to the global economy today. Considering these difficulties, innovations are

becoming crucial to a nation's ability to survive and grow economically. They are essential to the state's standing in the world and to the welfare of its people. History demonstrates that nations who fell far behind in terms of inventive development became only suppliers of raw materials and cheap labor resources, fell into decline and lost sovereignty.

Austrian and American economist Joseph Schumpeter defined the term “innovation” as changes aimed at the implementation and use of new types of goods, production and transport facilities, and markets. He identified the following types of innovation: creation of new goods; use of new technologies and equipment; discovery of new sources of raw materials; new organization of production; development of new markets [3]. That is, J. Schumpeter defined innovation as a key tool of economic development, which plays no less a role than price and competition [6] and directly affects them.

Other scientists defined the term “innovation” as: process; change; result of implementing innovation into practice; means of practical use of innovations [4].

The development and implementation of innovations simultaneously depends on social development, which involves improving the level of education, science, medicine and the quality of life of the population, and affects it, contributing to raising its level. At the current stage of development, it is innovations that can become the basis for the third industrial revolution [7]. Thus, according to PwC, it is expected that by 2030 the world GDP will grow by 14% (up to \$15 trillion) precisely due to artificial intelligence. At the same time, this will lead to the displacement of human labor from production. However, if considering the conclusions of most scientists, such technological changes will lead not only to a significant reduction in jobs, but also to the emergence of new professions and areas of human activity [7].

Scientists identify the following macroeconomic prerequisites for the transition of countries' economies to the principles of innovative development: political and economic changes that make world markets more adaptive; shortages of resources (energy, food, etc.), especially exacerbated by wars; growth of international conflicts and redistribution of state budgets in favor of military needs; rapid development of information technologies, in particular, artificial intelligence; uncertainty in the world economy and its impact on national economies [4].

At the current stage of development in developed countries, 80–90% of GDP growth is achieved precisely due to innovative technological processes that are implemented in all spheres of human activity [2]. This helps to raise the population's income and boost the value of the national currency. In turn, this will contribute to the attraction of domestic investments in the sector of production of goods and services and, accordingly, the reduction of the dependence of the national economy on foreign investments, which is positive from the point of view of the national security of the country, since the attraction of foreign direct investments could weaken the position of domestic enterprises in the domestic market, reduce the share of domestic research and development, provoke a balance of payments deficit and transfer profits to the country of the parent company, which leads to an outflow of currency. Also, transnational companies are more economically powerful, so there is a risk of their monopolization of the market and the displacement of national firms [5].

Conclusions

Innovation is a key factor in socio-economic development, as it forms the basis for increasing GDP, improving labor productivity and competitiveness, and progressing the resource and technological base. Thanks to innovation, the economy is actively developing, changes in the technological structure and progressive socio-economic development of society occur.

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Features of applying game theory in military education

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Game theory, which studies optimal responses to enemy actions and the expected outcomes of different strategies, is particularly relevant in the current war in Ukraine. It plays an important role in the training of military commanders, as it allows them to model scenarios, take into account the enemy's reaction, and assess the consequences of their own decisions. The experience of combat operations, both historical - in particular, the Second World War - and modern operations in eastern and southern Ukraine, shows that effective command requires in-depth analysis of possible enemy actions, prompt decision-making, and strategic thinking. In this context, game theory is a powerful analytical tool that enhances the ability of commanders to predict the course of hostilities and minimize the risk of losses.

The educational process in military institutions can greatly benefit from the integration of game

theory principles, as it helps to develop the ability to assess the actions of the enemy and optimize one's own decisions in conditions of uncertainty. In particular, the battle of the Avranches breakthrough in 1944 provides a classic example of decision-making between two generals: General Bradley and General von Kluge. Both commanders had several possible strategies, and each choice depended on what actions the enemy was likely to take (Neumann & Morgenstern, 1944; Myerson, 2013).

Military education, which includes modeling such situations using win-lose matrices (game theory matrices), allows future commanders to develop strategic thinking and decision-making skills, weighing the possible reactions of the enemy. For example, “pure strategies” provide a clear choice of action, while “mixed strategies,” where each action is assigned a probability, help prepare for

situations where the enemy's behavior is unpredictable.

The use of narratives from game theory in military training has a number of significant advantages that make the learning process more effective and closer to real-world combat conditions. First of all, such approaches contribute to the realism of training, as historical examples allow cadets to see how strategic models are used in real-world situations. This not only deepens the understanding of military logic, but also creates a strong link between theory and practice. Scenario analysis within the framework of game theory develops strategic thinking in students, allowing them to assess potential benefits, risks, and possible actions of the enemy. This approach teaches students to think on multiple levels, taking into account both their own goals and the likely logic of the enemy. This makes abstract theoretical models more practical: cadets see how specific decisions are made in combat (Golman & Page, 2009).

