



3rd International conference on corporation management

Book of abstracts



June 29, 2023
Estonia



3rd International conference on corporation management

Book of abstracts

**June 29, 2023
Estonia**

CONFERENCE ORGANIZERS AND SPONSORS:

Scientific Center of Innovative Research OÜ, Estonia

SELÇUK UNIVERSITY, Turkey

KIRIKKALE ÜNİVERSİTESİ, Turkey

AMET University, India

State University of Trade and Economics, Ukraine

WSHIU Akademia Nauk Stosowanych

CONFERENCE COMMITTEES

CONFERENCE CHAIR

Iryna Mihus, Doctor of Science (Economics), Professor, KROK University (Ukraine); Scientific Center of Innovative Researches (Tallinn, Estonia)

SPECIAL COACH

Iryna Burlakova, Doctor of Sciences (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Dnipro, Ukraine

Organizational committee

Dr. Grzegorz Konieczny, WSHIU University, Poland
Dr. Paulina Kolisnichenko, WSHIU University, Poland
Dr. Mykola Denysenko, Volodymyr Vynnychenko Central Ukrainian State University, Ukraine
Dr. Sandeep Kumar Gupta, AMET University, India
Dr. Renu Sharma, Footwear Design and Development Institute, India
Ph.D. Yuliia Honcharova, State University of Trade and Economics, Ukraine
Dr. Tykhon Yarovoi, Open International University of Human Development "Ukraine", Ukraine
Dr. Recep Yucel, Kırıkkale University, Turkey
Dr. Farouq Ahmad Faleh Alazzam, Jadara University, Jordan
Dr. Şebnem Yücel, Selcuk University, Turkey
Dr. Volodymyr Panchenko, Volodymyr Vynnychenko Central Ukrainian State University, Ukraine
Prof. Zinaida Zhyvko, Lviv State University of Internal Affairs, Ukraine
Dr. Oleksandr Akimov, Shupyk National Healthcare University of Ukraine, Ukraine
Prof. Iryna Burlakova, Dnipropetrovsk State University of Internal Affairs, Ukraine
Dr. Iryna Radionova, Vadym Hetman Kyiv National Economic University, Ukraine
Dr. Marta Kopytko, Lviv state university of internal affairs, Ukraine

Program Committee

Prof. Tetiana Melnyk, State University of Trade and Economics, Ukraine
Dr. Oleksiy Sheviakov, Dniprovsky Humanities University, Ukraine
Ph.D. Svitlana Greben, State Financial Service of Ukraine, Ukraine
Dr. Liudmyla Akimova, National University of Water and Environmental Engineering, Rivne, Ukraine
Dr. Marta Karpa, Hryhorii Skovoroda University in Pereiaslav, Ukraine
Ph.D. Nataliia Nakonechna, KROK University, Ukraine
Ph.D. Yana Koval, State university of trade and economics, Ukraine
Dr. Ihor Rummyk, "KROK" University, Ukraine
Dr. Stepan Melnyk, Lviv State University of Internal Affairs, Ukraine
Dr. Alexander Bradul, Kryvyi Rih National University, Ukraine
Alla Dombrovska, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine
Dr. Volodymyr Marchenko, H.S. Skovoroda Kharkiv National Pedagogical University, Ukraine

INDEXING

Google Scholar

Crossref

National Library of Estonia

PKP-Index

THE PROGRAM
of 2nd International conference on corporation management (ICCM)
(May 19, 2022)

TIME	NAME
June 29, 2022	ON-LINE CONFERENCE
	Welcome speech:
10:00 AM	Iryna Mihus Doctor of Science (Economics), Professor, Director, Scientific Center of Innovative Researches (Estonia)
	Welcome speech:
10:15 AM	Dr. Grzegorz Konieczny , Rector, WSHIU University (Poland)
	Welcome speech:
10:25 AM	Paulina Kolisnichenko , Ph.D. Vice-rector for international coordination, WSHIU University (Poland)
	Key speaker:
10:30 AM	Renu Sharma Ph.D., Professor/Consultant, Footwear Design & Development Institute
	Key speaker:
10:45 PM	Sandeep Kumar Gupta Ph.D., Professor, Centre for Statistics, Modelling and Simulation, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India
	Key speaker:
11:00 PM	R. Divyaranjani Ph.D. Assistant Professor, AMET Business School, AMET University, Chennai, India
	Key speaker:
11:15 PM	Sripal Srivastava Ph.D., Assistant Professor, Galgotias' University, Gautam Budh Nagar Uttar Pradesh
	Workshop "Corporate well-being as the energy of business"
11:30 – 14:00 PM	Prof. Iryna Burlakova Doctor of Sciences (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Dnipro, Ukraine

CONTENTS

INTRODUCTION	8
SECTION 1. CORPORATE GOVERNANCE: STAKEHOLDER ENGAGEMENT	9
<u>CORPORATE RULES AND PUBLIC GOVERNMENT RULES: A COMPARATIVE ANALYSIS</u>	
<i>Iryna Radionova</i>	10
<u>NEW CHALLENGES TO THE IMPLEMENTATION OF QUALITY AUDIT PROCEDURES OF ENTREPRENEURIAL BUSINESS STRUCTURES</u>	
<i>Olha Pylypenko</i>	12
<u>THE POWER OF A TEACHER'S PERSONAL BRAND: A NECESSITY FOR MODERN EDUCATIONAL MANAGEMENT</u>	
<i>Iryna Mala</i>	14
<u>UKRAINIAN PHARMACEUTICAL MARKET DURING FIRST YEAR OF WAR CONFLICT</u>	
<i>Tetiana Dziuba</i>	16
<u>AN EVALUATION OF THE ISSUES AND VARIABLES AFFECTING THE LOGISTICS SECTOR'S GOODS FORWARDING BUSINESS</u>	
<i>Sandeep Kumar Gupta, Deepa Rajesh, Svitlana Ilinich, Nikhil Singh</i>	19
<u>AN EVALUATION OF CUSTOMS CLEARANCE OPERATIONS AT CHENNAI PORT</u>	
<i>Sandeep Kumar Gupta, Svitlana Ilinich, V. Noah</i>	21
<u>CUSTOMER SATISFACTION AND SERVICE QUALITY: A STUDY OF THE ETHIOPIAN LEATHER INDUSTRY DEVELOPMENT INSTITUTE</u>	
<i>Renu Sharma, Sandeep Kumar Gupta, Seyoume Taddesse</i>	23
<u>THE LOGISTICS SERVICE MEDIATING EFFECT OF SOFTWARE SOLUTION</u>	
<i>Anoop Singh, Deepa Rajesh, Sandeep Kumar Gupta, Renu Sharma</i>	25
<u>Sustainable Transition of Irish Airline Companies</u>	
<i>Iryna Mazur, Ingris Vilkevicius</i>	27
<u>EVOLUTION OF THE MANAGEMENT SYSTEM OF BUSINESS STRUCTURES IN THE AGRICULTURAL SPHERE</u>	
<i>Zorina Shatska</i>	28
<u>LEGAL BASIS OF INTERACTION WITH STAKEHOLDERS DURING THE DECARBONIZATION OF A METALLURGICAL ENTERPRISE</u>	
<i>Vitalii Oliukha</i>	30
<u>ECONOMIC AND LEGAL ASPECTS OF THE IMPLEMENTATION OF INTERNAL ORGANIZATIONAL RELATIONS WHICH AFFECT THE VALUE OF THE COMPANY</u>	
<i>Olena Osinska</i>	33
<u>CORPORATE TRAINING IN THE CONTEXT OF ADULT EDUCATION</u>	
<i>Anna Pazieieva</i>	36
<u>RESOCIALIZATION OF THE POPULATION OF UKRAINE IN THE POST-WAR PERIOD</u>	
<i>Oleksiy Sheviakov, Iryna Burlakova, Tetiana Kondes</i>	42
<u>LEGISLATION ON SURROGATE MATERNITY IN UKRAINE AND THE EUROPEAN UNION</u>	
<i>Marian Yunatskyi</i>	45
<u>AUSTRALIA'S NATIONAL BIOSECURITY SYSTEM</u>	
<i>Larysa Shchekhovska</i>	48

<u>AN ANALYSIS ON MEENAKSHI CARGO FORWARD PRIVATE LIMITED WITH RESPECT TO EXPORT PROCEDURE AND DOCUMENTATION</u>	51
<i>R. Divyaranjani, Dr. Shameem, Vishnu Vardhan</i>	
<u>MANAGEMENT OF THE ECONOMIC SECURITY OF THE STATE: CORPORATE LEADERSHIP IN MODERN REALITIES</u>	52
<i>Mykola Denysenko, Svitlana Breus</i>	
<u>STUDY OF THE FEATURES OF SOCIO-ECONOMIC SECURITY OF THE ENTERPRISE</u>	55
<i>Marta Kopytko, Anton Malanchuk</i>	
<u>THE MECHANISM FOR ENSURING THE ECONOMIC SECURITY OF THE ENTERPRISE</u>	57
<i>Alona Zahorodnia</i>	
<u>PUBLIC PROCUREMENT SYSTEM IN THE CONTEXT OF THE RUSSIAN-UKRAINIAN WAR</u>	59
<i>Anton Soshnykov, Tetiana Hudima, Yuliia Yershova</i>	
<u>CORPORATE WELLNESS TOURISM AS A BASIS FOR EMPLOYEE WELL-BEING</u>	63
<i>Valeriia Kostynets</i>	
<u>ENTREPRENEURSHIP INTEGRATION IN ECONOMY 5.0: SUSTAINABILITY AND RESILIENCE FOR AGROINDUSTRY</u>	64
<i>Iuliia Kostynets</i>	
<u>KEY ASPECTS OF THE RELATIONSHIP BETWEEN CORPORATE GOVERNANCE AND PERSONNEL</u>	66
<i>Oleh Zhyvko, Yuriy Zhyvko</i>	
<u>CONCESSIONAL FORMS OF INTERACTION BETWEEN THE STATE AND CORPORATIONS IN THE INVESTMENT PROCESS</u>	68
<i>Julia Havryliuk</i>	
<u>CORPORATE GOVERNANCE IS AN IMPORTANT FACTOR IN INVESTMENT AND ECONOMIC GROWTH</u>	70
<i>Anna Yakymovska</i>	
<u>POST-WAR RECONSTRUCTION OF EDUCATIONAL INSTITUTIONS IN UKRAINE WITH THE PARTICIPATION OF INTERNATIONAL ORGANIZATIONS ON THE EXAMPLE OF THE ECHO4SCHOOLS-UA PROGRAM</u>	72
<i>Oleksandr Molodid, Volodymyr Skochko, Maksym Vabishchevych</i>	
<u>APPROACHES TO HUMAN CAPITAL MANAGEMENT IN CONDITIONS OF UNCERTAINTY</u>	74
<i>Yaroslav Kokhaniuk</i>	
<u>THE ENTREPRENEURIAL UNIVERSITIES' ECONOMICALLY VIABLE ACTIVITIES</u>	76
<i>Mariia Naumova</i>	
<u>CORPORATE WELL-BEING AS THE ENERGY OF BUSINESS</u>	78
<i>Grzegorz Konieczny, Paulina Kolisnichenko, Magdalena Gorska, Tomasz Gorski</i>	
<u>PARTICIPATION OF THE INTERNATIONAL COMMUNITY IN THE POST-WAR RECONSTRUCTION OF UKRAINE</u>	82
<i>Olha Bielienkova, Olena Molodid, Oles Lastivka, Roman Demianenko, Yevhen Kulinko</i>	
<u>DIRECTIONS FOR IMPROVING UKRAINE'S FOREIGN TRADE POLICY</u>	85
<i>Tetiana Melnyk</i>	
<u>CORPORATE MANAGEMENT AS A SOURCE OF ENERGY</u>	88
<i>Anastasiia Movchaniuk, Paulina Kolisnichenko</i>	

SECTION 2. FINANCIAL ASPECTS OF CORPORATE GOVERNANCE	91
<u>IDENTIFICATION OF THE PARAMETERS OF INFLUENCE OF THE FINANCIAL AND ECONOMIC COMPONENT OF THE PRODUCTION POTENTIAL OF ENTERPRISES</u>	
<i>Ihor Rummyk</i>	92
<u>THE IMPACT OF INNOVATIVE ACTIVITY ON THE DEVELOPMENT OF CORPORATE VENTURE CAPITAL</u>	
<i>Mykola Denysenko, Zoryna Yurynets, Rostyslav Yurynets, Ivanna Myshchyslyn</i>	94
<u>BUSINESS COLLEGE GRADUATES USING THE STOCK MARKET AS AN INVESTMENT PLATFORM</u>	
<i>Vikas Gupta, Sripal Srivastava, Rajiv Ratan</i>	96
<u>FINANCIAL ASPECTS OF CORPORATE TAX RISK MANAGEMENT</u>	
<i>Vira Shepeliuk</i>	98
<u>LEGAL, ECONOMIC, AND TECHNICAL ASPECTS OF CRYPTOCURRENCY INVESTING IN UKRAINE</u>	
<i>Alla Dombrovska</i>	101
<u>WILL THE REGULATION OF CRYPTOCURRENCY OPERATIONS BE TRANSPARENT AFTER THE ENACTMENT OF THE VIRTUAL ASSETS LAW?</u>	
<i>Volodymyr Marchenko</i>	104
<u>IMPROVING THE MANAGEMENT OF CUSTOMS CONTROL IN UKRAINE: MAIN DIRECTIONS AND PROSPECTS FOR IMPLEMENTATION</u>	
<i>Marta Karpa, Oleksandr Akimov</i>	106
<u>INTERNATIONAL EXPERIENCE OF PROTECTION OF COMMERCIAL SECRETS OF CORPORATIONS</u>	
<i>Hisham Shakhatreh, Esraa Mohamed Ababneh</i>	109
<u>THE ROLE OF CORPORATE GOVERNANCE IN CREATING A FAVORABLE INVESTMENT CLIMATE: A COMPARATIVE PERSPECTIVE ON UKRAINIAN REALITIES</u>	
<i>Nataliya Mamontova, Yaroslav Verkhohliad</i>	110
<u>THE MAIN DIRECTIONS OF REDUCING THE LEVEL OF CORRUPTION IN UKRAINE</u>	
<i>Nataliia Shevchenko, Marta Kopytko, Iryna Mihus</i>	112
<u>MODERN TRENDS AND CONTINUOUS DEVELOPMENT OF WAREHOUSE MANAGEMENT SYSTEM</u>	
<i>Nadiia Reznik</i>	114
SECTION 3. CORPORATE GOVERNANCE VS CORPORATION'S VALUE	116
<u>INNOVATIVE APPROACH TO THE MARKETING OF VALUES IN THE FORMATION OF HUMAN CAPITAL</u>	
<i>Mykola Denysenko, Elena Golovnina</i>	117
<u>METHODOLOGICAL APPROACHES TO LEVEL ASSESSMENT DEVELOPMENT OF GREEN INTELLECTUAL CAPITAL IN CORPORATE MANAGEMENT</u>	
<i>Yevheniia Khaustova</i>	119
<u>CORPORATE MANAGEMENT OF STATE-OWNED COMPANIES IN A CORRUPT ENVIRONMENT</u>	
<i>Yuriy Gavrylechko</i>	121
<u>EXPLORING THE IMPACT OF ELIMINATE-REDUCE-RAISE-CREATE FRAMEWORK ON CONSUMER BEHAVIOURAL ACCEPTANCE OF NEW FINANCIAL PRODUCTS</u>	
<i>Jimnee Deka, Meghna Sharma</i>	123

THE INFLUENCE OF CORPORATE GOVERNANCE ON SUSTAINABLE PRACTICES IN HOSPITALITY

Andrii Beliak

125

SYSTEM FOR MANAGING THE COMPETITIVENESS OF INTERNATIONAL CORPORATIONS IN THE CONTEXT OF DIGITALIZATION

Yana Koval

128

STRATEGIC SECURITY OF THE ENTERPRISE

Valerii Kotliarov

132

ASPECTS OF CORPORATE MANAGEMENT IN ANTI-RAIDER ACTIVITY

Zinaida Zhyvko

134

CORPORATE MANAGEMENT IN CONDITIONS OF CONSTANT CHANGES

Iryna Burlakova

135

GREENWASHING MARKETING CONCEPT IN FASHION INDUSTRY

Olena Naumova, Antonina Kotova

137

HISTORICAL PREREQUISITES FOR THE IMPLEMENTATION OF THE CORPORATE GOVERNANCE CODE

Mykola Andrienko, Petro Gaman

138

CORPORATE GOVERNANCE IMPACTS ON UKRAINE'S SOCIAL SECURITY

Pavlo Liashenko

141

SECURITY OF CORPORATE GOVERNANCE IN TIMES OF WAR

Oleksandra Liashenko

143

INTRODUCTION

Most companies are created as corporations, which have their own unique characteristics of conducting business, managing finances, and interacting with stakeholders.

The value of a corporation depends not only on its profitability, but also on other factors, such as the relationship between the state, shareholders, banks and employees.

For the third year in a row, we are holding the International Conference on Corporate Governance in an online format. Every year, the circle of our participants expands and the number of countries and universities they represent grows.

A special feature of the third International Conference on Corporate Management is the participation of the University (Poland) and the University (India).

During the conference, issues of corporate governance were discussed in the context of management, finance, accounting, taxation, law and psychology.

I sincerely thank all scientists for the materials provided and I hope that everyone enjoyed the seminar "Corporate well-being as the energy of business" by Iryna Burlakova, doctor of psychological sciences, professor, certified business coach.

I hope that our International Conference on Corporate Governance (ICCM) will be the place to discuss issues related to corporate governance and stakeholder relations for many years to come.

As the chairman of the 3rd International Conference on Corporate Governance (ICCM), I have great joy and honor to welcome you all to the third edition of our conference!

*Iryna Mihus, 3rd ICCM'2023 Chair
Püssi, Estonia on June 29, 2023*

SECTION 1

Corporate Governance: Stakeholder engagement

CORPORATE RULES AND PUBLIC GOVERNMENT RULES: A COMPARATIVE ANALYSIS.

Iryna Radionova²

¹*Doctor of Science (Economics), Professor, Kyiv National Economic University named after Vadym Hetman, Kyiv, KROK University, Kyiv, Ukraine, ORCID: <https://orcid.org/0000-0002-0941-2867>*

Abstract. Governance rules for all levels of governance are the behavior algorithms for the participants of the management process. Comparing the rules of corporate governance with the rules of public governance is appropriate and relevant. After all, on the basis of the common and distinctive features of these rules, it is possible to generalize about the improvement of the management process at both levels.

The methods of deductive and comparative analysis are applied in this study of the rules of corporate governance

We rely on the fact that in all definitions of the concept of "corporate governance" there is an indication of the system of rules by which corporations are governed. It is known, that the definition of corporate governance also includes the mention of «practices» and «processes» by which the company's activities are directed and controlled.

Based on the analysis of works about corporate governance, three groups of rules can be distinguished. According to the scope criterion, these groups of rules look like this:

1) rules on harmonization the interests of stakeholders - shareholders, investors, consumers, employees, customers, governments, communities, etc. [1];

2) voting rules when making management decisions [2];

3) rules on optimizing the activities of the corporation as a complete system, covering organization, accounting, ensuring efficiency, etc. [3].

The mentioned three groups of corporate governance rules can be conditionally identified as follows:

- "ethics rules",
- "voting rules",
- "optimization rules".

Usually, the rules of corporate governance are presented in descriptive form. Therefore, they can have an emotional impact

on the participants of the management process. But in such descriptive form, they are not characterized like clarity and unambiguous interpretation. For example, one of the five rules of corporate governance in the source [3] is formulated as follows: "Organization: an organization suitably structured to effect good corporate governance." The importance of creating an adequate corporate structure declared in this formulation is undeniable. But the rule "Organization" defined in this way requires an interpretation, at least, of the concept of "suitably structured". Therefore, it involves further specification

The public government rules in the national economy sphere related to the activities of central economic authorities. They are divided into groups in connection with the field to which they related: monetary and fiscal rules. The most famous are the monetary rules. For example, Taylor monetary rule. Monetary rules are the algorithms of the Central Bank actions in determining the real interest rate or other indicators (parameters) of the monetary sphere.

There are two forms of the Teylor rule presentation, namely:

- general form - equation with three variables: real interest rane, inflation gap, output (GDP) gap. In its general form, the Taylor rule is found in a set of Macroeconomics textbooks, namely:

$$r_t - r^* = \alpha (\pi_t - \pi^*) + \beta (Y_t - \bar{Y})$$

($r_t - r^*$ - deviation of the actual interest rate from the equilibrium interest rate, $\pi_t - \pi^*$ - deviation of the actual inflation from the targeted one, $Y_t - \bar{Y}$ - deviation of the actual product (GDP) from the potential one, α, β - parameters of the equation);

- specific form - equation with values of coefficients for variables. The quantitative values of coefficients for variables determed

according to the econometric calculations based on the data of different countries.

For example, one of the modifications of the Taylor rule equation looks like this [4]:

$$i_t = \pi_t + 0.5y_t + 0.5(\pi_t - 2) + 2$$

(i_t - interest rate, π - inflation rate, y_t - output gap of the current period).

Taylor's monetary rule, as well as other public government rules, in both forms of their presentation - general and specific - have the following features:

- reflect the targets of the management process that mean the achievement of certain economic indicators;

- reflect the factors that should be taken into account when achieving the targets, as well as the quantitative relations that exist between the targeting indicators and the factors of influence.

A comparison of the methods of identification of the rules of corporate management and the rules of public management in the economic sphere makes it possible to offer such generalizations:

Rules, which are an important element of the management process at any level, can reflect the value aspects of the activities of economic entities. However, they should also direct participants of the economic relations to specific targets and contain algorithms for specific actions.

In order to the corporate governance functions assigned to them, it is advisable to formalize these rules and present them in such a way that they reflect the governance targets and the ways to achieve these targets.

Keywords: corporate governance; public government; rules.

References:

1. The Corporate Governance of Listed Companies: A Manual for Investors second edition. 2009. CFA Institute Centre for Financial Market Integrity. URL: <https://www.cfainstitute.org/-/media/documents/article/position-paper/corp-gov-listed-companies-manual-for-investors-2nd.pdf>
2. Harris M., Raviv A., Corporate governance: Voting rights and majority rules Journal of Financial Economics Volume 20, January–March 1988, Pages 203-235 URL: [https://doi.org/10.1016/0304-405X\(88\)90045-1](https://doi.org/10.1016/0304-405X(88)90045-1)
3. Golden Rules. The Key to Golden Corporate Governance. Applied Corporate Governance. 2018 URL: <https://www.applied-corporate-governance.com/best-corporate-governance-practice/>
4. Mohanty M.S, Marc Klau M. Using Monetary Policy Rules in Emerging Market Economies. URL: <https://www.bis.org/publ/work149.pdf>

How to cite:

Radionova, I. (2023). Corporate rules and public government rules: a comparative analysis. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-10-11>.

NEW CHALLENGES TO THE IMPLEMENTATION OF QUALITY AUDIT PROCEDURES OF ENTREPRENEURIAL BUSINESS STRUCTURES

Olha Pylypenko¹

¹PhD, Associate professor, Associate professor of Finance and Accounting Department, V.I. Vernadsky Taurida National University, Kyiv, e-mail: pylypenko.olha@tnu.edu.ua, ORCID: <https://orcid.org/0000-0003-3997-9108>

Abstract. The impact of the war created difficult conditions for many spheres of activity in Ukraine, including auditing. Military operations primarily affect audit activity due to the risks of economic instability and changes in legislation. The most difficult problem was the difficulties with collecting and verifying the financial statements of enterprises whose assets remained in the temporarily occupied territory, were destroyed or damaged as a result of hostilities. This leads to an increase in the risks of conducting quality audit procedures, in particular due to an increase in the risks of financial fraud and money laundering.

The purpose of the work is to research the peculiarities of the audit of the economic activity of enterprises in view of changes in the economic system.

Analysis of financial and economic activity is possible in several cases:

1) for the needs of the company's management - operational, current and strategic analysis;

2) when conducting an audit in order to identify the correctness and reliability of the display of accounting indicators in reporting documents.

The methodology for analyzing the financial and economic activity of the enterprise must be based on the existing methodological base, taking into account amendments and adjustments in connection with the incurred losses and destruction of material values and property and the possible impact of future events on the property status of the enterprise.

The criterion for assessing an enterprise's financial condition for financial diagnostics is some "proper" or "normal" financial condition, which in diagnostics serves as target states [1].

During the audit, the auditor pays attention to the compliance of financial statements with the following international auditing standards (ISA) [2]:

ISA 315 (revised) "Identification and assessment of risks of material misstatement" - in part of the revised own assessment of risks of material misstatement of financial statements caused by war, for example, related to the liquidity of the client's company;

ISA 500 "Audit evidence" - in the part of formulating one's own opinion or its modification regarding financial statements based on the received audit evidence. In connection with difficult circumstances (military actions and martial law), the auditor should modify the approach to the audit, especially in conditions of limited access to the audit object;

ISA 570 (revised) "Continuity of business" - in terms of taking into account the impact of military operations and martial law, the Covid-19 coronavirus pandemic, and other global impacts. In connection with the above, the auditor needs to take into account: updating forecasts and sensitivity analysis taking into account the identified risk factors and various possible outcomes; review of projected compliance with contractual conditions (covenants) in various scenarios; changes in the company's operation plans regarding future actions; expansion of information disclosure;

ISA 560 "Events after the reporting period" - in terms of making appropriate changes to the forecast values of indicators by management personnel, in connection with military operations and martial law. The auditor takes into account all current and potentially high levels of risk and their possible impact on such indicators.

The generalization of audit practice made it possible to single out the following

general changes in audit activity during wartime [3]:

1. Staff reduction.
2. Reduction of budgets.
3. Review of work plans.
4. Change in the internal audit of corporate clients.

Let us analyze in more detail the changes in the organization of the activities of auditors and audit firms caused by the change in regulatory requirements [4]:

1. Prohibition of collaboration with Russian auditors and auditing firms.
2. Partial exemption from payment of membership and other fees.
3. Reduction of the fixed fee for mandatory audit tasks.
4. Relaxation of qualification criteria for employees.
5. Suspension of inspections and extension of validity of quality control certificates.

6. Postponement of reporting.
7. Termination of liability and change of control periods.
8. Reduction of the requirements for acquiring auditor qualifications.

Thus, military aggression and the introduction of martial law throughout the territory of Ukraine have seriously changed the conditions for the functioning of enterprises (organizations). There was a need to adjust the methodology of analysis and audit at the enterprise. The auditor, first of all, should rely on the use of the existing methodology of conducting an audit, based on international auditing standards, taking into account force majeure circumstances (including military actions and martial law) that caused losses and destruction of the company's property.

Keywords: audit activity, martial law, enterprise, ISA, audit services

References:

1. Mihus, I., Denysenko, M., Rumyk, I., Pletenetska, S., Laptiev, M., & Kupriichuk, V. (2021). Methodology of corporate financial diagnostics in the period of a crisis. *Journal of Interdisciplinary Research*, 11 (1), 52-55.
2. Audytorska Palata Ukrainy. Informatsiyni lyst Rady Audytorskoi Palaty Ukrainy shchodo vplyvu viiskovoi ahresii Rosiiskoi Federatsii na finansovu zvitnist ta audytorski zvity. (2022). [Audit Chamber of Ukraine. Information letter of the Council of the Audit Chamber of Ukraine regarding the influence of the military aggression of the Russian Federation on financial reporting and audit reports]. Available at: <https://www.apu.com.ua/wp-content/uploads/2022/03/INFORMATSIINYI-LYST-APU.pdf>
3. Accounting and financial science and practice: development priorities and mission in wartime: materials of the XIII International. science and practice conf. (November 16, 2022, Kyiv). Kyiv: NNC "IAE", 2022.
4. On Amendments to the Law of Ukraine "On the Audit of Financial Statements and Auditing Activities" regarding the provision of auditing activities during the period of martial law and post-war economic recovery: Law of Ukraine dated 31.05.2022 № 2285-IX. URL: <https://cutt.ly/D4d0I7A>

How to cite:

Pylypenko, O. (2023). New challenges to the implementation of quality audit procedures of entrepreneurial business structures. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-12-13>.

THE POWER OF A TEACHER'S PERSONAL BRAND: A NECESSITY FOR MODERN EDUCATIONAL MANAGEMENT

Iryna Mala¹

¹Senior Lecturer of the Department of Management Technologies, University of Economics and Law "KROK", Kyiv (Ukraine), e-mail IrynaMB@krok.edu.ua, ORCID: <https://orcid.org/0000-0003-0773-5336>

Abstract. In the ever-evolving landscape of education, the concept of personal branding has emerged as a necessity for effective educational management. A teacher's personal brand holds significant power in shaping their professional identity, influencing students, and contributing to the overall success of the educational institution. In the realm of education, the concept of personal branding is not limited to individuals in the corporate world. Teachers, as influential figures in shaping students' lives, can leverage their personal brand to contribute to the success of the educational institution they represent. This article explores the importance of a teacher's personal brand as an essential element of modern educational management.

Teachers who cultivate a strong personal brand position themselves as experts in their subject matter and educational practices. By continuously expanding their knowledge, participating in professional development opportunities, and showcasing their expertise, they build credibility and gain the trust and respect of students, parents, colleagues, and the community. This trust contributes to a positive perception of the teacher and enhances the institution's credibility.

Teachers with a well-defined personal brand can create an engaging and motivating learning environment. Their unique teaching style, innovative approaches, and passion for their subject matter can inspire students to become active participants in their education. A teacher's personal brand that emphasizes creativity, enthusiasm, and a student-centered approach fosters a positive learning experience and enhances student outcomes.

A teacher's personal brand extends beyond their professional expertise. It encompasses their personality, teaching style, and interpersonal skills. Teachers who

cultivate a positive and supportive classroom environment, establish meaningful connections with students, and demonstrate empathy and understanding, develop a reputation for being caring and effective educators. These relationships contribute to a positive perception of the teacher and, in turn, the educational institution.

A teacher's personal brand extends beyond the classroom and can have a significant impact on educational leadership. Teachers who cultivate a strong personal brand become influential voices in educational discussions, policy-making, and decision-making processes. Their expertise and reputation position them as thought leaders who can shape the direction and strategies of the institution, ultimately contributing to its success.

A well-developed personal brand encourages collaboration and fosters a culture of professional growth within the institution. Teachers who actively network, share their expertise, and collaborate with peers create an environment of continuous learning. By leveraging their personal brand, teachers can facilitate the exchange of best practices, mentorship opportunities, and the overall improvement of teaching standards within the institution.

Institutions that prioritize and support the personal branding efforts of their teachers become attractive destinations for talented educators. A positive and empowering environment that encourages teachers to develop their personal brands helps attract and retain high-quality staff. The institution's reputation as a place that values professional growth and recognition becomes a magnet for educators seeking to enhance their careers.

The collective personal brands of teachers contribute to the overall reputation of the educational institution. A faculty known for its expertise, innovation, and commitment

to student success enhances the institution's image and competitiveness. A positive institutional reputation, built through the personal brands of its teachers, attracts students, parents, and partnerships, fostering long-term success.

In the modern educational landscape, the power of a teacher's personal brand cannot be overlooked. Educational management must recognize and support teachers in developing

their personal brands, as they have the potential to positively influence student outcomes, shape educational leadership, foster collaboration, attract talent, and strengthen the institutional reputation. By investing in the personal branding efforts of teachers, educational institutions can create a culture of excellence, innovation, and continuous improvement, ultimately leading to the success of the institution as a whole.

Keywords: brand; teacher's personal brand; branding; education management.

References:

1. How to form a teacher's personal brand, 2021 [Electronic resource].- Access mode http://prosvitcenter.org/brend-vchytelia_propraktyky (accessed 25.06 2023)
2. Alla Yevtushenko.Does a teacher need a personal brand?, 2020 [Electronic resource].- Access mode <https://osvitnova.com.ua/posts/3350-chy-potriben-vchyteliu-personalny-brend> (accessed 25.06 2023)

How to cite:

Mala, I. (2023). The power of a teacher's personal brand: a necessity for modern educational management. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-14-15>.

UKRAINIAN PHARMACEUTICAL MARKET DURING FIRST YEAR OF WAR CONFLICT

Tetiana Dziuba¹

¹Postgraduate student of the Department of Health Care Management and Public Administration, Shupyk National Healthcare University of Ukraine, Kyiv, Ukraine, e-mail: tatiyana.dziuba@gmail.com, ORCID: <https://orcid.org/0000-0003-4100-2785>

The pharmaceutical industry is one of the key ones in the structure of the Ukrainian economy. Until 2020 there has been a steady increase in sales in the Ukrainian pharmaceutical market [1, 2].

By Decree No. 647-r dated July 26, 2022 "On Amendments to the Appendix to Order No. 843 of the Cabinet of Ministers of Ukraine dated August 14, 2013", the Cabinet of Ministers of Ukraine decided to make the pharmaceutical industry as one of a priority sectors of the economy of Ukraine [3].

Analysts conditionally divide countries according to the development of the pharmaceutical sector as follows:

1) Designed by: Spain, South Korea, Italy, USA, UK, Australia, Germany, Canada, Japan, France.

2) Pharmerging - do not rank high enough in terms of drug consumption per person, but have a rapid growth. Some of the key pharmaceutical markets are China, India, Brazil, South Africa, Mexico, Indonesia, Turkey, etc.

3) Lower-income countries. Low-income countries with significantly less access to medicine, which has been declining over the past five years, with no improvement in healthcare [4].

It is Pharmerging markets that are driving the growth of the global pharmaceutical sector. Developed markets are more stable, including due to the loss of exclusivity of the original brands.

According to the dynamics of growth, pharmaceutical Ukraine has been repeatedly referred to the "Pharmerging markets" cluster, that is, it is attractive for investment. However, on the other side of the lever there are too high risks of presence in the Ukrainian business arena. For example, country risk - this risk is associated with political and economic changes in the country, which may

affect the ability of the country, companies and other borrowers to meet external debt obligations [5, 6].

The positive trend in the development of the Ukrainian pharmaceutical market is interrupted by external factors. Some of them are global, like the 2008-2009 crisis or the COVID-19 pandemic. However, the most dramatic and destructive impact on the pharmaceutical sector of the economy was made by 2 wars in 2014 and 2022 [7].

As a result of the aggression of the Russian Federation since 2014, the following have been under temporary occupation or lost as of 22.08.2022 [8]:

~132,000 sq. km or ~22% of the area

~15 million people or ~33% of the existing population

~5000 or ~25% of pharmacy outlets

~ UAH 37 billion or ~ 27% of potential annual drug consumption lost

If we evaluate the Ukrainian market from the point of view of global pharmaceutical companies, the share of up to 0.25% on a global scale is insignificant. But for local players, the Ukrainian market is the main one that forms the turnover of the enterprise.

On February 24, panic seized the population. There were queues at grocery stores and pharmacies, people tried to replenish their home first aid kit, stock up on food and get away from the war.

Panic moods led to an abrupt increase in the consumption of medicines: + 69% compared to the same period last year. A similar picture could be observed in the 13th week of 2020, when Ukraine announced the start of a pandemic and the introduction of COVID-19 quarantine measures. The peak of consumption in the 8th and 9th weeks of 2022 was followed by an ongoing sharp decline.

The number of crossings of the Ukrainian border from the beginning of the war to 08/30/2022: 12.0 million – departures from Ukraine, 5.3 million – entries into Ukraine. According to sociological studies, ~ 10% of refugees do not plan to return [9]. The population that estimated on September 2022 was approximately 30 million people (calculated as the difference between the current population as of February 1, 2022 and the number of Ukrainian refugees according to UNHCR)

Most of the migrants were women with children. As a result, pediatric drugs have lost a significant market share in retail consumption.

Another important aspect of forced mixing was the shortage of personnel. There was a critical shortage of personnel in pharmacies and manufacturing (especially in active war zones).

As of August 31, 2022, 16,980 pharmacies or 81% of the pre-war number were operating in Ukraine. The hostilities in Ukraine led to:

- closing of 3874 pharmacies (19%) of pharmacies;
- reduction of working hours of pharmacies;
- significant shortage of staff.

In the territories where active hostilities took place, in the front-line territories, and even more so in the occupied ones, the possibility of the normal functioning of the industry almost completely disappeared.

With the outbreak of hostilities, stable logistics routes were interrupted – both internal logistics and the delivery of the necessary imported components for the production of medicines: active pharmaceutical ingredients, packaging components, excipients, etc [10, 11]. Distributors have suffered significantly, forced to work in extreme conditions in order to provide pharmacies and the public with the necessary medicines.

Under the circumstances, a stream of humanitarian aid poured into Ukraine. It helped a lot in the early stages. But over time and stabilization of the situation in some regions, it began to take over a certain share

of the segment, which could be covered by Ukrainian manufacturers. An oversupply of some medicines stops Ukrainian production, with the stoppage of production comes a reduction in jobs, and then the inability to restart production sites. Such a development of events can lead to the collapse of an entire vital industry. The presence of government orders can have a significant impact on the ability to save jobs, knowledge, technology and directly develop the pharmaceutical industry. To support the economy, it is important to break this vicious circle so that people can work, spend money and pay taxes in Ukraine.

Conclusions:

1) The pharmaceutical industry of Ukraine is one of the 7 priority sectors of the Ukrainian economy. On a global scale, the market share of pharmaceutical Ukraine ranges from 0.25% to 0.39% and tends to grow, which is hindered by external factors. The most unfavorable are military operations.

2) The military actions of 2014 and 2022 led to a drop in sales and a decrease in the market share of pharmaceutical Ukraine on the world stage. High growth rates are of interest to foreign companies.

3) At present, in volume terms, the dominant market share in Ukraine is occupied by domestic producers, in monetary terms – by imports. In turbulent times, the consumer switches to locally produced medicines in order to save money. That is why it is extremely important to have an alternative in each category of medicines in order to be able to choose.

4) Formation of the financial, research, technological, production and personnel potential of the industry, institutional, legal, organizational and economic relations between state authorities and domestic pharmaceutical manufacturers can ensure the ability of the pharmaceutical industry to function on an innovative basis, which guarantees uninterrupted, wide-range availability of medicines for of the population, high medical efficiency of vital and essential medicines – that is, the pharmaceutical safety of citizens.

Keywords: management; market; conflict.

References:

1. Achkasova O. V. The development of social entrepreneurship in Ukraine under martial law. - 2022. - No. 23 DOI: <https://doi.org/10.32782/2524-0072/2022-37-40>
2. Kotvitskaya A. A., Kubareva I. V., Surikov O. O., Volkova A. V. Social pharmacy as a component of the system of pharmaceutical provision of the population and interdisciplinary science. Social pharmacy in Ukraine: state, problems and prospects: materials of Vseukr. scientific-practical. Internet conf. with the participation of international special, Kharkiv, April 3 2013 Kharkov: NUPh. - 2013. - S. 14–28.
3. Decree of the Cabinet of Ministers of Ukraine "On amendments in addition to the Decree of the Cabinet of Ministers of Ukraine dated Aug. 14, 2013 No. 843, available at: <https://zakon.rada.gov.ua/laws/show/647-2022-%D1%80#Text>
4. Understanding key factors impacting global market growth, Source: IQVIA Market Prognosis Global, October 2018 available at: <https://www.iqvia.com/-/media/iqvia/pdfs/library/infographics/understanding-key-factors-impacting-global-market-growth.pdf>
5. Berezskaya K.M., Nemish V.M. Modeling of economic processes under risk and uncertainty. – 2022.
6. Podolyak O.V. Regulation of the development of the pharmaceutical market in the region: Abstract of the thesis. dissertation, Global Economics, Taras Shevchenko National University of Kyiv, Kyiv, Ukraine. dis. - 2021: dis. – 2021
7. Global Use of Medicines 2022, IQVIA Institute, Dec 09, 2021 available at: <https://www.iqvia.com/insights/the-iqvia-institute/reports/the-global-use-of-medicines-2022>.
8. Marinenko, N., Kramar.I. "The Cost of War: Economic Measurements and Preliminaries." // Collection of abstracts of the International scientific conference "Military conflicts and man-made disasters: historical and psychological consequences". - 2022. - 84-87.
9. The pharmaceutical market is on the way to recovery - UDT 1/09/2022, Pharmacy Weekly No. 16/1716/17 (1337/1338), July 11, 2022 available at: <https://www.apteka.ua/article/640253>.
10. Dokienko, L.M. Klymenko, V.V. and Akimova, L. M. (2011), Investment management: training. Guide, Akademvydav, Kyiv, Ukraine.
11. Klymenko, V.V. Akimova, L.M. and Dokienko, L.M. (2015), Finansovyj rynek [Financial Market], Center for Educational Literature, Kyiv, Ukraine.

How to cite:

Dziuba, T. (2023). Ukrainian pharmaceutical market during first year of war conflict. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-16-18>.

AN EVALUATION OF THE ISSUES AND VARIABLES AFFECTING THE LOGISTICS SECTOR'S GOODS FORWARDING BUSINESS

Sandeep Kumar Gupta¹, Deepa Rajesh², Svitalana Ilinich³, Nikhil Singh⁴

¹PhD, Professor, Centre for Statistics, Modelling and Simulation, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India, e-mail: skguptabhu@gmail.com, ORCID: <https://orcid.org/0000-0002-2670-2858>

²PhD., Vice President (Academic), AMET University, Chennai, India, e-mail: executivedirector@ametuniv.ac.in

³PhD., Director/ Associate Professor, Open International University of Human Development "Ukraine", Kyiv, Ukraine, e-mail: ilnichsvitlana@gmail.com, ORCID: <https://orcid.org/0000-0003-4130-7933>

⁴MBA Student, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India

Abstract. The main goal of this study was to comprehend some of the difficulties and factors that organisations that handle the distribution and forwarding of shipper cargo face in their logistical operations. A goods forwarder is a person or business that plans shipments for businesses or people to transport heavy orders from the producer or maker to the market or point of distribution. To make the flow of products easier, forwarders will get into a contract with a carrier. A forwarder is a specialist in supply chain management; they are not often carriers. In other terms, a goods forwarder is a third-party (non-asset based) logistics provider or a "travel agent" for the cargo business. To carry cargo ranging from unprocessed agricultural materials to manufactured commodities, a forwarder will enter into agreements with asset-based carriers.

Managing the efficient, effective, forward and reverse flow and storage of goods, services, and related information

between the point of origin and the point of consumption in order to satisfy customer needs is referred to as logistics management or supply chain management.

The study focused on a carefully chosen sample of employees, representatives of goods transporters, and senior management staff in the central distribution centre of the company, which is located in Chennai's district.

A research on the factors impacting the goods forwarding industry in Multimodal Logistics. is the main goal of this projects. It is crucial to examine the issues that goods forwarders encounter from carriers, businesses, and individual clients. by examining and contrasting the numerous issues that goods forwarders encounter. Finding the answers to difficulties and ensuring the smooth operation of company is simple. This will make it easier for Multimodal Logistics. to secure a respectable market share.

Keywords: freight forwarding; logistics provider; multimodal logistics.

Reference:

1. Cheng, Yung-Hsiang and Chian-Yu Yeh. (2007). "Core Competencies and Sustainable Competitive Advantage in Air-Cargo Forwarding: Evidence from Taiwan. *Transportation Journal*, 46(3), pp. 5–21, *JSTOR*.
2. Dias, A., et al. (2018). Determinants of Customer Satisfaction in Freight Forwarding Companies in Sri Lanka. *International Journal of Multidisciplinary Studies*.5. 84. 10.4038/ijms.v5 i2.10.
3. Gillis, Chris (1966). The Changing World of Freight Forwarding". *The American Shipper*, October, 49-77.
4. Divyaranjani, R. et al. (2023). An Analysis of Compensation Instruments on Employees' Job Satisfaction. In: Alareeni, B., Hamdan, A., Khamis, R., Khoury, R.E. (eds) *Digitalisation: Opportunities and Challenges for Business*. ICBT 2022. Lecture Notes in Networks and Systems, vol 621. Springer, Cham. https://doi.org/10.1007/978-3-031-26956-1_31
5. Demilie Basha Hailu & Meron Zenasellasse (2016). An empirical investigation of performance of logistics and economic growth nexus in sub-Saharan Africa: panel data approach, 5(8), August, DOI: 10.21275/ART20161167.
6. Fu chin chin jung han bae, Gwi ok Kim (2008). A Survey on logistics Service Providers in Shanghai, International

Journal of Physics Distribution of logistics Management, Yeungnam University, 29(90), 588-605.