In addition, one of the key effects is the development of decision-making skills under conditions of uncertainty. Personnel learn to act in situations where information about enemy intentions or positions is incomplete or contradictory. This is extremely important for preparing for real combat conditions, where they constantly have to work with limited data. An additional positive factor is the motivational impact: studying real-life examples of combat operations increases interest in learning, making the process more exciting and meaningful for cadets. Game theory has a universal application, as it is suitable for both the strategic level of management and tactical actions of small units. This makes it useful for a wide range of military personnel, from company commanders to staff analysts. Special attention should be paid to the development of critical thinking, as the evaluation of alternative strategies contributes to the formation of analytical abilities and skills of

making informed decisions. In this context, win tables and graphs play an important role, as they clearly demonstrate the consequences of choosing a particular strategy and help to better understand the relationship between a decision and the outcome of a battle (Gross & Wagner, 1950).

Thus, the use of game theory narratives in military training significantly improves the quality of training for future commanders. Combining historical examples with analytical tools not only allows for better assimilation of the material, but also develops critical, strategic, and adaptive thinking. Thanks to the realism, visualization, and practicality of the narratives, cadets learn to make informed decisions in conditions of uncertainty, which is key to effective management in combat situations. That is why the introduction of game theory into military education not only deepens theoretical knowledge but also develops the skills necessary for real military leadership.

It should be noted that training in mixed strategies is particularly useful for military education, as they simulate real combat conditions, where commanders often do not have accurate information about the enemy's plans. The application of game theory in training scenarios promotes a deeper understanding of the risks, benefits, and trade-offs that accompany the choice of tactics and strategic decisions (Roberson, 2006).

Thus, the integration of game theory into military education is particularly relevant for Ukraine, where military leaders must operate in highly dynamic and uncertain combat environments. It helps future commanders develop analytical thinking, anticipate enemy actions, and make optimal decisions under pressure. These skills are vital for increasing the readiness of Ukrainian officers to face real-world combat challenges and improving the overall effectiveness of military operations amid ongoing security threats.

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Green economy strategies in Eastern Europe: similarities, differences, and challenges

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“The Earth is what we all have in common,” wrote Wendell Berry in *The Unsettling of America* (1977), capturing the shared responsibility humanity bears for the planet’s future. In recent years, the concept of the green economy has become increasingly important for countries seeking a sustainable path to development. According to the United Nations Environment Programme (UNEP), a green economy “improves human well-being and builds social equity while significantly reducing environmental risks and ecological scarcities” (UNEP, n.d.). In Eastern Europe, where nations face both the legacy of post-industrial economic structures and new geopolitical challenges, the shift toward sustainability is not only a global responsibility but also a regional necessity. The integration of green strategies offers a chance to modernize economies, reduce environmental degradation, and align with European Union standards. Examining national approaches to this transition enables the identification of best practices, common challenges, and potential areas for enhanced regional cooperation.

This study explores and compares green economy strategies in three Eastern European countries: Ukraine, Poland and Romania. It focuses on identifying common patterns, key differences and shared challenges in their approaches to sustainable development.

To guide this comparative analysis, the study addresses three key research questions. First, what are the main priorities and instruments used

by Ukraine, Poland, and Romania in shaping their green economy strategies? Second, what common and country-specific challenges do these nations face in implementing green reforms? Third, how does the European Union influence national decisions and access to funding in each case? These questions help explore both the shared dimensions of sustainability in Eastern Europe and the ways each country responds to its own political, economic, and institutional context.

Ukraine has embarked on a comprehensive strategy to transition towards a green economy, aligning with its post-war reconstruction efforts and aspirations for European integration. The National Economic Strategy until 2030 outlines objectives such as achieving net-zero emissions by 2060 and enhancing energy efficiency across sectors (Decree 179/2021). In 2023, the government approved the National Renewable Energy Action Plan, aiming to increase the share of renewable energy in total consumption to 27% by 2030, up from approximately 10% prior to the full-scale invasion (Kyiv Independent, 2024). Despite ongoing challenges, including significant damage to energy infrastructure due to Russian attacks, Ukraine continues to advance its green initiatives. Notably, DTEK launched the first phase of the Tyligulska Wind Power Plant in 2023, with plans to expand its capacity to 500 MW, making it the largest wind farm in Eastern Europe (DTEK, 2024). Furthermore, the government has approved the National Energy and Climate Plan for 2025–2030, focusing on harmonizing environmental, energy, and

economic policies to promote sustainable development (Energy Community, 2024). These efforts underscore Ukraine's commitment to building a resilient and sustainable energy sector, even amidst the adversities of war.