7. Gutierrez-Gutierrez, L.; De Leeuw, S. and Dubbers,(2015). Logistics services and lean six sigma implementation, By International Journal of Lean Six Sigma, 7(3) , 324 – 342, DOI: <http://dx.doi.org/10.1108/IJLSS-05-2015-0019>
8. Kokkinis, G., Mihiotis, A. and Pappis, C.P. (2006). Freight forwarding in Greece: Services provided and Choice Criteria. *Euro Med Journal of Business*, 1(2), 64-81.
9. Krajewska, M.A., and Confer, H. (2006). Collaborating Freight Forwarding Enterprises.
10. OR Spectrum 28, 301–317.
11. Kumar, V., Gupta, S.K., Kaushik, R., Verma, S.K., Sakovska, O. (2023). An Intuitionistic Fuzzy Approach to Analysis Financial Risk Tolerance with MATLAB in Business. In: Agrawal, R., Mitra, P., Pal, A., Sharma Gaur, M. (eds) International Conference on IoT, Intelligent Computing and Security. Lecture Notes in Electrical Engineering, vol 982. Springer, Singapore. https://doi.org/10.1007/978-981-19-8136-4_26
12. L. Prasad, P. Mishra, S. Kumar Gupta and Ş. Aslan, "Dynamics of business and opportunities for employability using predictive modeling tools of Machine Learning and R programming," 2023 International Conference on Device Intelligence, Computing and Communication Technologies, (DICCT), Dehradun, India, 2023, pp. 223-228, doi: 10.1109/DICCT56244.2023.10110272.
13. Lander Rachel (2016). Addressing the challenges of logistics and supply chain education, International scientific conference business logistics. <https://ideas.repec.org/a/osi/bulimm/v16y2016p39-50.html>
14. Liu Ji & Yuanyuan Wen (2012). Study of competitiveness - a case study of DHL, By, university ofgavle, June.
15. Sharma R., Mohan M, Gupta S. K. (2022). The effect of ambiance, layout, and utility for the escape to the mall, Innovative Marketing, ISSN 1814-2427, 18(4), Pp 171-173, doi: [http://dx.doi.org/10.21511/im.18\(4\).2022.14](http://dx.doi.org/10.21511/im.18(4).2022.14)
16. Sharma, R., Mohan, M., & Gupta, S. K. (2023). Emotions in retail setting: a systematic literature review based on current research. *International Journal of Experimental Research and Review*, 30, 416–432. <https://doi.org/10.52756/ijerr.2023.v30.039>
17. Subhashini, S. and Preetha, S. (2018) An Empirical Analysis of Service Quality Factors Pertaining to Ocean Freight Forwarding Services, *Maritime Business Review*, 3(3), 276-289.
18. Vasantha. S and S. Meena (2019). Challenges Faced by Freight Forwarders in their Operations in Chennai City, Tamil Nadu". *Asian Review of Social Sciences*, 8(1) January-March, 6-8.
19. Wang, Xin. Herbert Kopfer and Michel Gendreau (2014). Operational Transportation Planning of Freight Forwarding Companies in Horizontal Coalitions". *European Journal of Operational Research*, 237(3), 1133-1141.

How to cite:

Kumar Gupta, S., Rajesh, D., Ilinich, S., & Singh, N. (2023). An evaluation of the issues and variables affecting the logistics sector's goods forwarding business. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-19-20>.

AN EVALUATION OF CUSTOMS CLEARANCE OPERATIONS AT CHENNAI PORT

Sandeep Kumar Gupta¹, Svitalana Ilinich², V. Noah³

¹PhD, Professor, Centre for Statistics, Modelling and Simulation, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India, e-mail: skguptabhu@gmail.com, ORCID: <https://orcid.org/0000-0002-2670-2858>

²PhD., Director/Associate Professor, Open International University of Human Development "Ukraine", Kyiv, Ukraine, e-mail: ilinichsvitlana@gmail.com, ORCID: <https://orcid.org/0000-0003-4130-7933>

³MBA Student, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India

Abstract. An essential step before products may be imported or exported abroad is customs clearance. When a cargo is cleared, the shipper must present proof that the necessary customs fees have been paid before the shipment may be processed. Every imported item requires payment of a customs charge. Every imported commodity is subject to customs duty, a type of indirect tax. For instance, last week we imported tractor tyres from Sri Lanka; these tyres included a proportion of a customs duty that we had to pay.

Additionally, some items fall under the HS code. When the package has been cleared, the shipper is given a document stating that

all customs fees have been paid and that the shipment can continue. The customs clearance procedure is often handled by a goods forwarder, but you can also opt to work with a customs broker.

Whether you want to send goods abroad by air or water, customs clearance is a need. Before the shipment may depart the port or airport of origin, the shipper must get the export clearance. Prior to the delivery of the goods to the consignee, import clearance is necessary in the destination nation. Customs tariff: A tariff is a levy imposed on the import or export of commodities by the government of a nation or of a supranational union.

Keywords: foreign trade; customs duty; customs clearance.

Reference:

1. R.S.N. Pillai, Bagavathi- "Statistics theory and practice", S.Chand Publications-7thedition
2. DonaldJ.Bowersox, DavidJ.ClossandM.Bixby. Bixby. Bixby. Bixby. Bixby. Bixby.
3. Bixby. Bixby Cooper, "Supply Chain Logistics Management", TataMcGrawHill,2008
4. "Dual-Channel System (Customs Clearance)". Ica.gov.sg. Archived from the original on 2015-09-06. Retrieved 2015-09-02.
5. Uppal, A. *et al.* (2023). Service Quality's Effect on Customer Satisfaction (A Comparison Assessment of the Public and Private Banking Sectors). In: Alareeni, B., Hamdan, A., Khamis, R., Khoury, R.E. (eds) Digitalisation: Opportunities and Challenges for Business. ICBT 2022. Lecture Notes in Networks and Systems, vol 621. Springer, Cham. https://doi.org/10.1007/978-3-031-26956-1_3
6. Divyaranjani, R. *et al.* (2023). An Analysis of Compensation Instruments on Employees' Job Satisfaction. In: Alareeni, B., Hamdan, A., Khamis, R., Khoury, R.E. (eds) Digitalisation: Opportunities and Challenges for Business. ICBT 2022. Lecture Notes in Networks and Systems, vol 621. Springer, Cham. https://doi.org/10.1007/978-3-031-26956-1_31
7. Kumar, V., Gupta, S.K., Kaushik, R., Verma, S.K., Sakovska, O. (2023). An Intuitionistic Fuzzy Approach to Analysis Financial Risk Tolerance with MATLAB in Business. In: Agrawal, R., Mitra, P., Pal, A., Sharma Gaur, M. (eds) International Conference on IoT, Intelligent Computing and Security. Lecture Notes in Electrical Engineering, vol 982. Springer, Singapore. https://doi.org/10.1007/978-981-19-8136-4_26
8. L. Prasad, P. Mishra, S. Kumar Gupta and Ş. Aslan, "Dynamics of business and opportunities for employability using predictive modeling tools of Machine Learning and R programming," 2023 *International Conference on Device Intelligence, Computing and Communication Technologies, (DICCT)*, Dehradun, India, 2023, pp. 223-228, doi: 10.1109/DICCT56244.2023.10110272.
9. Sharma, R., & Arora, V. (2019). Escape through consumption. *Dr. Sandeep Marwah*, 33. <https://absjournal.abs.edu.in/ABS-Journal-Volume-7-issue-2-December-2019.pdf>
10. Sharma R., Mohan M, Gupta S. K. (2022). The effect of ambiance, layout, and utility for the escape to the mall,

Innovative Marketing, ISSN 1814-2427, 18(4), Pp 171-173, doi: [http://dx.doi.org/10.21511/im.18\(4\).2022.14](http://dx.doi.org/10.21511/im.18(4).2022.14)

11. Sharma, R., Mohan, M., & Gupta, S. K. (2023). Emotions in retail setting: a systematic literature review based on current research. *International Journal of Experimental Research and Review*, 30, 416–432. <https://doi.org/10.52756/ijerr.2023.v30.039>

12. R. Divyaranjani; Sandeep Kumar Gupta; Prajit A. (2022). An analysis of current freight forwarding and contract logistics issues, <https://conf.scnchub.com/index.php/RPABM/RPABM-2022/paper/view/497>

How to cite:

Kumar Gupta, S., Ilinich, S., & Noah, V. (2023). An evaluation of customs clearance operations at Chennai Port. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-21-22>.

CUSTOMER SATISFACTION AND SERVICE QUALITY: A STUDY OF THE ETHIOPIAN LEATHER INDUSTRY DEVELOPMENT INSTITUTE

Renu Sharma¹, Sandeep Kumar Gupta², Seyoume Taddesse³

¹Ph.D., Professor/Consultant, Footwear Design & Development Institute, India, e-mail: renukriti@gmail.com, ORCID: <https://orcid.org/0000-0002-9084-3356>

²Ph.D., Professor, Centre for Statistics, Modelling and Simulation, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India, e-mail: skguptabhu@gmail.com, ORCID: <https://orcid.org/0000-0002-2670-2858>

³Economist, Ethiopian Leather Industry Development Institute, Addis Ababa, Ethiopia, taddesse.seyoume@gmail.com

Abstract. This study aims to assess customer satisfaction levels and product quality at the project and consulting office of the Ethiopian Leather Industry Development Institute. No company can understate the importance of customer happiness. Any service deficiencies should be evaluated and resolved using corporate governance practises.

The SERVQUAL instrument and the gap model of service quality are both employed in this study. The five SERVQUAL characteristics of tangibles, dependability, responsiveness, assurance, and empathy were used to gauge consumers' expectations and perceptions of service quality.

A non-probabilistic convenience sampling technique was used to choose a sample of 240 respondents. According to the study's findings, all five of its measures of service quality had negative gap ratings. This demonstrates that the clients of the consultant and project office are disappointed with the calibre of service they received, which explains why their perceptions are subpar.

The assurance score of a dimension is the lowest, and is followed by responsiveness, tangibles, and tangibles. Additionally, tangibility and responsiveness are the two

dimensions with the largest negative gap scores, making them the primary factors contributing to consumers' dissatisfaction, according to the gap analysis results. A Pearson correlation study was carried out to look at the relationship between SERVQUAL characteristics and service quality. The results show a positive association between customer satisfaction and all five characteristics of service quality, with assurance and dependability having a slightly positive relationship and tangibility, empathy, and responsiveness having a considerably positive relationship. On the whole, only the tangibility and responsiveness facets of service quality have consistently shown a statistically significant effect on client satisfaction.

The Ethiopian Leather Industry Development Institute consultant and project office has to concentrate more on the tangible and responsive aspects of service quality in order to raise customer satisfaction.

One organisation is the only one included in this study. Future studies might examine other service organisations' departments. Studies with a broader and more diversified sample might be carried out at various organisations.

Keywords: Responsiveness; Assurance; Empathy; ServQual; Service Evaluation; Customer Satisfaction; Customer Complaint Handling.

References:

1. Bolton, R. N., & Drew, J. H. (1994). Linking customer satisfaction to service operations and outcomes. *Service Quality: New Directions in Theory and Practice*, 3(2), 173–200.
2. Czepiel, J. A. (1990). Service encounters and service relationships: implications for research. *Journal of Business Research*, 20(1), 13–21.
3. Field, A. P. (2005). Is the meta-analysis of correlation coefficients accurate when population correlations vary? *Psychological Methods*, 10(4), 444.
4. Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36–44.

5. Hoffman, K. D., & Bateson, J. E. G. (2016). *Services marketing: concepts, strategies, & cases*. Cengage learning.
6. Jogi, S. S., Patil, P. R., Singh, M., Rao, M., & Pandey, M. B. (2020). Influence of innovations in HR strategies on talent acquisition and retention policies of Indian social enterprises. *Journal of Critical Reviews*, 7(03), 2365–2373. <https://doi.org/10.31838/jcr.07.03.333>
7. Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460–469.
8. Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *1988*, 64(1), 12–40.
9. Parasuraman, Anantharathan, Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(4), 41–50.
10. Sharma, R., & Arora, V. (2019). Escape through consumption. *Asian Business School*, 33. <https://absjournal.abs.edu.in/ABS-Journal-Volume-7-issue-2-December-2019.pdf>
11. Sharma R., Mohan M, Gupta S. K. (2022). The effect of mall ambiance, layout, and utility on consumers' escapism and repurchase intention, *Innovative Marketing*, ISSN 1814-2427, 18(4), Pp 171-173, doi: [http://dx.doi.org/10.21511/im.18\(4\).2022.14](http://dx.doi.org/10.21511/im.18(4).2022.14)
12. Sharma, R., Mohan, M., & Gupta, S. K. (2023). Emotions in retail setting: a systematic literature review based on current research. *International Journal of Experimental Research and Review*, 30, 416–432. <https://doi.org/10.52756/ijerr.2023.v30.039>
13. Zhilin, Y., Minjoon, J., & Robin, T. P. (2004). Measuring customer perceived online service quality. Scale development and managerial implications. *International Journal of Operations & Production Management*, 24(11), 1149–1174.

How to cite:

Sharma, R., Kumar Gupta, S., & Taddesse, S. (2023). Customer satisfaction and service quality: a study of the Ethiopian leather industry development institute. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-23-24>.

THE LOGISTICS SERVICE MEDIATING EFFECT OF SOFTWARE SOLUTION

Anoop Singh¹, Deepa Rajesh², Sandeep Kumar Gupta³, Renu Sharma⁴

¹MBA Student, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India, e-mail: hamlaanoop11@gmail.com

²PhD., Vice President (Academic), AMET University, Chennai, India e-mail: executivedirector@ametuniv.ac.in

³PhD, Professor, Centre for Statistics, Modelling and Simulation, AMET Business School, Faculty of Management Studies, AMET University, Chennai, India, e-mail: skguptabhu@gmail.com, ORCID: <https://orcid.org/0000-0002-2670-2858>

⁴PhD., Professor/Consultant, Department of Retail Management, Footwear Design & Development Institute, India, e-mail: renukriti@gmail.com, ORCID: <https://orcid.org/0000-0002-9084-3356>

Abstract. The purpose of this study is to examine how software solutions and outside logistics service providers affect the Indian logistics market. The logistics sector in India makes up a substantial portion of the nation's economy, and in recent years, the sector has seen considerable changes as a result of the expansion of e-commerce and the rising need for prompt and effective delivery of products.

An overview of the Indian logistics market and the difficulties faced by local logistics firms will be given in this case study. After that, it will look at how software programs like supply chain management (SCM), warehouse management (WMS), and transportation management (TMS) systems may streamline logistics operations and cut costs. The study will also examine how firms in the Indian logistics sector use outsourced

logistics service providers to deliver a variety of services, such as shipping, storage, inventory control, and order fulfilment. In order to enhance their logistics operations and obtain a competitive edge in the market, organisations have successfully deployed software solutions and outsourced logistics services, as examples of which will be given in the case study.

The goal of the research is to show how outsourcing logistics services and using technological solutions might assist companies in the Indian logistics sector. The results of the case study can offer important insights into the function of software solutions and outside suppliers of logistics services in the Indian logistics sector, as well as their effects on the expansion and competitiveness of the sector.

Keywords: warehouse management systems; supply chain management; transportation management systems.

References:

1. Divyaranjani, R. et al. (2023). An Analysis of Compensation Instruments on Employees' Job Satisfaction. In: Alareeni, B., Hamdan, A., Khamis, R., Khoury, R.E. (eds) Digitalisation: Opportunities and Challenges for Business. ICBT 2022. Lecture Notes in Networks and Systems, vol 621. Springer, Cham. https://doi.org/10.1007/978-3-031-26956-1_31
2. Divyaranjani R. et al.(2022). An analysis of current freight forwarding and contract logistics issues, <https://conf.scnchub.com/index.php/RPABM/RPABM-2022/paper/view/497>
3. Demilie Basha Hailu & Meron Zenaselassie (2016). An empirical investigation of performance of logistics and economic growth nexus insub- Saharan Africa: panel data approach, 5(8), August, DOI: 10.21275/ART20161167.
4. Fu chin chin jung han bae, Gwiok Kim (2008). A Survey on logistics Service Proviuers in Shanghai, *International Journal of Physics Distribution of logistics Management*, Yeungnam University, 29(90), 588-605.
5. Gutierrez-Gutierrez, L.; DeLeeuw, S. and Dubbers,(2015). Logistics services and lean six sigma implementation, By *International Journal of Lean Six Sigma*, 7(3) , 324 – 342, DOI: <http://dx.doi.org/10.1108/IJLSS-05-2015-0019>
6. Kenneth L. Kraemer and Jason Dedrick (1998). Market Potential Analysis: A Methodology for estimating the market potential for computers and other information technologies, Center for Research onInformation Technology and Organizations, University of California, Irvine. <https://escholarship.org/uc/item/39s5f10c>

7. Kumar, V., Gupta, S.K., Kaushik, R., Verma, S.K., Sakovska, O. (2023). An Intuitionistic Fuzzy Approach to Analysis Financial Risk Tolerance with MATLAB in Business. In: Agrawal, R., Mitra, P., Pal, A., Sharma Gaur, M. (eds) International Conference on IoT, Intelligent Computing and Security. Lecture Notes in Electrical Engineering, vol 982. Springer, Singapore. https://doi.org/10.1007/978-981-19-8136-4_26
8. L. Prasad, P. Mishra, S. Kumar Gupta and Ş. Aslan, "Dynamics of business and opportunities for employability using predictive modeling tools of Machine Learning and R programming," 2023 International Conference on Device Intelligence, Computing and Communication Technologies, (DICCT), Dehradun, India, 2023, pp. 223-228, doi: 10.1109/DICCT56244.2023.10110272.
9. Lander Rachel (2016). Addressing the challenges of logistics and supply chain education, International scientific conference business logistics. <https://ideas.repec.org/a/osi/bulimm/v16y2016p39-50.html>
10. Ravimohan R. (2016). A Study on problems faced by freight forwarders with reference to Yashmarine logistics, *International Journal of Economics and Management Engineering*, 10(4).
11. Sharma R., Mohan M, Gupta S. K. (2022). The effect of ambiance, layout, and utility for the escape to the mall, *Innovative Marketing*, ISSN 1814-2427, 18(4), Pp 171-173, doi: [http://dx.doi.org/10.21511/im.18\(4\).2022.14](http://dx.doi.org/10.21511/im.18(4).2022.14)
12. Sharma, R., Mohan, M., & Gupta, S. K. (2023). Emotions in retail setting: a systematic literature review based on current research. *International Journal of Experimental Research and Review*, 30, 416–432. <https://doi.org/10.52756/ijerr.2023.v30.039>
13. Şükrü Akdoğan M., Ayhan Durakb (2016). Logistic and marketing performances of logistics companies: A comparison between germany and turkey, by, *Procedia - Social and Behavioral Sciences* 235, 576–586.
14. Uppal, A. et al. (2023). Service Quality's Effect on Customer Satisfaction (A Comparison Assessment of the Public and Private Banking Sectors). In: Alareeni, B.

How to cite:

Singh, A., Rajesh, D., Kumar Gupta, S., & Sharma, R. (2023). The logistics service mediating effect of software solution. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-25-26>.

SUSTAINABLE TRANSITION OF IRISH AIRLINE COMPANIES

Iryna Mazur¹, Ingris Vilkevicius²

¹Doctor of Science (Economics), Associated Professor, Assistant Lecture of School of Global Business, Technological University Dublin, e-mail: Iryna.Mazur@tudublin.ie, ORCID: <https://orcid.org/0000-0002-9492-6458>

²Master in General Business, School of Global Business, Technological University, Dublin, e-mail: b00102770@mytudublin.ie

Abstract. Net zero target up to 2050 for the airline industry is hugely ambitious and will be a challenge for the sector to achieve. Integrating the sustainable business practices is one of the biggest and important issues for the airline company to combine the sustainability goals and the aim of increasing profits.

The current study is designed to investigate the Airline Sustainability Transition in Ireland. This includes a review of research findings made by some respected scholars in the field, a review and discussion of an “effective” transition policy for airline industry, the conceptualizing the “Ideal Business Model” for airlines, an overview of different approaches and standards of sustainability measurements.

This investigation employed an abductive research strategy combined with holistic approach and grounded theory methods. Abductive approach involves constructing theory based in everyday activities and the language and meaning of “social actors” (stakeholders). Categories and concepts are developed on explanation and activities studying as a basis of understanding and produce theoretical propositions.

The conducted research is based on the secondary data resources from open access, documents (website documents, reports, etc).

The study adopts different approaches, incorporated by the airline companies, and standards of sustainability measurements (TCFD; SASB; Global reporting index; Carbon index spotlight, etc), and deliver complex one. Based on the sustainability and environmental, social, and governance (ESG) concepts, that shape the basis for driving the firm development and its decision making, the “airline sustainability business model” (ASBM) has been developed to navigate Irish airline transition. The conceptual approach of fostering the sustainability in business models and its development using Design Thinking is presented.

Delivered airline sustainable business model and the relevance improvement of the EU Taxonomy result strengthen and correlate long-term outcomes at a national and industrial levels. Airline sustainable business model canvas can be used as a framework for any airline company sustainable transition, as well as for research purposes and measuring sustainable business model addressing concerns. The result of investigation proves that only national European transitional legislation/regulation can accelerate the sustainable actions and possess positive stakeholders’ response.

Keywords: sustainable transition; Irish Airline Companies.

How to cite:

Mazur, I., & Vilkevicius, I. (2023). Sustainable transition of Irish Airline companies. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-27>.

EVOLUTION OF THE MANAGEMENT SYSTEM OF BUSINESS STRUCTURES IN THE AGRICULTURAL SPHERE

Zorina Shatska¹

¹*Ph.D (Economics), Associate Professor, Associate Professor of the Department of Smart-economics, Kiev National University of Technology and Design, Kyiv, Ukraine, e-mail: shatskaya@ukr.net, ORCID: <https://orcid.org/0000-0003-1600-1481>*

Abstract. Acceleration of global globalization and integration processes, as well as limited resources and climate changes complicate the process of conducting agriculture, which requires integrative interaction between participants in agricultural production. As a result of the integrated interaction of enterprises within the agro-food chain, a business structure is formed, which in modern conditions requires new approaches to management.

The purpose of the study is to analyze the evolution of management systems of entrepreneurial structures in the agro-industrial sphere. The object of the research is the process of managing the business structure as a complex integration entity.

The methodological basis of the research is the scientific works of leading domestic and foreign scientists on the problems of functioning, integration and development of business structures.

The main provisions outlined and summarized by the author create a basis for further improvement of the management system of entrepreneurial structures in the agro-industrial sphere.

The essence of the concept of entrepreneurial structure as a complex integrated system is determined. It has been proven that the interaction of enterprises as part of a business structure requires the formation of new approaches to the management of such a complex structure.

It was found that at the end of the 19th

century, the first large business structures were created, for the functioning of which management levels were formed: the owner, shareholders, hired managers and hired employees. At the beginning of the 20th century, with the increase in the size of business structures, their management system was transformed into budgeting. From the mid-50s of the XX century. there was an accelerated development of world markets, which forced business structures to switch to a new management system based on long-term planning. The society's achievement of a new level of world welfare in the late 60s of the 20th century. caused the transformation of the management system of the business structure, which moved to a system based on innovations. It was determined that since the end of the 80s of the 20th century, the management of the business structure was carried out on the basis of long-term planning. Since the 1990s, business structures have moved to strategic management. It has been proven that today there is a transition to network management of business structures, which enables them to flexibly adapt to constant changes in the external environment. Thus, in the process of evolutionary development of the entrepreneurial process, the management system of the entrepreneurial structure, under the influence of both the external environment and global challenges and integration processes, is complicated from intuitive management with the aim of achieving set goals to network management.

Keywords: management; system; agro-industrial sphere.

References:

1. Denisenko, M.P. & Shatskaya, Z.Ya. (2018). The paradigm of enterprise management in the context of global challenges. *Journal "Izvestia" of ANAS of Azerbaijan*. Vol 3. Retrieved from : <http://unec.edu.az/ru/issledovanie/elmi-jurnallar/>
2. Ilyashenko, S. M. & Bilovodska, O. A. (2018). *Tools and methods of commercialization of innovative products: monograph*. Ilyashenko, S. M. Editor & Bilovodska, O. A. (Eds.). Sumy: Territory.
3. Kholodny, G. O. & Seleznyova, K. V. (2018). *Theoretical aspects of strategic planning at enterprises of Ukraine*. Retrieved from URL: <http://firearticles.com/strategichne-upravlinnya/104-teoretichni-aspekti-strategichnogo-planuvannya-na-pidpriyemstvax-ukrayini-xolodnij-g-o-seleznova-k-v.html>
4. Shatska, Z. Ya. (2018). The essence of the definition of the concept of "entrepreneurial structure" and approaches to its interpretation. *Bulletin of KNUTD. Series "Economic Sciences"*. Vol. 6 (129). Pp.111-124. DOI: 10.30857/2413-0117.2018.
5. Zarichna, O. V. (2014).The role of strategic management in the enterprise's activities in the conditions of sustainable development of the region. *Socio-economic problems of the modern period of Ukraine*. Vol. 5(109). Pp. 295-302. Retrieved from URL: [http://ird.gov.ua/sep/sep20145\(109\)/sep20145\(109\)_295_ZarichnaOV.pdf](http://ird.gov.ua/sep/sep20145(109)/sep20145(109)_295_ZarichnaOV.pdf)

How to cite:

Shatska, Z. (2023). Evolution of the management system of business structures in the agricultural sphere. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-28-29>.

LEGAL BASIS OF INTERACTION WITH STAKEHOLDERS DURING THE DECARBONIZATION OF A METALLURGICAL ENTERPRISE

Vitalii Oliukha¹

¹*Doctor of Science (Law), Associate Professor, State organization «V. Mamutov institute of economic and legal research of NAS of Ukraine», leading researcher of the department of economic and legal research of economic security issues, e-mail: advokat_vo@ukr.net; ORCID: <https://orcid.org/0000-0002-3339-1154>*

Abstract. In September 2015, the UN Sustainable Development Summit adopted the final document "Transforming our world: the 2030 sustainable development agenda", which approved 17 sustainable development goals. Ukraine joined this process and adapted the Sustainable Development Goals taking into account domestic realities. The results achieved as a result of such processing were formally consolidated in the National Report "Sustainable Development Goals: Ukraine". There, 17 goals and 86 national tasks were outlined. Task 8.2 of the National Report "Goals of Sustainable Development: Ukraine" states the need to increase the efficiency of production on the basis of sustainable development and the development of high-tech competitive industries. Clause 8.4 of Appendix 2 "Comparison of global objectives of the SDGs with national objectives" to the National Report "Sustainable Development Goals: Ukraine" states: throughout the period until the end of 2030, gradually increase the global efficiency of resource use in consumption and production systems and strive for economic growth was not accompanied by deterioration of the environment.

The Decree of the President of Ukraine "On the Goals of Sustainable Development of Ukraine for the Period Until 2030" No. 722/2019 of September 30, 2019 outlined the strategic directions of the country's sustainable development. In the economic sphere, the need to ensure sustainable economic growth and sustainable industrialization has been determined, which corresponds to the stated objectives of the National Report "Goals of Sustainable Development: Ukraine".

Before the start of the large-scale military invasion, Ukrainian business focused on waste management, implementation of

energy efficiency programs, decarbonization and ecological modernization of enterprises to ensure sustainable development. After the start of a large-scale military invasion, the importance of decarbonization by Ukrainian companies has only increased, as prolonged military operations cause additional greenhouse gas emissions.

As M. Shpak noted, "wartime greenhouse gas emissions during the twelve months of the war amounted to 120 million tons of CO₂-eq, according to the updated assessment of the Initiative for Accounting for Greenhouse Gas Emissions in Wartime. This is equivalent to the total annual greenhouse gas emissions of Belgium... Future emissions of greenhouse gases associated with the reconstruction of destroyed and damaged infrastructure: residential buildings, educational and medical institutions, automobile bridges and roads, power plants and transformer substations, etc., have the greatest impact on the climate as a result of the war. Emissions associated with the restoration of infrastructure are estimated at 50.2 million tons of CO₂-eq." [1]. That is, the post-war reconstruction of Ukraine will also increase the amount of greenhouse gases.

Ukraine's acquisition of EU candidate status in 2022 opens up additional opportunities for exporting products of domestic manufacturers. However, it is necessary to obtain that from 2025, additional import targets will be established for products that are exported to the EU and created in excess of the norms adopted in the Eurozone regarding CO₂ emissions. From 2026, the supplier will have to purchase a certificate of the carbon capacity of products at the carbon prices set on the EU market. These requirements will not apply only to those producers who have already paid for their emissions in the country of production.

Therefore, the introduction of decarbonization measures by Ukrainian companies should be actively carried out today.

Metallurgical enterprises are one of the biggest air polluters. Therefore, the management of metallurgical enterprises must implement the necessary measures. Such measures will require significant capital investments. This requires establishing appropriate interaction with stakeholders.

E. Freeman in 1984 pointed out that stakeholders are physical and legal persons interested in the financial and other results of the enterprise and are able to influence it [2].

External stakeholders should play an important role in the decarbonization of metallurgical enterprises. They can be determined depending on the directions of decarbonization. After all, the use of scrap metal allows to reduce CO₂ emissions by 60% per ton of steel.

The Law of Ukraine "On the Regulation of Urban Planning" was supplemented by articles 15-1, 15-2, which provide for the program of complex restoration of the region and the program of complex restoration of the settlement. It is envisaged that such programs will determine the main spatial, urban planning and socio-economic priorities for the recovery policy and will have a list of measures and the resources necessary for their provision.

By their legal nature, such programs are economic and legal means that will provide for recovery measures. Among them, the objects to be dismantled will be determined. Among such objects there may be those that can be recognized as scrap metal. These programs are subject to public discussion. Therefore, a metallurgical enterprise can offer as part of such a program procurement and subsequent processing measures at its production site.

Stakeholders here can be relevant bodies of government and local self-government, as well as the public. For them, it is necessary to explain the ecological nature of such an approach. A contract between an interested enterprise and a government or local self-government body would also be a possible economic and legal instrument. Its

conclusion will take place after the adoption of the corresponding recovery program in compliance with the requirements of the law.

The second direction is the replacement of natural gas with biogas in the process of metallurgical production. Stakeholders will be contractors who will ensure uninterrupted supply of biomaterial necessary for biogas production. For example, husks. Such stakeholders can be oil producers. It is advisable to enter into contracts with such producers, which will provide for strict provisions regarding the uninterrupted supply of husk.

The third direction is the use of gas waste from metallurgical production for steam heating and electricity production. Stakeholders here can be local self-government bodies. A program of using the energy produced in this way for the needs of the city can be an appropriate economic and legal means for organizing the relevant work. Given that the implementation of the specified directions will affect the organization of the work of the metallurgical enterprise, the internal stakeholders will be the workforce and shareholders of the metallurgical enterprise.

Given that the implementation of the specified directions will affect the organization of the work of the metallurgical enterprise, the internal stakeholders will be the employees of the enterprise and shareholders of the metallurgical enterprise. Relations with employees can be regulated in a collective agreement, and with shareholders through their approval of relevant programs and reports of the executive bodies of the metallurgical enterprise.

Thus, one of the areas of ensuring sustainable development of the metallurgical enterprise is decarbonization. It can consist in the use of scrap metal for the production of metallurgical products, the replacement of natural gas with biogas, and the use of gas waste from metallurgical production for the production of steam and electricity. The internal stakeholders of these processes are company employees and shareholders. The legal basis for organizing interaction with the former is a collective agreement, and with the

latter – relevant programs and reports. External stakeholders are counterparties and bodies of state power or local self-government. The legal basis for the former is

an economic contract, and for the latter, regional, city recovery plans or an energy efficiency program.

Keywords: sustainable development; economic growth; management.

References:

1. Mykola Shpak. War destroys the environment and harms the climate. What consequences did the war started by Russia have in Ukraine and the world? Economic truth. 06/07/2022. URL.: <https://www.epravda.com.ua/columns/2023/06/7/700922/>

Freeman, R.E. Strategic Management: A Stakeholder Approach / R.E. Freeman. – Pitman Publishing, Boston, MA, 1984. – 292 p.

How to cite:

Oliukha, V. (2023). Legal basis of interaction with stakeholders during the decarbonization of a metallurgical enterprise. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-30-32>.

ECONOMIC AND LEGAL ASPECTS OF THE IMPLEMENTATION OF INTERNAL ORGANIZATIONAL RELATIONS WHICH AFFECT THE VALUE OF THE COMPANY

Olena Osinska¹

¹*Postgraduate, State organization «V. Mamutov institute of economic and legal research of NAS of Ukraine», Kyiv, Ukraine, e-email: helena2300@gmail.com, ORCID: <https://orcid.org/0009-0005-3783-904X>*

Abstract. The modern world trend in the activity of companies is sustainable development. Ukraine joined the final document "Transforming our world: an agenda in the field of sustainable development until 2030" adopted in September 2015 at the UN Summit on Sustainable Development. This document defines 17 Sustainable Development Goals.

The Decree of the President of Ukraine "On the Goals of Sustainable Development of Ukraine for the Period Until 2030" No. 722/2019 of September 30, 2019 outlined the strategic directions of the country's sustainable development [1]. The large-scale Russian invasion has increased the urgency of sustainable development. For example, according to the Communiqué adopted by the European Commission on May 18, 2022 to the European Parliament, the European Council, the European Economic and Social Committee and the Committee of the Regions "Assistance and Reconstruction of Ukraine", financial aid for the reconstruction of Ukraine will be provided subject to the implementation of EU policies and standards. As you know, one of these policies is sustainable development. [2]. Therefore, companies should implement the 17 Sustainable Development Goals listed in their business operations.

An indicator of the implementation of the specified principles in the practical sphere of the company's activity is the system of criteria, standards of activity, which in global practice has received the name ESG (Environmental, Social, and Corporate Governance). The organization of the company's business processes based on ESG factors creates conditions for safe and reliable environmentally oriented production activities. A company that implements ESG

factors in its daily activities is perceived by investors as socially responsible, as it builds relationships with internal and external stakeholders as social and ethical. As a result, internal stakeholders - employees work with greater self-sacrifice, and such external stakeholders as consumers and counter agents maintain loyalty to the company and its products.

"ESG metrics are not commonly part of mandatory financial reporting, though companies are increasingly making disclosures in their annual report or in a standalone sustainability report" [3].

The consequence of such a policy is an increase in the company's reliability rating, which definitely has a positive effect on its value. It is generally known that companies that conduct business on the basis of ESG factors are more attractive to investors and financial institutions. Therefore, conducting business on the basis of ESG factors, although it is a non-financial indicator, allows to increase the investment attractiveness of the company, and therefore its market value.

Environmental factors for the company can be waste management, energy efficiency, decarbonization, economical use of water and other natural resources. In other words - preservation of the natural world.

Social factors - customer satisfaction, protection of personal data and confidentiality, respect for human rights, relations with the community, decent working conditions, ensuring the rights of employees, non-discrimination, diversity, justice, inclusion, charity, corporate culture.

Corporate governance consists in creating an effective management structure, transparency, prevention of bribery, corruption, ensuring compliance with the law by employees and company management, tax

strategy, diversity in management, effective structure of internal controls and audits, lobbying, political contributions, system of compensations and rewards for managers.

The system of measures necessary for the introduction of ESG in the company is compliance, because as stated in the ISO 37301:2021 Standard, "compliance is not only the basis, but also an opportunity for a successful and sustainable organization." [4]. According to the ISO 37301:2021 standard, compliance is an ongoing process, the result of which is the organization's fulfillment of its obligations. Obligations under this standard are requirements that an organization must comply with, as well as requirements that an organization voluntarily decides to comply with [4]. As defined by the International Compliance Association, the term compliance describes the ability to act in accordance with an order, set of rules, or request [5].

Law of Ukraine "On Capital Markets and Organized Commodity Markets" gives the following definition of compliance: "compliance - regulated by the internal documents of a professional participant of capital markets and organized commodity markets or a person who carries out activities related to capital markets and organized commodity markets, a continuous process aimed at ensuring and improving:

a) a description of all internal processes related to the implementation of professional activities on capital markets and organized commodity markets or activities related to capital markets and organized commodity markets;

b) compliance with the internal documents describing the processes provided for in subparagraph "a" of this clause, the requirements of the legislation on capital markets and organized commodity markets, standards, rules, other internal documents of the self-regulatory organization of which the professional participant is a member, the rules of the organized market of which the

participant is a member such a professional participant or whose securities are admitted to trading, as well as compliance with the business plan (business strategy) adopted by the supervisory board or another body responsible for supervising the professional participant;

c) implementation by employees of a professional participant of capital markets and organized commodity markets or a person who carries out activities related to capital markets and organized commodity markets, rules and procedures describing the processes provided for in subparagraph "a" of this paragraph." [6].

From the analysis of the approaches of the above definitions, it can be concluded that compliance in the company is a continuous, ongoing process aimed at ensuring and improving all internal processes; compliance with internal documents, requirements of legislation, standards, rules; implementation of rules and procedures by managers and other employees.

According to art. 3 part 7 of the Economic Code of Ukraine are intra-economic relations between the structural units of economic entities, and the relations of the economic entity with its structural units. Therefore, the company's introduction of ESG factors, including the compliance policy, takes place as part of intra-economic legal relations. The legal basis for ESG, including compliance, is the company's local acts - internal regulations and standards, including rules of corporate ethics. Also, the legal regulation of the introduction of the system of sustainable development and compliance can take place on the basis of an intra-economic contract. Another direction is the institutional - rational construction of the company's structure and establishing the rules of interaction of the company's structural divisions among themselves and with the company's control and management bodies, as well as between the latter.

Keywords: sustainable development; stakeholders; policy; corporate governance.

References:

1. Decree of the President of Ukraine No. 722/2019 "On the Sustainable Development Goals of Ukraine for the period until 2030" dated September 30, 2019 URL.: <https://www.president.gov.ua/documents/7222019-29825>
2. Ukraine relief and reconstruction. Brussels, 18.5.2022 COM(2022) 233 Final communication from the commission to the european parliament, the european council, the council, the european economic and social committee and the committee of the regions. URL:https://commission.europa.eu/system/files/2022-05/ukraine-relief-reconstruction_en.pdf
3. ESG Investing and Analysis. CFA Institute. URL: <https://www.cfainstitute.org/en/research/esg-investing>
4. ISO 37301:2021 "Compliance management systems –Requirements with guidance for use". URL: <https://www.iso.org/standard/75080.html>
5. What is compliance? International Compliance Association. URL: <https://www.int-comp.org/careers/a-career-in-compliance/what-is-compliance/>
6. Law "On Capital Markets and Organized Commodity Markets" № 3480-IV dated February 23, 2006 URL:<https://zakon.rada.gov.ua/laws/show/3480-15#Text>

How to cite:

Osinska, O. (2023). Economic and legal aspects of the implementation of internal organizational relations which affect the value of the company. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-33-35>.

CORPORATE TRAINING IN THE CONTEXT OF ADULT EDUCATION

Anna Pazicieva¹

¹*Ph.D. in Economics, Associate Professor of the Department of Managerial Technologies, «KROK» University, Kyiv, Ukraine, e-mail: PazieevaA@krok.edu.ua, ORCID: <https://orcid.org/0000-0002-6557-6890>*

Abstract. Ukraine's integration into the world educational space requires continuous improvement, approbation and implementation of innovative pedagogical systems. New requirements of the time require constant professional development of personnel of educational institutions. Consequently, group forms and methods of work are becoming increasingly relevant. The variability of such forms and methods allow, within the framework of corporate training, to simulate various situational forms of interpersonal interaction, to implement various practice-oriented programs and work with different categories of participants, to solve problems of the effectiveness of the organization and management of people, regulation of relations, etc. There is a need not only for the traditional transfer of knowledge and the formation of general skills, but also for the comprehensive development of personality, the formation of features necessary for an employee in a market economy.

In this regard, issues related to the methodology of organizing and conducting trainings on the development of personal and professional qualities of adults are of particular importance.

Questions about the problems of effective reform of Ukrainian education, in particular the issue of adult education, have been raised in the last ten years by such scientists as N. Kobu [14], V. Anishchenko [15], O. Padalka [16]. The analysis of scientific papers also shows that the problem of the development of adult education in foreign countries has always been in the field of view of domestic researchers. The problems of corporate education were also dealt with by a number of domestic and foreign scientists: P. Senge [11], M. Pedler [12], D. Garvin [13] and others. However, the topic of corporate training in the context of adult education in modern Ukraine remains

insufficiently studied. In this problem, there is an obvious insufficiency of fundamental, comprehensive research aimed at strategic, systematic analysis of the modern understanding of the content, directions, forms and methods of corporate training in the context of adult education, methodological aspects of its planning and organization, prospects for the development of adult education in Ukraine.

The purpose of this study is a scientific and applied analysis of the specifics of corporate training in the context of adult education, and to identify mechanisms for improving its planning and organization in modern conditions.

The implementation of this goal involves the implementation of a number of the following interrelated tasks: definition of the terms "corporate training" and "adult education"; analysis of modern understanding of the content, directions, forms, methods of corporate training in the context of adult education; studying the experience of planning and organizing corporate training in foreign countries and Ukraine; analysis of modern methods of planning and organizing corporate training in non-formal adult education institutions; develop a unified system and algorithm for planning corporate adult education in non-formal educational institutions; improve the mechanism for organizing corporate training by an institution of non-formal education; provide scientific and methodological recommendations for improving the management of corporate training development in the context of adult education.

The object of the research is the specifics of corporate training in the context of adult education in Ukraine.

The subject of the study is methods, forms of planning and organization of corporate training in the context of adult education in Ukraine.

Research methodology. The paper uses a number of general scientific methods for the implementation of theoretical research.

The theoretical and practical value of the study is the basis for the formation of an innovative methodology for planning and organizing corporate training in the context of adult education in modern conditions in Ukraine. It also offers a practical model for the application of reforms in adult education and the latest innovations in corporate training on the example of the activities of an institution of non-formal education

Presentation of the main material. The rapid changes taking place today in the world, as well as the global acceleration of social development, the increase in life expectancy significantly affect the understanding of the role of adult education in modern society [1]. The importance of this is evidenced by the fact that one of the activities of the UNESCO world organization is to support Lifelong learning and constant monitoring of the current situation in the field of adult education and education in the world. The Global Report 2019 (GRALE 4) states that "sustainable development is impossible without universal access of the entire working population to the adult education system" [2]. In Ukraine, the National Millennium Development Goals, adopted in 2014, pay second attention after overcoming poverty to ensuring the quality of lifelong learning [3]. Consideration of the draft Law of Ukraine "On Adult Education" is also underway, which provides: "... legal, organizational and economic principles of functioning and development of adult education as a system of educational activities and practical activities aimed at acquiring knowledge, skills and abilities by an adult through formal, non-formal and informal education for the purpose of personal and professional development, adaptation to social, economic and other changes in society, creates conditions for effective cooperation of all stakeholders in order to realize the right of an adult to continuous lifelong learning to meet his/her personal needs, taking into account the priorities of social development and the demands of the economy." [4].

The development of adult education has a scientific basis, which is based primarily on the concept of the "half-life of knowledge". It was first proposed by the Austrian-American economist Franz Makhlop. Back in the mid-60s of the last century, he drew attention to the importance of distance, the main characteristic of which is the quality and depth of knowledge acquired by a person in the past and their compliance with the requirements of the present. He considers the half-life of knowledge to be the time after graduation, during which specialists lose half of their primary skills and competencies [5]. Such a period of loss of knowledge in modern conditions of rapid development of technologies and innovations in various areas of human activity can reach from six months to 5-7 years, in contrast to the mid-twentieth century, when this period was 25-30 years. According to research by Peter T. Knight, a scientist from the Fernand Braudel Institute for World Economy (Brazil), the half-life of knowledge may not be the same in duration. In his writings, he distinguishes knowledge with short and long half-lives [6]. Knowledge that has a short half-life is acquired quickly. The relevance of such knowledge is situational, that is, it is such knowledge as the use of software, mastering technical and professional skills, etc. Knowledge with a long half-life is knowledge, which includes, for example, knowledge of language, the sciences of mathematics and logic, the theory of vocational training. It is in the context of vocational training that it is extremely

important to understand the definition of the unit of measurement of obsolescence of specialist knowledge, which is the half-life of competence and professional skills. A decrease in competence by 50% due to the emergence of modern up-to-date information and / or technology indicates that for many specialties this period begins in less than 5 years. Thus, in the higher education system, the loss of knowledge occurs faster than it approaches the completion of studies. It is possible to solve this problem through the development of continuous adult education [7].

To solve the problem of updating the knowledge of their employees, companies around the world use various models, the variety of which can be reduced to 3 areas: collaboration of the organization with traditional educational institutions (universities, institutes, etc.), special service institutions (focused mainly on business education programs) or the creation of their own educational platform. In accordance with these approaches, the nature of educational programs offered to students can also be distinguished. These can be programs open to everyone, or individual programs designed exclusively for employees of a particular company. If in open programs training is focused primarily on the transfer of certain information, experience, technologies in the most popular areas and is business-oriented, in the case of individual programs, in addition to transferring the knowledge itself, much attention is paid to integrating new skills, enhancing the motivation of students and their level of loyalty to the organization, the formation of corporate culture and internal cohesion [8].

In the management of modern educational institutions, the issue of continuous professional development of personnel is provided through a corporate training system. Corporate training is a system of training employees of an institution or organization that allows to ensure their training in accordance with certain goals and contributes to the effective development of the institution, as well as the achievement of the mission and overall strategic goal. That is, corporate training is an "individual" system, which is formed from the requirements and tasks of a particular institution (institution, organization) [8]. Such tasks of corporate training can be mastering the latest directions of development of the institution, updating the existing level of competence, advanced training to perform duties in a new position or new workplace, saving resources of the institution, improving the moral and psychological climate in the organization, etc.

Unlike professional development of personnel or vocational training, corporate

training has its own characteristics, which are as follows:

- training is ahead of current needs. Rapid social, economic and political changes lead to the creation of a barrier between the accumulated knowledge, the readiness of staff to implement it and the effective use of it. It is possible to overcome such obstacles only with systematic training of the staff of the institution, which allows the team to be "always ready" for modern innovations;

- corporate training is continuous. This applies to both the acquisition of professional skills and competencies, as well as the socio-cultural development of the staff of the institution;

- corporate training is a motivating factor for employees of the institution in career advancement, and is aimed at forming a conscious need to master new knowledge, acquire new professional skills and competencies;

- The main goal of corporate training is such knowledge that can be used to the maximum in a practical situation and provide exactly those knowledge and skills that are relevant for the development of a particular employee from the point of view of the employer. The priority task of such training is not to hold a large amount of "valuable knowledge", but to develop and increase efficiency in the work of the educational institution;

- corporate training affects the quality of NPP activities, increases the efficiency and productivity of the team;

- corporate training system should always be flexible, easily adapt to current changes and innovations, instantly respond to the needs of the institution [9];

- corporate training is conducted, as a rule, on the basis of a separate structural unit of the institution - "Corporate University";

- corporate training allows you to control the quality of knowledge acquisition and staff development;

- a significant advantage of the corporate system of vocational education is the training not of an individual employee, but of the whole team or most of its share. This allows you to save time and material

resources, achieving effective work of the institution as a whole [10].