In contrast to Ukraine’s wartime challenges, Poland’s green transition is shaped more by its energy legacy and EU negotiations. Initially opposing the European Green Deal due to its economic reliance on coal, Polish authorities argued for delayed climate neutrality targets until 2070 (PRISM UA, 2021). However, significant EU funding opportunities - such as €58 billion from the Recovery and Resilience Facility, with 37% earmarked for green goals - shifted Poland’s stance toward pragmatic alignment. The government adopted the *Energy Policy of Poland until 2040* to guide low-emission transformation through offshore wind, nuclear energy, and energy efficiency (Ministry of Climate and Environment, 2021). Despite domestic political polarization and sectoral resistance, Poland is gradually integrating EU climate objectives into national policy, aiming to balance economic security with environmental commitments (European Commission, 2023).

While Poland’s green transition is shaped by energy-related negotiations and political tension,

Romania’s efforts focus more on internal reforms and local capacity building. Although the country has lower industrial emissions compared to regional peers, it faces significant challenges in building green infrastructure, especially in smaller cities. In response, the government has initiated a national program to promote renewable energy in urban development, investing €804 million in green energy projects targeting municipalities (Glavcom, 2024). Romania’s updated National Energy and Climate Plan (2024) sets a goal of achieving net zero emissions by 2045, and targets a 38% renewable energy share by 2030 (Energetika.NET, 2024). The plan also includes expanding nuclear power capacity and launching new wind and solar projects supported by a contracts-for-difference (CFD) system. The country’s participation in EU funding mechanisms has accelerated reforms, although implementation gaps remain due to administrative fragmentation and limited local capacity. Romania’s strategy highlights the importance of EU support in translating environmental ambition into action.

The following table summarizes key indicators for Ukraine, Poland, and Romania to highlight similarities, differences, and implementation challenges.

Table 1

Comparison of green economy approaches in Ukraine, Poland, and Romania

Country	Renewable energy target by 2030	EU Green funding	Key barriers
Ukraine	27%	NECP support, recovery and resilience funds.	War-related destruction, infrastructure damage.
Poland	23%	€58B from Recovery and Resilience Facility.	Coal dependency, political resistance.
Romania	38%	€804M for green urban projects, RRF mechanisms.	Administrative fragmentation, local capacity.

Source: Kyiv Independent, 2024; Ministry of Climate and Environment, 2021; European Commission, 2023; Glavcom, 2024; Ecolog-ua, 2023; Energetika.NET, 2024.

The comparison of Ukraine, Poland, and Romania shows that there is no single way to build a green economy - each country follows a distinct path shaped by specific national challenges. EU support plays a big role in pushing changes forward, but financial support alone is insufficient. Ukraine is seeking to align green

objectives with post-war reconstruction efforts, Poland is balancing between legacy fossil fuel dependence and new climate obligations, and Romania is implementing local reforms amid institutional and resource limitations. What they all share is the need to modernize and protect the environment while staying economically stable.

Mutual learning and the adaptation of strategies to local contexts can facilitate more effective progress. Ultimately, the advancement of a green future in Eastern Europe will depend on informed

policymaking, sustained collaboration, and a broad commitment to action from both governments and society at large.

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Sustainable entrepreneurship as a driver of economic transformation

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Sustainable entrepreneurship is said to be a new differentiator in the economy, since it works for both environmental stewardship and economic development. Sustainability integrated into business models can help solve the imperative global issues of climate change, depletion of resources, social inequality [1], and at the same time ensure profits in the long term.

The originality of this research stems from the growing need of businesses to be sustainable due to consumer and regulatory demands, as well as moral reasons. Sustainability oriented businesses gain an upper hand over their competitors and save money while innovating in many fields such as renewable energy and circular economies [3]. This study aims to understand the impact of sustainable entrepreneurship on economic transformation by analyzing the deployment of

green technologies, creation of jobs, and responsible business conduct. It also looks at how sustainability focused enterprises makes profits while reducing or eliminating the harmful impacts on the environment and society [2].

Perhaps the most remarkable visible trait of sustainable entrepreneurship is its unparalleled effectiveness in facilitating shifts in economies towards a lower-carbon footprint [4]. As a result, these companies are aiding in the strengthening and diversification of the economy by spending on clean energies, green production, and waste management. The sustainability based companies like Tesla, Patagonia, and Unilever serves as the epitome of how purpose driven businesses blend profitability with social and environmental concern [6]. If this is not enough, social entrepreneurship has addressed issues of poverty and education [5], enhancing social inclusion through sustainable business models. Ethical business innovation is embedded in the development of social value creating strategies which benefit stakeholders and society at large [2].