The concept of a learning organization is not new. But in today's conditions, its theoretical knowledge and practical application is especially relevant. The concept of corporate training in the context of adult education was developed in the 70s of the last century. American scientist Peter Senge, author of the book "The Fifth Discipline: The art and practice of the learning organization" [11]. During the scientific and technological revolution, he expressed the opinion that the most successful in the market are organizations that constantly improve and update the knowledge of their staff. The concept of P. Senge is not only relevant today, but is also gaining more and more popularity. The first principle of a learning organization is to improve the personal qualifications and competence of staff. They must be ahead of the needs of the organization. Understanding the need for continuous professional development is the key to employee competitiveness in the labor market, as well as the success of the organization as a whole, because the human factor provides up to 80% of the productivity of the enterprise. The main factor in the effectiveness of this principle is staff motivation. The second principle of the learning organization is to create a common vision of the directions of its future development. This allows you to simultaneously perform several functions: define strategic goals, outline the directions of application of efforts of employees and top management, and also increases employee loyalty to the company through participation in the process of its continuous improvement. The introduction of communication within the organization, discussion of various aspects of its development and everyone's contribution to this process also contributes to the formation of a favorable microclimate, the establishment of an atmosphere of trust and cooperation, which positively affects the overall success of the enterprise. The third principle of a learning organization is group learning, which involves not only joint acquisition of knowledge through training,

internships, trainings and seminars, but also work on the interaction of people in a group – establishing communication between employees and teams, forming a culture of dialogue, using discussion as an effective decision-making tool. The advantage of corporate training is that in such conditions, staff grows faster, and the organization's capacity improves by increasing access to knowledge and experience.

During such training, employees can learn from each other, establish communication, look for new non-standard approaches and resolve conflict situations. Thus, the result of corporate training of the group is greater than the amount of training of individual employees of the organization. The fourth principle of a learning organization is to identify and use for the benefit of the company "mental models" of employees – explicit and implicit ideas, beliefs, beliefs that prevent them from learning, or vice versa, contribute to the acquisition of new skills and knowledge. During a learning environment in an organization, it is important to replace mental negative models with positive, confrontational relationships with an open culture that promotes learning and mutual understanding. The fifth, most important principle is a systemic vision, the ability of not only management, but also personnel to understand cause-effect relationships of the interdependence of all components of the organization's development. Only the presence of all factors will ensure the success of the learning organization. And the lack of separate principles will hinder the success of the organization and will negate all efforts to train staff. Thus, a learning organization is an organization or institution that considers employees as human capital, and understands the need for constant updating of knowledge and skills of its employees, puts continuous staff training at the level of the strategic goal necessary for success [15, 18].

Peter Senge's research has been supported by many supporters and followers in other countries around the world. During the decades of its existence, researchers such as M. Pedler [12], D. Garvin [13] and others contributed to the development of P. Senge's

idea. They also emphasized that the successful development of organizations in market conditions provides a quick response to changes and high adaptability to external challenges, which implies continuous training and updating of skills of the organization's employees, the ability to transform in accordance with changing external and internal conditions, as well as the strategic goals of such organizations. But according to D. Garvin, a learning organization is an organization that is able to create, acquire and transmit knowledge, as well as modify its behavior to introduce new knowledge and skills. The key factor here is precisely the applied aspect. Garvin believes that gaining new knowledge does not mean that it will be implemented in practice. Therefore, to distinguish between learning organizations and "candidates" for such organizations, he offers the following characteristic features: systematic problem solving, experimenting with new approaches, learning from own experience and past history, learning from the experience and best practices of other companies, as well as effective channels of knowledge transfer within the organization itself [13].

Among the Ukrainian scientists who studied this topic, we can mention N. Koba [14], V. Anishchenko [15], O. Padalka [16] and others. In their works, domestic researchers note that in Ukraine every year more widespread training in production, intra-company training - open, innovative, independent, flexible, adaptive structure to ensure the advanced development of the personnel of organizations, which involves taking into account the characteristics of the contingent of students, the unity and interrelation of vocational training with self-educational activities, self-development, relations with social partners, etc. [15].

Based on the above, corporate training is, in fact, the process of providing and obtaining expert knowledge and skills, which contributes to the formation of professional and personal competencies of the staff of the institution, based on its development and in

accordance with the strategic goal of the organization as a whole, as well as structural units of such an institution. The types, context and method of organizing training directly depend on the goals of the institution itself and its resources. The corporate system of adult education should be as flexible as possible in order to be able to quickly adapt under the influence of external and internal factors to the needs of the educational institution and its strategic guidelines. And the main goal of the organization, forming the system of corporate training, is to ensure the professionalism of employees, which can be considered as an integral quality of the subject of labor, the main characteristics of which are professional orientation, professional competence and professionally important qualities of the personality of a specialist [17].

So, the novelty of the results. there is a study that allows us to assert that: the main tool for implementing the strategy of training and development of personnel of an educational institution is corporate training; corporate education is aimed at a certain target group – employees of the organization and the presence of a unified development strategy, which involves the formation of a unified concept for the development of the personnel of such a company; over the past two decades, there has been a tendency to steadily increase investment in a person, which indicates the understanding and acceptance of a person and his professional activities in an organization as one of the main determining components in achieving the success of such an organization, key factors in increasing its competitiveness; Improving the planning system and mechanism for organizing corporate training in the context of adult education should be based on reducing the time for lecture materials and wider use of active learning methods with practical development of material and consolidation of practical skills of staff, as well as the introduction of digital technologies and expansion of distance learning opportunities

Keywords: corporate training; management; adult education, higher education institution; personnel.

References:

1. Lukyanova L. Adult education in the context of modern modern paradigm. URL: http://www.uaod.org.ua/data/PRO_OSVITU_DOROSLYH/OD_suchasna_paradygma.pdf.
2. 2019 Global Report on Adult Learning and Education URL: <https://uil.unesco.org/adult-education/global-report/2019-global-report-adult-learning-and-education-will-focus>.
3. Millennium Development Goals Ukraine-2014: Annual monitoring report. URL: https://idss.org.ua/monografii/2014_MDGs_Ukraine_Report_ua.pdf.
4. On adult education/ Draft Law of Ukraine. URL: <https://ips.ligazakon.net/document/JI06948A>
5. Machlup, Fritz (1966). Production and dissemination of knowledge in the United States. p.464
6. Peter T. Knight. The Half-Life of Knowledge and Structural Reform of the Education Sector for the Global Knowledge-Based. URL: <https://bit.ly/32K40wu>
7. Soroka, N. Adult education as social responsibility and investment in the future. URL: <https://www.hsa.org.ua/blog/osvita-doroslyh-yak-suspilna-vidpovidalnist-ta-investytsiyi-v-majbutnye>.
8. Zhyhorska, O.V. (2011). Corporate training of classical university personnel: conceptual and terminological discourse in the context of management activity. *The origins of pedagogical skills: Collection of scientific works*. Poltava.
9. Banit O. (2014). Corporate training as an innovative technology in the system of intra-company personnel training // *Pedagogical innovations: ideas, realities, prospects*. Vol. 1. P. 94-98.
10. Kiryanova, O.V. & Volkovskaya, (2017). A.I. Modern approaches to organization of corporate training in Ukraine. *Social and labor relations: theory and practice*. № 1. pp. 174-181.
11. Peter M. Senge (2006). *The Fifth Discipline: The Art & Practice of The Learning Organization*. Random House Business Book. p.112
12. Pedler Mike (1991). *The Learning Company: a Strategy for Sustainable Development*. URL: https://www.researchgate.net/publication/247924132_The_Learning_Company_a_Strategy_for_Sustainable_Development.
13. Garving, D. (1993). Building a Learning Organization. *Harvard Business Review*. 1993. July-August. p. 78–93.
14. Koba N. V. & Sokolenko Yu. The phenomenon of self-learning organizations in the knowledge economy./ 2017. Vol. 4. P. 69–74.
15. Anishchenko O.V., Banit O.V., Vasylenko O.V., Volyarska O.S., Doroshenko N.I., Zinchenko S.V., Sigaeva L.E. (2016). Personal and professional development of adults: theory and practice: [monograph]; ed. Anishchenko O.V. Kyiv: IPOD NAPS of Ukraine. 354 p.
16. Nisimchuk, A.S. Padalka, O.S. & Shpak O.T. (2000). *Modern pedagogical technologies: textbook*. Kyiv: Prosvita, 346 p.
18. Zholonko, T. (2020). Learning organization: world experience and Ukrainian realities. *Halytskyi Economic Bulletin*. Vol. 66, No 5. P. 162-169. URL: <https://galicianvisnyk.tntu.edu.ua/pdf/66/901.pdf>.

How to cite:

Pazieieva, A. (2023). Corporate training in the context of adult education. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-36-41>.

RESOCIALIZATION OF THE POPULATION OF UKRAINE IN THE POST-WAR PERIOD

Oleksiy Sheviakov¹, Iryna Burlakova², Tetiana Kondes³

¹*Doctor of Sciences (Psychology), professor, Professor of Psychology, Dniprovsky Humanities University, Dnipro, Ukraine, e-mail: shevyakovy0@gmail.com, ORCID: <https://orcid.org/0000-0001-8348-1935>*

²*Doctor of Sciences (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Dnipro, Ukraine, email: burlakova22irina@gmail.com, ORCID: <https://orcid.org/0000-0002-6043-4359>*

³*Ph.D. (Psychology), KROK University, Associate Professor of the Department of Foreign Languages and General Educational Disciplines, Kyiv, Ukraine, e-mail: TetianaKV@krok.edu.ua, ORCID: <https://orcid.org/0000-0001-8514-9389>*

Abstract. The problem of resocialization of the population in the post-war period in Ukraine is very relevant. This is due to the fact that since 2014 military operations have taken place on the territory of Ukraine, which have caused many social and economic problems, as well as problems in the mental health of the population [1].

As a result of hostilities, many people were left without housing, jobs, family ties and social contacts. This has led to a significant disruption of their usual way of life and the need to adapt to new conditions. In addition, many people began to suffer from post-traumatic stress disorder (PTSD), depression, anxiety and other mental disorders, making it difficult for them to adapt to new conditions and participate in social life [2].

The problem of resocialization of the population of Ukraine in the post-war period is also associated with economic problems. In the territories where hostilities took place, the infrastructure was destroyed, and many enterprises and organizations were forced to close. This led to a decrease in the standard of living of many people and the need to implement special programs for resettlement and resocialization of the population [3].

It is also important to help people reconnect with their families and community, and to deal with the trauma and emotional problems resulting from the conflict. To do this, you can use psychological support programs, group sessions and consultations.

To combat these problems, it is necessary to provide psychological assistance and support for people who are faced with hostilities. In addition, it is important to help

create conditions for the restoration of vital needs and opportunities that will help the population return to normal life and cope with psychological problems [4,5].

Thus, the problem of resocialization of the population of Ukraine in the post-war period is very relevant and requires special programs and measures to solve this problem. Without appropriate measures, the population will continue to suffer from social, economic and mental problems, which can lead to negative consequences for society as a whole.

The project for the resocialization of the population of Ukraine in the post-war period has the following goals:

1. Improving the psychological state of the population of Ukraine, which was exposed to the effects of hostilities.
2. Improving the efficiency of the process of resocialization of the population and reducing the level of social and economic inequality.
3. Creation of conditions for the social adaptation of the population, which has lost touch with normal life as a result of hostilities.

Tasks:

1. Determining the level of motivation and empathy in the population affected by military operations.
2. Diagnosis of stress reactions and determination of their impact on the psychological state of the population.
3. Development of individual recommendations for resocialization based on the data obtained.
4. Development of a web service "Health Resources", which will provide access to information about a healthy

lifestyle, psychological support and other useful resources for the population.

5. Development of recommendations for government agencies to improve the system of resocialization of the population and prevent the impact of stress factors on the psychological state of the population.

The target audience of the resocialization project in the post-war period can be people who are in a difficult life situation after going through hostilities, including:

- war veterans and their families;
- people who live in areas affected by the war;
- Refugees and IDPs who have lost their homes and property;
- people who have lost loved ones as a result of the conflict;
- people who have a disability due to a disability resulting from war.

Also, the target audience can be specialists involved in the issues of resocialization and rehabilitation of the population, including social workers, psychologists, teachers, doctors and other professionals.

In general, the project for the resocialization of the population of Ukraine has a high social significance and is aimed at improving the quality of life of the population, as well as promoting social stability and development of the country.

As part of the study, it is planned to develop and conduct a test for motivation and empathy among project participants. This test will consist of several parts, including questions, situational tasks and case studies to assess the level of motivation and empathy of the participants.

Standardized questionnaires such as the Trauma Symptoms Questionnaire, the Social Adjustment Questionnaire and the Quality of Life Questionnaire will also be used to collect data. These tools will allow assessing the current state of project participants and changes in their psychological and social well-being at different stages of the project.

Various methods will be used as a sampling strategy, including random sampling and criteria sampling. A random sample will

be used to form a control group and determine the overall representativeness of the sample. Criteria sampling will be used to identify participants who meet the eligibility criteria for the project, such as trauma symptoms, poor social adjustment, etc.

The burnout test scheme includes a set of questions and a rating scale that allows you to determine the level of burnout in a person. Questions can relate to various areas of life, such as work, personal relationships, health, etc.

To develop individual recommendations for the resocialization of the population after the war, the following diagnostic methods can be used:

1. A technique for identifying personality traits aimed at resolving conflict situations. This technique allows you to determine the individual characteristics of the individual, which may affect the effectiveness of the process of resocialization.

2. Test for self-esteem and self-control. This test will determine the level of self-esteem and self-control in people, which will help to more accurately determine which methods of resocialization may be most effective for a particular person.

3. Methodology for determining the types of response to stress. This technique allows you to identify the types of stress response in people and determine the ways that are most suitable for them to overcome stress.

4. Methods of studying social skills and communication skills. It will allow you to assess the level of communication skills, social skills and empathy, which will help determine which methods of resocialization can be most effective for different groups of people.

5. Methods of studying traumatic events. It will allow you to determine what traumatic events happened to a person, and how they affected his mental state. This will help determine the methods of resocialization that can best help a person overcome the traumatic consequences of war.

The implementation of our project on the resocialization of the population in the

post-war period in Ukraine can have the following positive consequences:

1. Increasing the efficiency of resocialization of the population. Thanks to the use of modern diagnostic methods and the development of individual recommendations for resocialization, we will be able to achieve higher rates of restoring the social adaptation of the population.

2. Reducing the number of cases of emotional burnout among workers employed in the field of resocialization of the population. Through the use of diagnostic techniques and the provision of recommendations for managing stress, we can reduce the risk of burnout and improve the quality of work of professionals in this field.

3. Improving the level of motivation and empathy of the population. Through the use of motivation and empathy tests, we can identify the most effective ways to influence these parameters and offer appropriate recommendations.

4. Creation of a web service "Health Resource". The creation of such a service will make it possible to make information on resocialization available to everyone and improve the availability and quality of social assistance to the population.

In general, the implementation of our project can significantly improve the situation with the resocialization of the population in Ukraine and improve the quality of life of citizens in difficult life circumstances.

Keywords:

References:

1. Zhyhailo N., Sheviakov O., Burlakova I., Slavskaya Ya., Ostapenko I., & Gerasimchuk O. The Psychology of survival and the Art of winning in War. *Public administration and Law Review*. Issue 1(13), 2023. P.62-76. DOI: [10.36690/2674-5216-2023-1-72](https://doi.org/10.36690/2674-5216-2023-1-72)
2. Sheviakov O., Burlakova I., Kornienko V. Psychological provision of processes modernization of metallurgical production management. *Vcheni zapiski universitetu krok*. №2 (66), 2022. C.192-203. DOI:10.31732/2663-2209-2022-66-192-293
3. Zhihaylo, N., Sheviakov, O., Burlakova, I., Lozynskyy, N., Karpinska, R., Slavskaya, Y., Ostapenko, I., Gerasimchuk, O. (2022). PEDAGOGICAL METHODS OF SUPPORTING PSYCHOLOGICAL STABILITY OF STUDENTS DURING THE WAR. *Pedagogy and Education Management Review*, (4), 51–65. <https://doi.org/10.36690/2733-2039-2022-4-51>
4. Burlakova, I., Sheviakov, O., Kondes, T., Kornienko, V., Ostapenko, I., & Gerasimchuk, O. (2022). SOCIAL AND PEDAGOGICAL ASPECTS OF OCCUPATIONAL HEALTH OF SPECIALISTS. *Pedagogy and Education Management Review*, (4), 38–43. <https://doi.org/10.36690/2733-2039-2022-4-38>
5. Shevchenko O., Sheviakov O., Kornienko V., Burlakova I., Slavskaya Y., Sizov V., Dorohan S. Psychological components of the rehabilitation potential of specialists of law enforcement forces structures. *Med. perspekt.* [Internet]. 2022. Dec.29 [cited 2023 May 6]; 27(4): 214-21. Available from: <http://journals.urau.ua/index.php/2307-0404/article/view/271228>

How to cite:

Sheviakov, O., Burlakova, I., & Kondes, T. (2023). Resocialization of the population of Ukraine in the post-war period. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-42-44>.

LEGISLATION ON SURROGATE MATERNITY IN UKRAINE AND THE EUROPEAN UNION

Marian Yunatskyi¹

¹Ph.D. (Economics), Associate Professor Department of Civil and Economic Law

Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine, Kryvyi Rih, Ukraine, e-mail: marionumo@gmail.com, ORCID: 0000-0003-2093-716X

Abstract. Services in the form of surrogate motherhood have always caused controversy in Ukrainian society. There is no proper legal regulation of this type of reproductive technology, so as a result of this, illegal actions occur in the form of the sale of newborn children, embryos and eggs. According to Ukrainian legislation, such behavior will be regarded as socially dangerous and is stipulated by the Criminal Code of Ukraine in Article 149 "Trafficking in people" [1].

At the same time, the Declaration of the Rights of the Child stipulates: "a child must be protected from all forms of neglect, cruelty and exploitation. It should not be an object of trade in any form" [2].

It is characteristic that the contract on surrogate motherhood is not determined by any provisions of the Civil Code of Ukraine (hereinafter referred to as the Civil Code of Ukraine), but it should be considered civil law, since the signing of the contract establishes and regulates the rights and obligations of both parties (as a surrogate mother or father, and and biological parents) and contributes to the emergence of civil legal relations [3].

Such a transaction should be recognized as consensual, because it is considered to have been concluded if the parties have reached agreement on all the essential terms of the contract in the proper form (Part 1 of Article 638 of the Civil Code of Ukraine). That is, it can be assumed that when performing such synalagmatic transaction, individuals must comply with Chapter 52 of the Civil Code of Ukraine, which establishes the basic provisions of the contract. But in view of the special object of the contract on surrogacy in the form of the process of conception, bearing, birth and transfer of the baby to the biological parents, there is a need

for its legislative recognition as a separate and independent type of contract in civil legislation. According to Part 5 of Article 626 of the Civil Code of Ukraine, a contract is retaliatory, unless otherwise established by the contract, the law or does not follow from the essence of the contract. Such a contract usually provides for a fee, but upon agreement of the parties, such a service can be free of charge, since there is no mandatory rule that would regulate it.

As a result of the armed aggression of the Russian Federation, new problems have appeared in this area, which prevent the honest performance of civil legal obligations. Examples include the risky border crossing by biological parents or the inability to pick up a newborn child due to the unknown location or occupation of the territory where the surrogate mother lived. To this day, the number of babies or children who are still in the womb of a surrogate mother is unknown, since the Ukrainian state does not have a register of newborn children who appeared as a result of a surrogate motherhood contract. A separate problem is not only the registration of such babies, but also obtaining documentation that would confirm the genetic link between the child and the biological parents. As a result, establishing the paternity of such children and their legal emigration are impossible. Due to the fact that the Ukrainian birth certificate of a child from a surrogate mother is not recognized in many less liberal countries, biological parents need to prove in court the fact of a genetic connection between a man and a woman who used the services of surrogate motherhood and a newborn baby. That is, it is actually necessary to adopt your own child.

There is also the problem of non-compliance with the provisions of the contract on surrogacy. So, for example, part 3 of

Article 143 of the Family Code of Ukraine establishes: "A child may be left by his parents in a maternity hospital or other health care facility if he has significant defects in physical and (or) mental development, as well as in the presence of other circumstances , which are of significant importance" [4].

At the same time, the right of an individual to a family, regardless of age or health status, which is formulated in part 1 of Article 291 of the Civil Code of Ukraine, is violated. In this case, there is a conflict of interests between the genetic parents and their newborn child from the surrogate mother.

The various legal frameworks among the member states of the European Union are reflected in the various forms and justifications of surrogacy contracts. These agreements often set up the expectations, responsibilities, and rights of all parties, notably the intended parents and the surrogate mother. Depending on the jurisdiction, these contracts may take the shape of private agreements, notarized documents, or documents that have been approved by a court.

These contracts sometimes include clauses relating to monetary compensation, the intended parents' obligations, the surrogate's renunciation of parental rights, and possible contingencies in the event of medical or legal issues. It is crucial to remember that these contracts' validity and enforceability vary between EU member states as a result of the various surrogacy-related regulatory frameworks and perspectives in the area.

The regulatory framework for regulating surrogate motherhood issues in the European Union is:

- The Treaty on the Functioning of the European Union (TFEU). The TFEU provides a framework for the EU's competence in matters related to public health, gender equality, and the free movement of persons. It is essential to analyze how these provisions may influence the regulation of surrogacy. For instance, Article 168(1) grants the EU authority in public health matters, enabling it to address cross-border health issues associated with surrogacy. Similarly, Article 19 ensures the principle of non-discrimination

on grounds of gender, which is relevant when considering the rights of surrogate mothers and intended parents [5].

- Charter of Fundamental Rights of the European Union. The Charter of Fundamental Rights of the European Union enshrines various rights that are relevant to the regulation of surrogacy. Article 7 protects the right to respect for private and family life, while Article 24 recognizes the rights of the child. These provisions play a crucial role in determining the legal framework for surrogacy and the balancing of rights and interests involved [6].

- European Convention on Human Rights (ECHR). The ECHR, although not an EU instrument, is significant in assessing the compatibility of national legislation with human rights standards. Relevant articles include Article 8 (right to respect for private and family life) and Article 12 (right to marry and found a family). The European Court of Human Rights has dealt with several cases related to surrogacy, providing valuable jurisprudence on the subject [7].

- Directives and Regulations. EU directives and regulations may have indirect implications for surrogacy regulation. For instance, the EU Gender Equality Directive (2006/54/EC) prohibits discrimination based on sex, including in the context of employment and social security. The EU Family Reunification Directive (2003/86/EC) also has implications for the recognition of parental rights and citizenship in cases involving cross-border surrogacy [8, 9].

Cross-border factors in surrogacy frequently include the nationality or place of residence of the intended parents, the surrogate, or the country of the child's birth. When various legal systems are involved, legal conflicts occur. Understanding the legal environment of cross-border surrogacy inside the EU requires careful examination of the EU rules on private international law and any potential inconsistencies between state laws.

By examining EU legislation, including treaties, directives and regulations, we can gain insight into how the existing legal framework affects surrogacy in the European Union. Understanding the compatibility of

EU legislation with the regulation of surrogacy is important for the development of an appropriate legislative and regulatory framework in Ukraine that would respect

human rights, ensure legal clarity and promote cross-border cooperation between member states and Ukraine.

Keywords: Ukrainian society; armed aggression; non-compliance.

References:

1. Kryminal'nyy kodeks Ukrayiny [Criminal codex of Ukraine]. (2001, April 05). *Vidomosti Verkhovnoi Rady Ukrainy – Bulletin of Verkhovna Rada of Ukraine*. Kyiv: Parlam. vyd-vo [in Ukrainian].
2. Declaration of the Rights of the Child. (1959). General Assembly Resolution 1386(XIV). Retrieved from <http://www.un-documents.net/a14r1386.htm>
3. Tsyvil'nyy kodeks Ukrayiny [The Civil Code of Ukraine]. (2003, January 16). *Vidomosti Verkhovnoi Rady Ukrainy – Bulletin of Verkhovna Rada of Ukraine*. Kyiv: Parlam. vyd-vo [in Ukrainian].
4. Simeynyy kodeks Ukrayiny [Family Code of Ukraine]. (2002, January 10). *Vidomosti Verkhovnoi Rady Ukrainy – Bulletin of Verkhovna Rada of Ukraine*. Kyiv: Parlam. vyd-vo [in Ukrainian].
5. Treaty on the Functioning of the European Union. (2008). Official Journal of the European Union, C 115/47. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A12012E%2FTXT>
6. Charter of Fundamental Rights of the European Union. (2012). Official Journal of the European Union, C 326/391. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ%3AC%3A2012%3A326%3ATOC>
7. European Convention on Human Rights. (1950). ETS No. 5. Retrieved from https://www.echr.coe.int/Documents/Convention_ENG.pdf
8. EU Gender Equality Directive. (2006). Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation. Official Journal of the European Union, L 204/23. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32006L0054>
9. EU Family Reunification Directive. (2003). Directive 2003/86/EC of the European Parliament and of the Council of 22 September 2003 on the right to family reunification. Official Journal of the European Union, L 251/12. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32003L0086>

How to cite:

Yunatskyi, M. (2023). Legislation on surrogate maternity in Ukraine and the European Union. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-45-47>.

AUSTRALIA'S NATIONAL BIOSECURITY SYSTEM

Larysa Shchekhovska¹

¹Postgraduate Student at the Department of International Relations and Political Consulting, Open International University of Human Development "Ukraine", Kyiv, Ukraine, e-mail: larysashchekhovska@gmail.com, ORCID: <https://orcid.org/0000-0002-6119-166X>

Abstract. Australia's national biosecurity system relies on partnerships between the Australian and state, territory and local governments, industry, environmental bodies, land managers and the broader public. This system is facing new challenges arising from a significant increase in global trade and travel.

The aim of the study is to clarify the roles, responsibilities and governance arrangements that will guide Australia and States and Territories in supporting the national biosecurity system. The object of the study – the Australia's national biosecurity system.

This study is based on the use of a systematic approach and comparative analysis. A system-analytical method was used to analyze legislative acts and other regulatory documents regarding the specifics of the formation and implementation of state policy in the field of providing Australia's biological security; methods of analysis and synthesis were used to evaluate the mechanisms of formation and implementation of state policy in the field of providing Australia's national biosecurity system; the methods of observation and theoretical generalization were used to reveal the reasons that affect the level of providing Australia's national biosecurity system in modern conditions.

Australia's national biosecurity system architecture is supported by a mature and dynamic architecture of agreements, arrangements, deeds and statements between governments, plant and animal industries, environmental groups and research organisations. This is complemented by reviews undertaken by the Inspector-General of Biosecurity, CSIRO and other stakeholders. Australia is also a signatory to a range of international biosecurity, trade, health and environmental agreements,

including measures outlined by the World Trade Organization, International Plant Protection Convention, World Organisation for Animal Health and the World Health Organization [1].

The Intergovernmental Agreement on Biosecurity (IGAB) sets out commitments for governments, outlines agreed national goals and objectives and clarifies roles and responsibilities. The IGAB also establishes the National Biosecurity Committee (NBC). The NBC provides advice to the Agriculture Senior Officials Committee (AGSOC) on national biosecurity issues, and progresses the implementation of the IGAB. AGSOC reports to ministers responsible for primary industries. The NBC is responsible for managing a national, strategic approach to biosecurity risks that could impact agricultural production, the environment, community wellbeing and urban amenity. The NBC is supported by several sectoral committees – the Animal Health Committee, Environment and Invasives Committee, Marine Pest Sectoral Committee and Plant Health Committee – and the National Biosecurity Communication and Engagement Network, as well as ongoing expert groups and short-term, task-specific groups [2].

Formal emergency preparedness and response agreements establish arrangements for responding to exotic pests, weeds and diseases that are detected within Australia and have the potential to impact animal, plant or human health, or the environment. These agreements are the:

- Emergency Animal Disease Response Agreement (EADRA);
- Emergency Plant Pest Response Deed (EPPRD);
- National Environmental Biosecurity Response Agreement (NEBRA) [3].

These arrangements are formal agreements between governments and (where

relevant) industry signatories, and as appropriate, Animal Health Australia (AHA) and Plant Health Australia (PHA). The arrangements cover the management and funding of responses to pest, weed and disease outbreaks, or where a pest, weed or disease primarily impacts the environment and/or social amenity (where the response is for the public good).

AHA and PHA are the custodians of the EADRA and EPFRD respectively and are national coordinators of key government-industry biosecurity partnerships in the areas of animal and plant health, producing and inputting into strategies and plans to guide these efforts. AHA and PHA, as well as other peak bodies such as Wildlife Health Australia (WHA), facilitate a national approach to enhancing Australia's animal and plant biosecurity systems, through awareness, preparedness and emergency response management [4].

The National Biosecurity Statement was finalized in 2018 and outlines national biosecurity goals, roles and responsibilities and principles for managing biosecurity risk. The strategy builds from this strong foundation.

Government strategies. The Australian, state and territory and local governments have published a range of strategies, roadmaps and reviews that outline the goals, objectives, priorities and frameworks for the biosecurity system within their jurisdiction.

Peak research organisations and environmental biosecurity stakeholder publications. Research organisations and environmental groups are instrumental in the protection and continual enhancement of the biosecurity system. This includes organisations such as the CSIRO, Rural Research and Development Corporations and tertiary institutions. Research organisations develop strategies, research and position papers, and actions that explore and inform initiatives and outline innovative approaches in science, research and collaboration [5].

Environmental groups, such as regional NRM organisations, play a critical role in

environmental biosecurity, regional planning, natural resource management and policy advocacy. A diverse range of Indigenous stakeholders, including Indigenous organisations and land-holding and native title bodies, are involved in biosecurity-related land and water management including surveillance activities. Surveillance activities are also enhanced by on-farm biosecurity and citizen science initiatives which support education, collaboration and capacity building.

Industry strategies and position papers. Industry peak bodies who understand and acknowledge the shared benefits of a strong and resilient biosecurity system are consistent advocates for its improvement. Importantly, they publish, in consultation with their members, an array of ambitious and considered strategies and position papers that seek to make a case for reform, action and investment.

System stakeholders work together on a range of holistic plans and strategies, such as PlantPlan 2021 and Animalplan 2022 to 2027. Animalplan was recently developed through collaboration between relevant animal health stakeholders from government, industry, research and other sectors as Australia's first national action plan to strengthen the animal health system, including the preparedness and ability to respond to emergency animal diseases such as foot-and-mouth disease [6].

Thus, Australia's biosecurity system is complex, comprising multiple actions undertaken by system participants at different points along the biosecurity continuum – off-shore or pre-border, at the border, and on-shore or post-border. A key principle of the biosecurity system, articulated in the IGAB and in each state and territory biosecurity strategy, is that biosecurity is a shared responsibility or partnership between all participants in the system. Underpinning a partnerships approach is the awareness and acknowledgement by key participants in the system of their roles and responsibilities and those of other system participants.

Keywords: biosecurity; biosecurity system; governance; stakeholders.

References:

1. AHA. 2019. Animal Health in Australia 2018. Animal Health Australia, Canberra, Australia.
2. Akter, S., Kompas, T. & Ward, M.B. 2015. Application of portfolio theory to asset-based biosecurity decision analysis. *Ecological Economics*, 117, 73–85.
3. Barnes, B., Giannini, F., Arthur, A. & Walker, J. 2019. Optimal allocation of limited resources to biosecurity surveillance using a portfolio theory methodology. *Ecological Economics*, 161, 153–162.
4. Bauler, T. 2012. An analytical framework to discuss the usability of (environmental) indicators for policy. *Ecological Indicators*, 17, 38–45.
5. DAWR. 2017a. Australian Biosecurity Awards 2017. Department of Agriculture and Water Resources, Canberra, Australia.
6. Fraccascia, L., Giannoccaro, I. & Albino, V. 2018. Resilience of Complex Systems: State of the Art and Directions for Future Research. *Complexity*, 1–44.

How to cite:

Shchekhovska, L. (2023). Australia's national biosecurity system. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-48-50>.

AN ANALYSIS ON MEENAKSHI CARGO FORWARD PRIVATE LIMITED WITH RESPECT TO EXPORT PROCEDURE AND DOCUMENTATION

R. Divyaranjani¹, Dr. Shameem², Vishnu Vardhan³

¹Assistant Professor, AMET Business School, AMET University, Chennai, India, e-mail: divyaranjani86@gmail.com

²Dr., Professor, AMET Business School, AMET University, Chennai, India, e-mail: shameemanwar2003@gmail.com

³Student, AMET Business School, AMET University, Chennai, India,

Abstract. Ocean freight is the method of transporting often large loads of goods by sea – putting cargo in large containers which are loaded onto vessels. Over 90% of all the world's trade is carried by sea – and even more in some countries. The ocean freight is more up greeted in the big countries, the countries which are high and rich are more and advanced developed in port areas for export and import. The export and import are more often makes a country to improve their revenue and market prices to be raised in other country, the greater number of exports makes the country that rich in revenue. An ocean freight rate is the costs of transporting shipments directly by the sea. Freight

quotations are the estimated summary of charges during the entire transportation process, including pick-ups, trucking, warehousing, etc. Air freight is another term for air cargo that is, the shipment of goods through an air carrier. Air transport services are the most valuable when it comes to moving express shipments around the globe. Just like the commercial or passenger airlines, air freight flies in the same gateways. Road transport means transportation of goods and personnel from one place to the other on roads. Road is a route between two destinations, which has been either paved or worked on to enable transportation by way of motorized and non-motorized carriages.

Keywords: air freight, road transport, motorized and non-motorized carriages & method of transporting.

References:

1. Green K W Jr. and Inman R A (2005), “Using a Just-In time Selling Strategy to Strengthen Supply Chain Linkages”, *International Journal of Production Research*, Vol. 43, No. 16, pp. 3437-3453.
2. R Divyaranjani, Sandeep Kumar Gupta, Mr Dolan Rajkumar, The International Congress of Educational Sciences and Linguists (ICEL 2022) 29-30 November 2022, The Netherlands Proceedings Book, Volume 29, Pages 147, Publisher GLOBAL ACADEMY YAYINCILIK VE DANIŞMANLIK HİZMETLERİ SANAYİ TİCARET LİMİTED ŞİRKETİ
3. *International Journal of Physical Distribution & Supply chain Management*, ISSN:0960-0035 Previously published as: *International Journal of Physical Distribution & Materials Management* Online from: 1990
4. Journal: *International Journal of Production Economics - INT J PROD ECON*, vol. 113, no. 1, pp. 127-147, 2008
5. *Transportation Journal*, 2007 by Wout Dullaert, Hein Fleuren, Frans Cruijssen
6. R Divyaranjani, SK Gupta, A Prajit, A Study on Current Issues Pertaining to Freight Forwarding and Contract Logistics, *Economics, Finance and Management Review*, 72-83

How to cite:

Divyaranjani, R.; Shameem, D.; Vardhan, V. (2023). An analysis on Meenakshi Cargo Forward Private Limited with respect to export procedure and documentation. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-51>.

MANAGEMENT OF THE ECONOMIC SECURITY OF THE STATE: CORPORATE LEADERSHIP IN MODERN REALITIES

Mykola Denysenko¹, Svitlana Breus²

¹*Doctor of Science (Economics), Professor, Habilitated Doctor of Economic Sciences, Professor of Economic Sciences, Professor of the Department of Mathematics and methods of its teaching, Volodymyr Vynnychenko Central Ukrainian State University, Kropyvnytskyi, Ukraine, e-mail: profden3@gmail.com, ORCID <https://orcid.org/0000-0001-8767-9762>*

²*Doctor of Science (Economics), Professor, Professor of the Department of Management and Innovative Providing, European University, European University, Kyiv, Ukraine, e-mail: breus.svitlana@gmail.com, ORCID 0000-0003-0624-0219*

Abstract. In the conditions of a full-scale war between Russia and Ukraine, when, as a result of the aggressor's actions, significant damage was caused to domestic infrastructure (civilian, military, transport, etc.), disparities in the state's economic development deepened and, as a result, a significant drop in GDP occurred. Real GDP fell by 29.1% in 2022, according to detailed GDP data from the State Statistics Service of Ukraine. This was the deepest annual drop in GDP in Ukraine's history. The plunge was primarily triggered by the full-scale war unleashed by Russia on 24 February 2022, and its consequences. Those include the occupation of Ukrainian territory, the destruction of infrastructure and production facilities, the blockade of Black Sea ports, supply chain disruptions, and a huge wave of migration. A combination of these effects caused a sharp reduction in consumer demand, investment activity, exports, and harvests (NBU Comment on Change in Real GDP in 2022, 2023). These factors and the disparities catalyzed by them had a significant impact on the economic development of economic entities and the state as a whole and its economic security (which is a component of national security) and contribute to the accumulation of efforts of all elements of the socio-economic system to achieve strategic results, taking into account and focusing on strategic directions of development of Ukraine (Denysenko & Breus, 2020). In this context, it is important to study the interrelationships of the effectiveness of corporate governance, taking into account its orientation towards ensuring economic security and its

effective management at all levels in order to restore the destroyed links between education, science and production (Breus, 2019) in the conditions of the post-war reconstruction of the country's economy. At the same time, it is necessary to deepen research on the effectiveness of the implementation of corporate strategies, especially when the overconcentration of unprecedentedly mobile financial and investment resources among global investors is accompanied by unevenness, non-linearity, asynchrony of investment processes. Attracting the capital of transnational corporations in ever-growing volumes, initiating large-scale energy and infrastructure projects with the mobilization of credit and portfolio borrowings on international financial markets, the Ukrainian economy is entering the global investment stage of development (Dzebykh I. B., 2016). Taking into account the above, it should be stated that under such circumstances the role and importance of leadership (as a human factor) in corporate management increases.

The question is eternal: What makes a good leader? Predictably, we have no definitive answer. But one thing is certain: As business technologies and processes evolve, hot industries come and go and employee demographics shift, the best leaders are those who can change with the times. They're the ones with foresight and adaptability, who don't rule from a manual but rather customize a culture that's specific to each company, its mission and the personality of its work force (Principles of modern leadership from 5 influential IT CEO'S). For example, Amazon's activity is based on such leadership

principles:

Customer Obsession. Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

Ownership. Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job."

Invent and Simplify. Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here." As we do new things, we accept that we may be misunderstood for long periods of time.

Are Right, A Lot. Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

Learn and Be Curious. Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

Hire and Develop the Best. Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

Insist on the Highest Standards. Leaders have relentlessly high standards — many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

Think Big. Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

Bias for Action. Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

Frugality. Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention. There are no extra points for growing headcount, budget size, or fixed expense.

Earn Trust. Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

Dive Deep. Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

Have Backbone; Disagree and Commit. Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

Deliver Results. Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

Strive to be Earth's Best Employer. Leaders work every day to create a safer, more productive, higher performing, more diverse, and more just work environment. They lead with empathy, have fun at work, and make it easy for others to have fun. Leaders ask themselves: Are my fellow employees growing? Are they empowered? Are they ready for what's next? Leaders have a vision for and commitment to their employees' personal success, whether that be at Amazon or elsewhere.

Success and Scale Bring Broad Responsibility. We started in a garage, but we're not there anymore. We are big, we impact the world, and we are far from perfect. We must be humble and thoughtful about even the secondary effects of our actions. Our

local communities, planet, and future generations need us to be better every day. We must begin each day with a determination to make better, do better, and be better for our customers, our employees, our partners, and the world at large. And we must end every day knowing we can do even more tomorrow. Leaders create more than they consume and always leave things better than how they found them

Thus, taking into account the specifics of the activities of corporations and the role of

leaders who led and lead them to success using leadership principles, it should be noted that Ukraine should use the best foreign practices for post-war reconstruction, in particular in those areas in which it has competitive advantages. This will help to increase the level of development of certain sectors of the economy, and therefore, speed up the recovery of the state's economy in the post-war period and increase the level of its economic security (Denysenko & Breus, 2022).

Keywords: economic security; state economic security; corporations, corporate leadership, leadership, principles of leadership.

References:

- 1 NBU Comment on Change in Real GDP in 2022. (2023, April 14). Retrieved from <https://bank.gov.ua/ua/news/all/komentar-natsionalnogo-banku-schodo-zmini-realnogo-vvp-u-2022-rotsi>
2. Denysenko, M. P. & Breus, S. V. (2020, December 30). The main approaches to the characterization of security as a category. Science and Global Studies: Abstracts of scientific papers of V International Scientific Conference (Prague, Czech Republic, December 30, 2020) / Financial And Economic Scientific Union, 72 p. P. 24-27.
3. Breus, S. V. (2019). Management of economic security of the system of domestic higher education institutions: monograph. Kyiv: KNUTD, 400 p.
4. Dzebykh, I. B. (2016). Corporate leadership in the global oil and gas business. Investytsiyi: praktyka ta dosvid, 13, 54-58.
5. Principles of modern leadership from 5 influential IT CEO'S. Retrieved from <https://escadra.com.ua/principy-sovremennogo-liderstva-ot-5-vliyatelnyx-it-rukovoditelej.html>
6. Leadership Principles. Retrieved from <https://www.amazon.jobs/content/en/our-workplace/leadership-principles>
7. Denysenko, M. P. & Breus, S. V. (2022, April 27-30). Increasing the level of state economic security on the basis of innovation. The XXIII International Science Conference «Theory, practice and science», April 27 – 30, 2021, Tokyo, Japan. 493 p. P. 103-108.
8. Denysenko, M. P. & Breus S. V. (2022, May 19). Innovation in corporate governance. 2 nd International Conference on corporation management. Retrieved from <https://conf.scnchub.com/index.php/ICCM/ICCM-2022/paper/view/362>

How to cite:

Denysenko, M.; Breus, S. (2023). Management of the economic security of the state: corporate leadership in modern realities. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-52-54>.

STUDY OF THE FEATURES OF SOCIO-ECONOMIC SECURITY OF THE ENTERPRISE

Marta Kopytko², Anton Malanchuk²

¹*Doctor of Science (Economics), Professor, Head of the Department of Social and Behavioral, Humanities and Economic Security, Lviv State University of Internal Affairs, Lviv, Ukraine, e-mail: marta_kernytska@ukr.net, ORCID: <https://orcid.org/0000-0001-6598-3798>*

²*Postgraduate student, Lviv State University of Internal Affairs, Lviv, Ukraine, ORCID: <https://orcid.org/0009-0000-0628-8680>*

Abstract. Today, operational, tactical and strategic activities of each enterprise are subject to a significant number of factors of influence, and more often these factors are negative. The situation is aggravated by modern realities and global events, such as the pandemic and its consequences, as well as the attack of the Russian Federation on the territory of our country since 2014. In view of this, enterprises every day try to implement measures to counteract the negative impact of modern threats or adaptation to new realities. The key factor of survival in this process is the management and provision of security, in particular socio-economic.

Modern enterprises resort to the formation of specific departments, whose duties are responsible for managing and ensuring all components of this aspect of the enterprise's security system. But despite considerable efforts, it is not uncommon for socio-economic systems to attempt ineffectively. This is due to the fact that today there is still no clear common and agreed understanding of the essence of socio-economic security, and what role it plays in the life of the enterprise. With this in mind, In our opinion, an important issue is the study of the concept of "socio-economic security of the enterprise".

It should be noted that not always when interpreting the concept of "socio-economic security of an enterprise", all aspects of social and economic security of this socio-economic system are combined. Summarizing the theoretical analysis, we believe that socio-economic security of an enterprise is a state in which security conditions are formed to ensure the protection of social and economic components from the negative impact of risks, threats and dangers and the lack of response to various forms of challenge.

Thus, most authors [1-3] believe that the purpose of ensuring the socio-economic security of the enterprise is to achieve a consistently effective functional state in a certain period of time, as well as further ensuring sustainable development potential and increasing the level of its competitiveness.

The subjects of ensuring the socio-economic security of the enterprise under the influence of modern threats should be divided into external (law enforcement agencies, private firms, security organizations) and internal (enterprise management, security service units, labor protection service, specialists in protecting socio-economic interests).

The objects of ensuring the socio-economic security of the enterprise can be various structural elements that require protection and the formation of security conditions. That is, it is a purely individual matter of each socio-economic system.

Considering the modern features of implementation and basic characteristics of the management mechanism for ensuring the socio-economic security of the enterprise, it is important to explore its key components. So, first of all, in our opinion, it is important to investigate the functions that should be performed by the management mechanism for ensuring the socio-economic security of the enterprise. Summarizing the theoretical achievements of modern scientists 109-111, we have determined that in the context of the mechanism and type of security we are studying, the following key functional components should be distinguished: planning, organization, control, regulation, motivation.

In the context of studying the nature and features of the implementation of the management mechanism for ensuring the socio-economic security of the enterprise, an important issue is to determine the principles according to which it functions.

Keywords: enterprise; management.

References:

1. Lugovaya V. Social security as a key security subsystem. BUSINESS INFORM. Economy 2011. No. 10, pp. 69–72.
2. Omelchuk S. Definition of the essence of the concept of "economic security of enterprise" and its components. *Bulletin of Khmelnytskyi National University. Economic sciences*. 2008. № 6. Vol. 1. pp. 206–210.
3. Kupchak B. Economic security of entrepreneurship: the essence and conditions of occurrence. *Scientific Bulletin Lviv. state. Univ. of Internal affairs. Ser. "Economy"*. 2010. Vol. 2. P. 334–346.

How to cite:

Kopytko, M.; Malanchuk, A. (2023). Study of the features of socio-economic security of the enterprise. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-55-56>.

THE MECHANISM FOR ENSURING THE ECONOMIC SECURITY OF THE ENTERPRISE

Alona Zahorodnia¹

¹Postgraduate of Department of Management named after Professor Yosyp S. Zavadsky, National university of life and environmental science of Ukraine, Kyiv, Ukraine, ORCID: <https://orcid.org/0000-0003-2741-1953>

Abstract. The main goal of the economic security of the enterprise is to ensure its long-term and most efficient operation today and high development potential in the future. The following tasks of the economic security of the enterprise follow from this goal:

- to ensure high financial efficiency, sustainability and independence of the enterprise;
- to ensure technological independence and the achievement of high competitiveness of the technical potential of the enterprise;
- optimize the efficiency of the organizational structure;
- ensure a high professional level of personnel training;
- minimize the destructive impact of the results of production activities on the state of the environment;
- to ensure the regulatory and legal protection of all aspects of the enterprise;
- ensure the information security of the enterprise, commercial secrets;
- ensure the security of the commercial interests of the enterprise, its capital and property;

The level of economic security of an enterprise depends on how effectively its management staff and specialists (managers) of departments are able to avoid possible threats and eliminate the consequences of the negative impact of the internal and external environment.