Aside from those, government policies and international collaboration is also very important in relation to activity involving sustainable entrepreneurship. Subsidy allocation, tax benefits, and harsher green regulations are some of the elements that need to be looked at by policymakers. Sustainable practices can also be promoted through the use of tools like public private partnerships, which can help in shifting to a better economic system.

Also, these entrepreneurs face the challenge of gaining access to sustainable financing. An example are green investment funds and impact investing, which offer the capital enabling businesses to expand their sustainable solutions.

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It remains critical to persuade the financial institutions and other stakeholders of these banks to adopt sustainability policies within their investment portfolios. The United Nations, the World Economic Forum, and academic research on sustainable development provide the needed support to this research, as well as industry reports and other empirical studies on global economic tendencies [7].

Moreover, the shifting of the globalization frontier is accompanied by a rapid growth in areas such as centerless capitalism, where sustainable entrepreneurship is becoming more capital and labor-intensive. AI, Digitalization, and Blockchain technology makes it easier for firms to optimize resource use, improves supply chain accountability, and lowers ecological impacts. For example, a blockchain-based trade tracking system guarantees fair trade and ethical sourcing. As a result, consumers trust corporations and corporations become more responsible for their actions. Both entrepreneurs and consumers must be educated and informed to inculcate a culture of sustainability. Business schools, research centers, and business incubators should integrate sustainability teaching in their courses so that responsible business models can easily be adopted by the upcoming most entrepreneurs [8]. Also, campaigns and corporate social responsibility programs increase recognition and consequently the demand for sustainable goods and services, which leads to changes toward a sustainable economy.

To conclude, sustainable entrepreneurship serves as a catalyst for the economic change around the world. A collective effort from government, business, and investor communities is necessary to stimulate and support these sustainable opening of new ventures policies that ensure inclusiveness and resilience of the global economy.

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The role of digitalization in fostering economic resilience during crises

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In any case, the previous few years suffered a number of economic disruptions such as global pandemics, raging geopolitical conflicts, and financial downturns [1]. As a result of these shocks, an economy's ability to withstand disruptions by adapting, recovering, or transforming external changes becomes very pertinent. Digitalization has been a very crucial factor in improving economic resilience and is central to the claim [2].

Economic resilience, as noted previously, refers to the ability of a firm or an industry, or a government for that matter, to withstand an economic shock or disruption [3]. The advancement of new digital technologies like AI, cloud computing, and blockchain provides the possibility that economies may not only be defended, but may, in fact, grow under highly volatile conditions [4]. The COVID-19 pandemic, for example, proved how important the digital transformation is for the business. Those firms in the digital transformable category were able to

conduct business more effectively, endure the transition to remote work, and service their clientele [5].

This study is intended to examine the impact of digitalization on enhancing economic resiliency and to determine the major ways in which technology facilitates stability during a crisis.

In regard to the COVID-19 pandemic, remote work, e-commerce, and digital finance became a normality due to the existence of economic digital infrastructures, which facilitated the provision of essential services [6]. Cloud-based solutions enable companies to adopt decentralized work models and digital payment systems ensure financial transactions proceed uninterrupted [7]. Furthermore, during tumultuous periods, big data analytics enable real-time informed decision-making by businesses and policymakers, which in turn reduces the uncertainty experienced in such periods [4].

A digital entrepreneurship is yet another major factor that stimulates change and innovation. The emergence of online businesses and digital startups has transformed economic structures, rendering them nonretail on traditional industries. With the advancement of digital platforms, economic actors can quickly and effectively adjust to changing market conditions, improving automation and efficiency [8].

Furthermore, digitalization promotes resilience by improving global supply chains, which strengthens economic resilience. The implementation of blockchain technology allows for greater visibility and tracking, which helps mitigate supply chain issues [9]. Moreover, logistics and inventory control processes are automated, which ensures business continuity, especially during external shocks that disrupt conventional business models [9].

Still, the gap in technology access and usage is an important problem that needs solving. Economies

that do not have sufficient access or use digital infrastructure and digital literacy are at a greater risk of economic crises. Closing these gaps requires strong policy measures, investment in digital literacy programs, and improvement in availability of internet access to achieve economic inclusiveness for all regions – richer or poorer.

In concluding remarks, the powerful role of digitalization enabling economic resilience through fostering change, efficiency, and innovation has been established. There is a need to tighten the focus on investment and trust on the digital transformation of businesses and governments in order to safeguard economic stability against future shocks. Further research should consider and analyze the impact of digitalization on economic systems and structure, and how measures can be taken to mitigate the digital divide towards achieving inclusive and sustainable development goals.

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