Consistency to the formation of a mechanism for ensuring the economic security of an enterprise implies that it is necessary to take into account not only the real conditions of the enterprise, but the mechanism itself must have clearly defined elements, a scheme of actions and interactions [1].

The mechanism for ensuring economic security is, first of all, management activity, reflected in the development of strategic measures, including the choice of goals, as well as strategies, lines of conduct, programs and procedures for the implementation of specific activities in the interests of optimally ensuring the economic security of the enterprise. These goals, objectives and strategy should be transformed into a work plan, which should be clear and understandable for performers at all levels of the enterprise, followed by the formation of a program for the phased development of the enterprise and specific activities for all areas of activity. A plan that reflects the strategy and tactics of ensuring security, primarily at such a priority level as the economic security of the facility, is considered a management policy document [2].

Consider the main mistakes that are made when creating this plan:

- the main mistake is the absence of an item reflecting the goals and objectives arising from the activity concept approved by the head of the enterprise;
- the absence of an item that actually contains the functional duties of the operational department of the economic security service («optimize», «analyze», «improve», etc.);
- pointless instructions and recommendations that deviate from the planned concept of activity;
- lack of division of responsibility of executive divisions;
- lack of instructions for solving labor-intensive activities [2].

Such shortcomings in the plans make it possible to avoid the responsibility of specific persons responsible for the security of the enterprise [3].

Therefore, it should be emphasized that the main weak point in the work of many enterprises in the management system of which this document functions is an insufficiently developed planning system, since only those who are able to accurately formulate their own goal will achieve success.

If it is absent, there can be no purposeful plan, and therefore, the success of the subject in the field of any activity. But even if it was possible to form a plan that meets all the requirements, it is still necessary to monitor its timely and high-quality execution. Otherwise, everything will remain on paper.

Keywords: economic security; economic security of the enterprise, mechanism for ensuring economic security.

References:

1. Bondarenko-Berehovych V. (2021). Improvement of Methodical Approaches to the Management of the System of Economic Security of Bakery Industry Enterprises. Theoretical and Practical Research in Economic Fields. Vol. XII, Issue 1(23). p. 31-38.
2. Illyashenko O.V. (2016). Mechanisms of the system of economic security of business: monograph. Kharkiv: Machulin. 504 p.
3. Lyashenko O. M. (2011). Conceptualization of the management of economic security of business: monograph. Luhansk: SNU im. V. Dalia. 400 p.

How to cite:

Zahorodnia, A. (2023). The mechanism for ensuring the economic security of the enterprise. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-57-58>.

PUBLIC PROCUREMENT SYSTEM IN THE CONTEXT OF THE RUSSIAN-UKRAINIAN WAR

Anton Soshnykov¹, Tetiana Hudima², Yuliia Yershova³

¹Ph.D. (Law), Senior Research, State Organization «V. Mamutov Institute of Economic and Legal Research of the National Academy of Sciences of Ukraine», Kyiv, Ukraine, e-mail: antonsoshnykov@gmail.com, ORCID: <https://orcid.org/0000-0003-4998-9713>

²Doctor of Science (Law), Deputy Head of Department, State Organization «V. Mamutov Institute of Economic and Legal Research of the National Academy of Sciences of Ukraine», Kyiv, Ukraine, e-mail: tsgudima@gmail.com, ORCID: <https://orcid.org/0000-0003-1509-5180>

³Director, Ukrainian Youth Legal Assembly, Kyiv, Ukraine, e-mail: julika.yershova@gmail.com, ORCID: <https://orcid.org/0009-0005-5096-4953>

Abstract. The national public procurement system has undergone significant changes as a result of the full-scale invasion of Ukraine by the Russian Federation and the declaration of martial law.

This led to the emergence of a number of studies on the relevant topics. Thus, scientists of various specialties, including economists, lawyers, and public administration specialists, have devoted their work to analyzing the development of public procurement during martial law. For example: V. Malolitneva, V. Rusin, M. Halushchak, O. Halushchak, T. Kuzhda, A. Shushpan, E. Kilnytska, S. Glukhova, T. Kolodyazhna, and others. However, it should be noted that some of these researchers only stated the relevant events that have already taken place and did not consider their impact on the public procurement system, on the fulfillment of national tasks (by the authorities), on improving the business climate and indirectly supporting the private sector.

The legal and economic framework for the procurement of goods, works and services to meet the needs of the state, territorial communities and united territorial communities in Ukraine is regulated by the Law of Ukraine No. 922-VIII "On Public Procurement" dated 25.12.2015. It is aimed at ensuring efficient and transparent procurement, creating a competitive environment in the field of public procurement, preventing corruption in this area, and developing fair competition [1].

In turn, in recent years, there have been cases when the peculiarities of public procurement procedures were established at the level of a subordinate act - a resolution of

the Cabinet of Ministers of Ukraine (for example, to ensure the preparation and conduct of events to celebrate the 30th anniversary of Ukraine's independence [2]; to implement measures aimed at preventing the occurrence and spread, localization and elimination of outbreaks, epidemics and pandemics of acute respiratory disease COVID-19 caused by the coronavirus SARS-CoV-2 in Ukraine [3], etc.) It should be noted that the provisions of the Law of Ukraine "On Public Procurement" expressly provided for the establishment of such features by the Government (the Government's acts were aimed at implementing the relevant legislative provisions).

In the first days of the Russian Federation's full-scale invasion of Ukraine, the Cabinet of Ministers of Ukraine adopted Resolution № 169 "Some Issues of Defense and Public Procurement of Goods, Works and Services under Martial Law" of 28.02.2022 (now expired) [4]. This resolution started a "new" page in the development of public procurement under martial law, which created the preconditions for finding effective tools to support both the defense sector and the population. Since the main purpose of public procurement is to meet public needs, and public procurement itself is a mechanism for implementing economic and social development programs designed to solve specific problems of society, population groups, territorial community or its part [5].

In fact, the Government of Ukraine (in the first version of the resolution) made an unprecedented decision and introduced a special "direct" regulation that allowed both defense and public procurement of goods,

works and services to be carried out without the use of procurement procedures and simplified procurement as defined by the Laws of Ukraine "On Public Procurement" and "On Defense Procurement". In turn, the lists and volumes of procurement of goods, works and services to meet the needs of the security and defense sector, as well as other goods, works and services to ensure the security and defense needs of Ukraine are determined by the decision of state customers in the defense sector, and for other procurements - by the decision of the state property management body of a public sector entity. It should be emphasized that the legal acts on the basis of which this resolution was adopted did not provide for the relevant powers of the Cabinet of Ministers of Ukraine, in particular Article 12-1 of the Law of Ukraine "On the Legal Regime of Martial Law"[6].

At the same time, practitioners (procuring entity representatives) initially had a rather negative attitude to the regulation of procurement at the level of a governmental act.

The "perception" of the procurement process by the parties (both customers and participants) and the active application of this government decision in practice began after the publication of the letter of the Ministry of Economy of Ukraine № 3304-04_9225-06 of 04.03.2022 "On Procurement during the period of martial law" [7]. In accordance with clause 35, part 1, article 1 of the Law of Ukraine "On Public Procurement" and the Regulation on the Ministry of Economy of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine № 459 "Issues of the Ministry of Economy" dated 20.08.2014 [8], the Ministry of Economy of Ukraine, as the central executive body that ensures the formation and implementation of state policy in the field of public procurement, is the authorized body in the field of public procurement. In its turn, the Ministry of Economy of Ukraine is responsible for: providing generalized answers of a recommendatory nature on the application of procurement legislation; providing free consultations of a recommendatory nature on

procurement issues and informing the public about the policy and rules of public procurement (Article 9 of the Law of Ukraine "On Public Procurement").

Thus, in the letter of the Ministry of Economy of Ukraine "On Procurement during Martial Law", as an authorized body in the field of public procurement, it explains to public procurement entities the need (possibility) of applying the provisions of the Resolution of the Cabinet of Ministers of Ukraine "Some Issues of Defense and Public Procurement of Goods, Works and Services under Martial Law" on the non-application of procurement procedures for procurement (non-defense). The Ministry of Economy of Ukraine also clarified that the lists and volumes of procurement of goods, works and services are economic entity; a decision of the municipal property management body; a decision of the relevant management body of a economic entity operating at a critical infrastructure facility using municipal property.

The expert community gave different assessments of the special procedure for public procurement. For example, V. Malolitneva emphasizes that for the period of martial law, the regulations provide the right of customers to apply a more flexible procedure for meeting urgent needs and take into account the interests of Ukraine's nc, since currently a significant part of the information is not posted in the electronic procurement system [9].

In turn, other researchers believe that changes to legislation cannot serve to solve immediate problems or satisfy individual interests. Only a clear system with simple and understandable rules, the implementation of which is mandatory for everyone, can be considered effective [10]. Although retrospectively assessing the impact of this decision of the Government, V. Rusin notes that it provided an opportunity for customers at the very beginning of the war to buy quickly and easily, in turn, he emphasizes the need for a gradual return to transparent procurement, which will ensure more efficient and open use of public funds [11].

It is necessary to evaluate this decision of the Government through its impact on stakeholders: the state, procuring entities, procurement participants (business representatives), and the community (communities, population groups).

For the state, this allowed it to continue fulfilling its social and other obligations, implementing infrastructure projects, etc., which contributed to solving the problems of society, population groups, territorial communities or parts thereof. Thanks to the Government's decision, procuring entities were able to ensure their current work and continue (uninterrupted) to fulfill their tasks. This also created additional corruption risks; a significant amount of goods, works and services were procured at inflated prices. We must agree that saving public funds, as a principle of certain national public procurement systems, loses its relevance in times of emergency. It is also difficult to talk about the efficiency of public funds [12].

The implementation of these principles becomes impossible when it comes to emergency situations or military events. This leads to a change in the development vector of the public procurement system, when efficiency is achieved not through the balance of procurement costs, but through the ability to continue performing state functions (in the interests of Ukraine's national security).

In turn, part of the economic community was deprived of the opportunity to participate in tender procedures, which led to a lack of competition (one of the main principles of public procurement). Other business representatives were able to become suppliers of relevant goods or executors of works and services without any bureaucratic obstacles. The process of concluding procurement contracts was extremely accelerated.

Thus, the Government of Ukraine, in conditions of uncertainty, introduced a fairly effective tool for ensuring the fulfillment of national and local tasks. This tool should be considered only as a temporary measure. Although this decision could have been implemented through a decision of the National Security and Defense Council of Ukraine, and only then through a corresponding decree of the President of Ukraine, as a guarantor of state sovereignty, territorial integrity of Ukraine, compliance with the Constitution of Ukraine, human and citizen rights and freedoms (it was more legally correct).

Further research could be aimed at analyzing the impact of other legislative changes on the public procurement system during martial law.

Keywords: public procurement; martial law; economic entity; economic law; public funds; national security.

References:

1. On public procurement: Law of Ukraine from 25.12.2015 No. 922-VIII. URL: <https://zakon.rada.gov.ua/laws/show/922-19#Text>
2. Some issues of procurement of goods, works and services necessary to ensure the preparation and implementation of events commemorating the 30th anniversary of Ukraine's independence: Resolution of the Cabinet of Ministers of Ukraine from 15.07.2021 No.736. URL: <https://zakon.rada.gov.ua/laws/show/736-2021-%D0%BF#Text>
3. Some issues of procurement of goods, works and services necessary for the implementation of measures aimed at preventing the occurrence and spread, localization and liquidation of outbreaks, epidemics and pandemics of the acute respiratory disease COVID-19 caused by the SARS-CoV-2 coronavirus in the territory of Ukraine: Resolution of the Cabinet of Ministers of Ukraine from 20.03.2020 No. 225 URL: <https://zakon.rada.gov.ua/laws/show/225-2020-%D0%BF#Text>
4. Some issues of defence and public procurement of goods, works and services under martial law: Resolution of the Cabinet of Ministers of Ukraine from 28.02.2022 No. 169. URL: <https://zakon.rada.gov.ua/laws/show/169-2022-%D0%BF#Text>
5. Soshnykov, A.O. (2019). Commercial and legal provision of public procurement. Extended abstract of candidate's thesis. Kyiv. URL: http://www.iepd.kiev.ua/wp-content/uploads/2019/01/%90_%90_%91'%90_%91_%90%E7%91%22%90%E7%91_%90F8%91'-%90F6%90_%91_%90_%90F1%90F3%90_%90_.pdf

6. On the legal regime of martial law: Law of Ukraine from 12.05.2015 No. 389-VIII. URL: <https://zakon.rada.gov.ua/laws/show/389-19/ed20220228#n255>
7. Regarding procurement during martial law: Letter of the Ministry of Economy of Ukraine from 04.03.2022 No. 3304-04_9225-06. URL: <https://www.me.gov.ua/InfoRez/FileInfo?id=c55cf5b5-6bbf-4db9-b29e-bbc8e9621ee4>
8. Issues of the Ministry of Economy: Resolution of the Cabinet of Ministers of Ukraine from 20.08.2014 No. 459. URL: <https://zakon.rada.gov.ua/laws/show/459-2014-%D0%BF/ed20220216#Text>
9. Malolitneva, V. (2022). Peculiarities of legal regulation of public procurement in the conditions of martial law and the post-war period. According to the materials of the scientific report at the meeting of the Presidium of the National Academy of Sciences of Ukraine on June 29, 2022. *Bulletin of the National Academy of Sciences of Ukraine*, No. 8, P. 64-70. URL: <http://dspace.nbuv.gov.ua/bitstream/handle/123456789/186670/10-Malolitneva.pdf?sequence=1>
10. Galushchak, M., Galushchak, O., Kuzhda, T. (2022) Reforming public procurement in Ukraine: system or chance? *Galician Economic Herald*, Volume 74, No. 1, P. 177-186.
11. Rusin, V. (2022). Peculiarities of public procurement in the conditions of martial law. Social, economic, legal and financial challenges in the conditions of global transformations. *Collection of materials of the II International Scientific and Practical Conference* (May 30, 2022). Ternopil: ZUNU. URL: http://dspace.wunu.edu.ua/bitstream/316497/45889/1/SOCIAL%2C%20ECONOMIC%2C%20LEGAL%20AND%20FINANCIAL%20CHALLENGES%20IN%20GLOBAL%20TRANSFORMATIONS%20CONDITIONS_30_10_2022.pdf#page=171
12. Ustimenko, V.A., Soshnykov, A.O., Tokarskaya, A.S., Makarenko, A.Yu., Nesterenko, E.A. (2021). State procurements: studying the implementation of national policies in terms of pandemic Covid-19. *GEORGIAN MEDICAL NEWS*, No. 3(312), P. 157-163. URL: https://geomednews.com/Articles/2021/3_2021/157-163.pdf

How to cite:

Soshnykov, A.; Hudima, T.; Yershova, Y. (2023). Public procurement system in the context of the russian-ukrainian war. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-59-62>.

CORPORATE WELLNESS TOURISM AS A BASIS FOR EMPLOYEE WELL-BEING**Valeriia Kostynets¹**

¹*Doctor of Science (Economics), Associate Professor, Associate Professor of the Department of Management, Vadym Hetman Kyiv National Economic University, Kyiv, Ukraine, Guest Researcher of the Department of Business Administration, esp. Marketing, Heinrich Heine University of Dusseldorf, Germany; email: valeriya.kostynets@gmail.com, ORCID: <https://orcid.org/0000-0002-4222-7620>*

Abstract. An increasing number of enterprises in the 21st century are inclined to understand the need to ensure the well-being of employees. In this regard, a lot of companies turn to such a direction of corporate wellness as corporate wellness tourism.

The conditions currently faced by employers and employees in Ukraine, the threat to their own safety, periodic blackouts that make staff productivity impossible, and other stress factors indicate the need to popularize the direction of corporate wellness tourism among Ukrainian enterprises as a basis for the mental and physical well-being of employees.

Wellness tourism, or travel with the primary goal of promoting physical and mental well-being, is a rapidly growing industry. While traditionally associated with personal travel, wellness tourism is now emerging as a promising tool for promoting employee well-being in the corporate world. Companies can leverage wellness tourism to

promote employee health and happiness in a variety of ways [1].

Corporate wellness tourism is an extended workplace wellness program held in a distant location either as short-duration retreats or exclusive wellness holiday packages. In a different location, employees recover from stress fast and are at their best form when back to work [2]. In this aspect, we can talk about such a concept as wellbeing tourism. Wellbeing tourism is a sustainable tourism that supports harmony and balance for body, mind and soul. That is why this type of tourism should become widespread among Ukrainian companies.

After all, by providing wellness travel as a reward for employees, including them in overall wellness initiatives and using it not only to stabilize the mental and physical health of employees, but also for team building and bonding, companies can create a more positive and productive workplace culture.

Keywords: corporate well-being; wellness tourism; wellbeing tourism; employees; wellness program.

References:

1. Tiwari, R. (2023). The Next Frontier of Corporate Wellness: How Companies Can Leverage Wellness Tourism for Employee Wellbeing? Retrieved from <https://www.linkedin.com/pulse/next-frontier-corporate-wellness-how-companies-can-tiwari-phd/>
2. Dr. Prem Wellness Tourism (2022, July 27). A Guide on Corporate Wellness Tourism- Definition, Importance, Features And Its Association with Business Travel. Retrieved from <https://drprem.com/wellness/corporate-wellness-tourism/#Tourism>

How to cite:

Kostynets, V. (2023). Corporate wellness tourism as a basis for employee well-being. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-63>.

ENTREPRENEURSHIP INTEGRATION IN ECONOMY 5.0: SUSTAINABILITY AND RESILIENCE FOR AGROINDUSTRY

Iuliia Kostynets¹

¹*Doctor of Science (Economics), Associate Professor, Professor of the Department of Marketing, Economics, Management and Administration, Vice-Rector International, National Academy of Management (Kyiv, Ukraine), Guest Researcher of the Department of Business Administration, esp. Marketing, Heinrich Heine University of Dusseldorf, Germany; email: yulia.kostynets@gmail.com, ORCID: <https://orcid.org/0000-0001-6427-675X>*

Abstract. Today societies, economies, business entities and individuals stand against such challenges as pandemic (COVID-19), wars (Russian invasion in Ukraine) and their consequences and implications, for example, economic crisis, energy crisis etc., which requires responsible sustainable consumption from modern society, and a responsible attitude to resources from business.

Industry4.0 has been related to the influence of modern digital technologies and changes in business models, Industry5.0 is focused on the connection with the green rate and improving the stability of economy and business to new shocks, at least their reasons. The basis of a new vision is the requirement of resolution, that is, stress resistance, the industry should become a driver of the new transformations inherent in the new life [1].

In 2020, the World Bank published its document under the name "Resolution industry: competitiveness in the face of catastrophes" [2]. It seems that stress resistance is becoming a world trend. She is close to us as ever. Not only because of the incredible shocks that have fallen on the fate of our country, but also given the proximity of the European market, which will pay attention to this trend, but the progress of the 5.0 industry, which is our common future.

Effective formation of stress -resistant national economy is based on a theoretical study of scientific approaches to its sectoral division and the essence of economic activity, which creates additional value, and, accordingly, participates in the formation of GDP of the country.

Several theories of sectoral division of the economy have been investigated. One of them is the theory

A. Fisher and K. Clark, developing a famous Fisher Clark model for the national

economy. According to this model, three sectors are distinguished in social production: primary, secondary and tertiary. The primary sector is formed by industries whose activities are related to the production of primary resources, namely agriculture and mining. The secondary sector is formed at the expense of industries and construction. The tertiary sector of social production is represented by the sphere of services.

A. Fisher believed that with the growth of income of society, the basic demand moves from primary to secondary, and then to the tertiary sector of the economy [3].

K. Clark introduced the division of the economy not into primary, secondary, tertiary, but into sectors of agriculture, industry and services. At the same time, according to K. Clark, the product results of the tertiary sector are not carried out, so it cannot be the subject of exchange, in particular international.

The concept of productive and unproductive work was considered by A. Smith, separating material goods and services. He considered the latter as a good without a natural substance, and therefore there are no reasons for introducing it into social wealth [4].

In W. Rostow's theory, the three -sector model of the economy has been further developed due to the fact that the author identified five stages of economic growth, which are due to such factors as the level of development of technology, the sectoral structure of the economy, the share of accumulation in national income, the structure of consumption [5]. In subsequent studies of individual economists from the "tertiary" sector, "removed" education and spheres that ensure the use of free time and called the "fourth" sector. The separation of this sector,

in their opinion, is substantiated by the functions performed by this sector of the national economy [6].

Entrepreneurial integration combines into a single integral structure of the enterprise of different sectors to form an effective resilient economic entity.

Entrepreneurial integration in agribusiness brings together enterprises of primary, secondary, tertiary sectors of different spheres and sectors of the economy, forming an actually integrated agribusiness structure, forming a complete cycle of turnover, ensuring sustainability and resilience.

Keywords: corporation; Industry4.0; business entities; digital technology; business model.

References

1. Industry 5.0, a transformative vision for Europe. URL: https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/industry-50-transformative-vision-europe_en
2. Resilient Industries: Competitiveness in the Face of Disasters. URL: <https://documents1.worldbank.org/curated/en/682501604040773738/pdf/Resilient-Industries-Competitiveness-in-the-Face-of-Disasters.pdf>
3. Fisher A.G.B. (1939) Primary, Secondary, Tertiary Production. Economic Record.
4. Smith, A. (1976) The Wealth of Nations edited by R. H. Campbell and A. S. Skinner, The Glasgow edition of the Works and Correspondence of Adam Smith
5. Rostow W. (1960) The Stages of Economic Growth: A Non - Communist Manifesto.
6. Kostynets VV (2015) Theoretical aspects of management of development market development in the national economy. Scientific Bulletin of the International Humanities University, 14, 70-73(in Ukrainian)

How to cite:

Kostynets, I. (2023). Entrepreneurship integration in economy 5.0: sustainability and resilience for agroindustry. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-64-65>.

KEY ASPECTS OF THE RELATIONSHIP BETWEEN CORPORATE GOVERNANCE AND PERSONNEL

Oleh Zhyvko¹, Yuriy Zhyvko²

¹Graduate student of the Department of Social-Behavioral, Humanities and Economic Security, Lviv State University of Internal Affairs, Lviv, Ukraine

²Student of the Institute of Computer Sciences and Information Technologies, Lviv Polytechnic National University, Lviv, Ukraine

Abstract. Corporate governance refers to the system of rules, procedures, practices and principles by which a company is managed, controlled and developed. The main goal of corporate governance is to ensure efficiency, transparency, responsibility and sustainability of company management in the interests of shareholders, employees, customers and other interested parties.

Elements of corporate governance include the structure of the company's board, reporting to shareholders, internal control mechanisms, division of duties and responsibilities between management bodies, ethical standards, corporate culture and other aspects that affect the effectiveness of management.

Personnel (HR, Human Resources) is an internal function of the organization that is responsible for the management and development of human capital. The HR department provides recruitment, selection, training, evaluation, motivation, compensation, development and retention of the company's personnel.

Key aspects of the relationship between corporate governance and personnel include:

Strategic personnel management: Corporate management determines the strategic goals and directions of the company, and the HR department is entrusted with the development and implementation of personnel management strategies that correspond to the company's strategy. For example, personnel may be tasked with personnel planning, leadership development, ensuring an adequate workforce, etc.

Implementation of corporate culture: Corporate culture defines values, norms and standards of behavior in the company. Corporate governance establishes these cultural principles, and the human resources

department is tasked with ensuring their integration into all aspects of personnel work, such as hiring, training, evaluation and motivation. Personnel, in turn, influence the formation and maintenance of corporate culture through their behavior and perception of the company.

Communication and staff involvement: Effective communication between different levels of management.

Corporate governance refers to the system of rules, procedures, practices, and principles by which a company is directed, controlled, and developed. The main goal of corporate governance is to ensure the effectiveness, transparency, accountability, and sustainability of corporate management in the interests of shareholders, employees, customers, and other stakeholders.

Elements of corporate governance include the company's board structure, accountability to shareholders, internal control mechanisms, allocation of duties and responsibilities among management bodies, ethical standards, corporate culture, and other aspects that influence the effectiveness of management.

Personnel management, also known as Human Resources (HR), is the internal function of an organization responsible for managing and developing human capital. The HR department oversees recruitment, selection, training, evaluation, motivation, compensation, development, and retention of the company's personnel.

The key aspects of the relationship between corporate governance and personnel management include:

Strategic personnel management: Corporate governance defines the strategic goals and directions of the company, and the HR department is entrusted with the

development and implementation of personnel management strategies that align with the company's strategy. For example, HR may be responsible for workforce planning, leadership development, ensuring an adequate workforce, and more.

Implementation of corporate culture: Corporate culture defines the values, norms, and standards of behavior within the company. Corporate governance establishes these cultural principles, and the HR department is responsible for integrating them into all aspects of personnel work, such as recruitment, training, evaluation, and motivation. Personnel, in turn, influences the formation and maintenance of corporate culture through their behavior and perception of the company.

Communication and employee engagement: Effective communication between different levels of management is crucial for successful corporate governance. HR plays a vital role in facilitating communication channels and ensuring employees are engaged and involved in decision-making processes. Open communication and employee involvement foster a positive relationship between corporate governance and personnel.

In summary, corporate governance and personnel management are interdependent and complementary. Effective corporate governance provides the framework and guidelines for personnel management, while a competent and motivated workforce contributes to the successful implementation of corporate governance practices.

Keywords: corporate governance; personnel; economic security.

References:

1. Zhyvko Z.B. Economic security of the enterprise: essence, mechanisms of provision, management. Monograph. Lviv: Liga-Press, 2012. 260 p.

How to cite:

Zhyvko, O.; Zhyvko, Y. (2023). Key aspects of the relationship between corporate governance and personnel. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-66-67>.

CONCESSIONAL FORMS OF INTERACTION BETWEEN THE STATE AND CORPORATIONS IN THE INVESTMENT PROCESS

Julia Havryliuk¹

¹Assistant of marketing and international trade department, National University of life and environmental science of Ukraine, Kyiv, Ukraine, e-mail: yulia.havryliuk@nubip.edu.ua, ORCID: <https://orcid.org/0000-0002-0774-3494>

Abstract. In recent years, in global practice, concession agreements have increasingly taken part in the implementation of investment projects. This process is caused by the limitations of the financial capabilities of the state and the need in this connection for the increasing involvement of private capital in the financing and operation of traditional long-term investment projects, especially in the field of industrial and social infrastructure.

In different countries, concessionary forms of interaction between the state and corporations in the investment process manifest themselves in different ways. So, for example, the USA finances water supply and water purification, the construction of freeways, the construction of highways in Spain, and regional water purification systems in Germany with the help of concession contracts.

The economic effect of the implementation of concession projects is the result of some significant advantages from such a partnership, which include: reducing the burden on the state budget; stimulation of domestic private investments; increasing the efficiency of management and operation of facilities; transfer of new advanced technology. The most important is the use of private capital as an additional source of financing and scientific and technological progress.

Thus, it became profitable for the state to transfer the initiative in financing, design, construction, and operation of objects to the hands of a private investor, who received a part of the income from these objects as a reward. Concession contracts provide the state with extra-budgetary sources of financing infrastructure projects. Private investors will benefit due to the implementation of long-term projects with stable and favorable conditions, that is, due to the reduction of investment risks.

The concession mechanism provides for the state to grant a private investor the right to carry out certain construction works, as well as to operate the constructed facility for a certain period, which is called the concession period. The concession receives its documentary confirmation in the concession agreement, which defines the rights and obligations of the parties, as well as the risk distribution schemes and possible forms of state support. In some countries, this practice has received legislative support.

The concession agreement is the basis of all contractual arrangements for the project. It lays down the basic conditions for the construction and operation of the project, defines the financial structure and scheme for the distribution of risks and dividends, and provides for the main obligations of the parties for the implementation of the project, including its financing and distribution of risks.

The key element of the concession project is the period of validity of the concession agreement, which can also be interpreted as the period of validity of the license granted by the state to a private investor. The duration of the concession agreement can vary widely but is usually between 10 and 50 years.

Financing of concession projects is based on a combination of equity and loan capital, the ratio of which varies depending on the specific project and country. The maximum ratio between loan and equity capital is 80:20. Equity capital in the financing of concession projects is formed mainly from the funds of contracting firms, independent developers, equipment suppliers, industrial, state companies, institutional investors, venture investment funds, grants or development funds, as well as the capital of individuals.

Thus, an important source of the formation of concession projects is loan capital. Creditors can be commercial banks, pension funds, large corporations, insurance companies, export credit agencies, and development banks.

Other forms of financing are also used in the implementation of concession projects. The practice of issuing debt obligations with the payment of an agreed rate of interest and

the loan itself by a certain agreed date has become widespread. They can be registered on the stock exchange and traded like ordinary shares. An important source of successful financing of concession projects is the provision of credit insurance. In the event of the promoter's inability to implement the project, the creditor receives only an unfinished object that has no market value.

Keywords: state; government; mechanism.

References:

1. Sazonets I.L. Corporate governance: world experience and mechanisms of investment attraction: Book. Kyiv.: Center of Educational Literature, 2008. 304 p.
2. Shkilniak M.M. Corporate management: training. help _ Ternopil. national _ Econ. Univ. Ternopil: Krok, 2014. 293 p.
3. Farion N.O., Principles of corporate governance: international and domestic experience., Investments: practice and experience 2015. No. 22., URL : http://www.investplan.com.ua/pdf/22_2015/29.pdf (date application 06/28/2023)

How to cite:

Havryliuk, J. (2023). Concessional forms of interaction between the state and corporations in the investment process. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-68-69>.

CORPORATE GOVERNANCE IS AN IMPORTANT FACTOR IN INVESTMENT AND ECONOMIC GROWTH

Anna Yakymovska¹

¹Assistant professor of the Department of Economics, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine, e-mail: anna_yakymovska@nubip.edu.ua, ORCID: <https://orcid.org/0000-0002-5983-2069>

Abstract. Globalization of the world economic space is characterized by intensifying competition both in the domestic market and at the international level. The corporate sector of the economy is in dire need of investment resources. As you know, investment-attractive companies are those with an effective corporate management system. Therefore, the study of the problems of development and improvement of the corporate governance system in the conditions of globalization should be considered as an important tool not only for the development of capital markets but also for the sustainable institution of responsible corporate governance and the growth of business value in the long term.

Successful corporate management contributes to the improvement of relations among the company's stakeholders, improvement of liquidity, solvency, financial stability and profitability of enterprises, innovative capacity, and attraction of foreign investments.

It is worth mentioning three main global trends in corporate management, namely:

- the transparent reporting system in the company;
- introduction and use of cloud technology;
- environmental management.

The study of trends in corporate governance allows us to recognize that their primary goal is to strengthen the relationship and trust of stakeholders in the company. Trust is formed through the construction of a strong data security system (including customer data), an efficient and transparent reporting system, and the company's responsible attitude to the environment. This, in turn, strengthens the company's position on the global market and makes it attractive to investors, customers, and other stakeholders not only within the country where the company operates but also far beyond.

Since corporations are always at the center of the investment process, they need to constantly search for the most efficient ways to combine the various elements needed to produce goods and provide services. Important for corporate governance is the problem of the economy's ability to ensure the compliance of commercially profitable projects with the amount of financial resources. The investment process consists of three components:

- capital mobilization,
- allocation of resources,
- monitoring the use of investment funds.

In the first stage, the main elements that ensure the mobilization and mutual transfer of capital are reliable and effective provisions on property protection, reliable methods of property registration, and the possibility of obtaining effective legal protection of property rights.

In the second stage, the availability of reliable and transparent reporting on the activities of the corporation and its financial situation is the main factor for making informed decisions about the distribution of financial resources between alternative projects.

In the third stage, the presence of appropriate procedures for making internal decisions in the corporation, the distribution of powers between the company's management bodies, and the determination of the reporting procedure are important for effective monitoring.

The success of corporate governance and the investment process is highly dependent on the legislative system, which would allow companies to quickly adapt to new economic conditions. One of the most important elements of the legislative framework in the organization of the corporate governance system is corporate legislation. In many countries, company law

plays an important role, where the protection of shareholders' rights is a priority. In most developed countries, the control and transparency of the company's activities are reflected in the legislation, conflict resolution procedures are simplified for shareholders, the appointment of external auditors is legalized, etc.

Securities legislation is important for corporate governance. This legislation is the driving force in establishing standards of international corporate governance practice. In addition to provisions that protect the rights of non-controlling shareholders, transparency, and against insider trading, securities legislation contains regulations that can affect the availability and use of various financial instruments. Securities legislation can perform a monitoring function through provisions that control the actions of shareholders.

Investment legislation has a great impact on corporate governance, which affects the scope and opportunities for the selection of projects by institutional investors. Although much has been done in this area to liberalize investment opportunities, many investors are still limited in terms of the structure of their investment portfolio and the

share they can have in the equity capital of a single firm. Accounting, which acts as another area of self-regulation, became an important tool for improving the infrastructure of corporate governance. In the practice of many countries, the transfer of issues of development and maintenance of standards for the practical use of accounting to relevant public organizations has taken root.

Banks play an important role in the investment process of corporations. Long-term and very close relations between companies and banks allow the latter to effectively evaluate the activities of the former, participate in strategic decision-making, and monitor the work of managers in the interests of all shareholders. Combining the role of creditor and shareholder is an effective means of solving important problems of corporate governance.

Therefore, corporate governance is primarily aimed at forming the rules of interaction within the company and outside of it. Companies, to remain competitive and attractive for investment, must monitor global changes and cover a large number of other current issues, under the influence of which corporate management is also transformed.

Keywords: corporate governance; investment attraction; corporate governance trends.

References:

1. Sazonets I.L. Corporate governance: world experience and mechanisms of investment attraction: Book. Kyiv.: Center of Educational Literature, 2008. 304 p.
2. Shkilniak M.M. Corporate management: training. help _ Ternopil. national _ Econ. Univ. Ternopil: Krok, 2014. 293 p.
3. Farion N.O., Principles of corporate governance: international and domestic experience., Investments: practice and experience 2015. No. 22., URL : http://www.investplan.com.ua/pdf/22_2015/29.pdf (date application 06/28/2023)

How to cite:

Yakymovska, A. (2023). Corporate governance is an important factor in investment and economic growth. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-70-71>.

POST-WAR RECONSTRUCTION OF EDUCATIONAL INSTITUTIONS IN UKRAINE WITH THE PARTICIPATION OF INTERNATIONAL ORGANIZATIONS ON THE EXAMPLE OF THE ECHO4SCHOOLS-UA PROGRAM

Oleksandr Molodid¹, Volodymyr Skochko², Maksym Vabishchevych³

¹Doctor of Technical Science, Associate professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: molodid.os@knuba.edu.ua, ORCID: <https://orcid.org/0000-0001-8781-6579>

²Doctor of Technical Science, Associate professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: skochko.vi@knuba.edu.ua, ORCID: <https://orcid.org/0000-0002-1709-2621>

³Doctor of Technical Science, Associate professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: vabishchevych.mo@knuba.edu.ua, ORCID: <https://orcid.org/0000-0002-0755-5186>

Abstract. The full-scale invasion of Ukraine has been going on for almost a year and a half. The main number of damaged objects belong to civil infrastructure. During this time, a huge number of industrial, civil and social buildings were destroyed and damaged [1].

According to the resource <https://saveschools.in.ua/> [2] at the end of June 2023 in Ukraine, 3,450 educational institutions were damaged by bombings and shelling, including 331 of them were completely destroyed. The presented data indicate that the most affected regions, in terms of the number of destroyed and damaged educational institutions, are:

- Donetsk region (148 and 759, respectively);
- Kharkiv region (51 and 578, respectively);
- Kherson region (35 and 167, respectively);
- Mykolayiv region (33 and 244, respectively);
- Luhansk region (24 and 176, respectively).

Educational infrastructure in Volyn, Ivano-Frankivsk and Chernivtsi regions was not affected at all; 1 educational institution was damaged in Ternopil Oblast, and 2 each in Zakarpattia Oblast and Rivne Oblast.

Restoring and rebuilding such a large amount of damaged educational infrastructure requires significant funds, which the state does not have in full at the moment. That is why foreign partners come to the rescue, who undertake to restore certain educational institutions. At the same time, foreign partners seek to independently search for performers who could implement certain works. Part of the repair and restoration work is expected to be carried out in accordance

with Resolution of the CMU No. 470 of April 19, 2022 "On Amendments to the Procedure for Approving Construction Projects and Carrying Out Their Expertise" [3]. This resolution stipulates that "During martial law, the development of construction projects for the capital repair of objects (regardless of the class of consequences (responsibility) damaged as a result of military actions is allowed to be carried out as part of a defective act, which defines the physical scope of work, an explanatory note, in which the conditions of performance of the works are indicated, and the estimate documentation based on the report on the results of the survey, developed in accordance with the Procedure for conducting the survey of construction objects put into operation, approved by the Resolution of the CMU dated April 12, 2017 No. 257..." In addition. Execution of works should be carried out in accordance with other current regulatory documents, in particular DBN A.3.1-5:2016 "Organization of construction production" [4]. In addition, the main approaches to the selection of technologies for restoring damaged buildings are described in [5].

One of the school restoration programs in Ukraine is the ECHO4SCHOOLS-UA program, which is implemented within the framework of cooperation between the Ministry of Community Development, Territories and Infrastructure of Ukraine and the United Nations Development Program (UNDP). This program is implemented with the assistance of First Lady Olena Zelenska [6]. Thus, the project "ECHO4SCHOOLS-UA: Repair/modernization of schools in war-

affected regions", implemented by UNDP, provides for ongoing repairs of more than 50 schools in 10 regions of Ukraine. The project budget is 14 million euros.

The primary stage of the ECHO4SCHOOLS-UA program was the selection of educational institutions to be renovated. The program itself involves the cooperation of UNDP with the direct executors of the work, starting from the stage of technical inspection and energy audit of the selected educational institutions. Based on the results of the inspections, the necessary technical documentation provided for by the Resolution of the CMU dated April 19, 2022 No. 470 is drawn up: a defect certificate, an explanatory note and an estimate. After that, a tender is held for the performance of the required amount of work from among the

possible executors and at the final stage of the performance of the work provided for by the defective act and the estimate.

Performing work according to such an algorithm allows you to go from the moment of choosing an educational institution to its repair in about 5-6 months, which is a fairly short period. Most of the executors of direct works have experience of cooperation with international organizations, in particular UNDP, and this guarantees the high quality of engineering research and construction works. Such a combination of factors will make it possible to quickly restore damaged educational institutions with high-quality work, which in turn will allow more than 20 thousand students to return to the normal educational process in the near future.

Keywords: educational institutions; construction projects; government; cooperation.

References:

1. War statistics: how many educational institutions in Ukraine were destroyed by the Russians. URL: <https://cambridge.ua/uk/news/voyna-v-ukraine-skolko-uchebnykh-zavedeniy-razrushila-rossiya>
2. 7 million Children of war in Ukraine. URL : <https://saveschools.in.ua/>
3. CMU Resolution No. 470 of April 19, 2022 "On Amendments to the Procedure for Approving Construction Projects and Carrying Out Their Expertise"
4. DBN A.3.1-5:2016 "Organization of construction production"
5. MOLODID, O.; PLOKHUTA, R.; MUSIIAKA, I. Basic approaches to choosing technologies for restoration of damaged buildings. *Relationship between public administration and business entities management*, Estonia, nov. 2022. Available at: <https://conf.scnchub.com/index.php/RPABM/RPABM-2022/paper/view/505>.
6. Within the framework of the ECHO4SCHOOLS-UA and "Restoration of schools in Ukraine" projects, it is planned to restore and modernize more than 100 schools. URL: <https://op.ua/news/osvita-v-ukraini/v-mezhah-realizaciyi-proktiv-echo4schools-ua-ta-vidnovlennya-shkil-v-ukrayini-planu-tsya-vidnovlennya-ta-modernizaciya-ponad-100-shkil>
7. Tonkacheiev H.M., Molodid O.S., Galinskyi O.M., Plokhuta R.O., Rudnieva I.M., Priadko I.M. The technology of crack repair by polymer composition // *Strength of Materials and Theory of Structures: Scientific-and-technical collected articles* – Kyiv: KNUBA, 2022. – Issue 108. – P. 203-216
8. Molodid O., Plokhuta R. Technology of crack repair in reinforced concrete structures depending on the width. Ways to increase the efficiency of construction in the formation of market relations. Kyiv, 2019. No. 39(2). Pp. 154–162. (ukr)
9. Molodid O., Plokhuta R., Kolesnikov V. Patent No. UA 114090, MPK E04B1/62 (2006.01). A method of repairing and protecting the horizontal reinforced concrete structures with a large number of small cracks by injection with a 'tray'. [Patent]. Kyiv, 2017. Bulletin No. № 4. 5 p. (ukr)

How to cite:

Molodid, O.; Skochko, V.; Vabishchevych, M. (2023). Post-war reconstruction of educational institutions in Ukraine with the participation of international organizations on the example of the Echo4schools-ua program. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-72-73>.

APPROACHES TO HUMAN CAPITAL MANAGEMENT IN CONDITIONS OF UNCERTAINTY

Yaroslav Kokhaniuk¹

¹Postgraduate student, "KROK" University, Kyiv, Ukraine, e-mail: y.kokhaniuk@gmail.com, ORCID: <https://orcid.org/0009-0000-4795-7211>

Abstract. In conditions of uncertainty, intangible assets and intellectual capital are priority objects of management, as they determine key organizational competencies, business models, development strategies and competitiveness. Investments in human capital will help to increase the efficiency of not only enterprises, but also the country as a whole.

Formation, development and preservation are the main directions in the management of human capital, especially in conditions of uncertainty, and is also an important task of every enterprise, regardless of the form of ownership, departmental, branch affiliation and degree of technology [3]. Employers in Ukraine face new challenges in human capital management due to the full-scale invasion of Russia. Employers cannot use it to its full extent due to significant losses of human capital, unfavorable conditions for its formation, development and preservation.

According to the report of the International Organization for Migration, as of the beginning of May 2022, the total number of displaced persons was 13.7 million people, of which 5.7 million people left Ukraine. At the same time, among displaced persons, 4% are considering the possibility of leaving, another 7% will decide on leaving depending on the situation in Ukraine [5].

It would be quite appropriate to assume that some of those who left Ukraine will not return. It will depend on the duration of the war and the scale of destruction on the territory of Ukraine, as well as on the ability of Ukrainians to find decent work abroad, and for Ukrainian education seekers to gain access to the education system. According to the UN survey, which was conducted on March 19, 2022, among people who crossed the border with Poland, about 30% stated the need for support in employment [4]. This is evidence

of the readiness of this part of forced migrants to start work.

Another component of the loss of human capital is the forced "evacuation" of Ukrainian citizens to the territory of Russia. According to data published by the Verkhovna Rada Commissioner for Human Rights Lyudmila Denisova in her Telegram channel from Ukraine, 808,000 people were relocated to Russia, of which 147,000 were children of various ages, including infants (April 16, 2022) [1]. It is the killing of large numbers of civilians and military personnel that causes the loss of human capital in Ukraine.

Other unfavorable conditions for the formation, development and preservation of human capital should also be noted: the constant stressful state of many Ukrainians; lack of significant investment in human capital, in particular, the formation of a well-equipped and flexible education system that would meet the needs of business in wartime conditions; decrease in incomes of the population; increase in unemployment; a complete stop or restriction of the activity of some branches of the economy, in particular, entertainment, mass media, art.

Despite significant losses of human capital, Ukraine has certain assets. Let's outline the main achievements. First, the strengthening of national self-identity, which is confirmed by the results of the Rating agency survey (April 27, 2022). Thus, 92% of respondents consider themselves Ukrainians, only 5% - Russians. From 2008 to 2014, the share of citizens who identified themselves as Ukrainians was 83%, and 15% considered themselves Russians. 89% of respondents define the actions of the Russian military as genocide against the Ukrainian people [2].

The vast majority of respondents, 80%, consider the Ukrainian language to be their native language, but only 51% use it

constantly. It should be noted the positive growth dynamics of this indicator, in particular from 2012 to 2022 [2]. Despite these indicators, the rate of growth of the use of the Ukrainian language in everyday life is not satisfactory.

At the same time, the volunteer movement became more active, which became widespread during the events of the Maidan and the Revolution of Dignity. The formation of the national digital culture is also an important achievement, because users have learned to distinguish true information and to observe information security and hygiene. Also, building an effective system for the formation and development of human capital within the country and the return of citizens to the territory of Ukraine are significant prerequisites for the restoration of human capital.

Considering all the changes that took place during the war, most Ukrainian companies are developing new approaches to human capital management. An important direction in achieving this is the support of your staff. In order to increase the efficiency

of capital management, in addition to drastic business changes, support from the state is also needed, namely: liberalization of labor and tax legislation, reform of education, support of Ukrainian people and companies returning from abroad and internally displaced persons, promotion of development digital culture, ensuring the well-being of company employees, transforming business activities and ensuring the flexibility of business processes.

Consequently, employers in Ukraine faced new challenges in managing human capital and cannot use it to the full extent due to significant human losses and unfavorable conditions for its formation, development and preservation. At that time, during the war, certain prerequisites for the restoration of human capital were outlined: the self-identity of citizens strengthened, the volunteer movement became more active, and a national digital culture was formed. To improve the efficiency of human capital management, support from the state and radical business changes are required.

Keywords: corporate governance; human capital; management.

References.

1. Denisova L. Telegram channel. 04/18/2022 URL: <https://xn--80affa3aj0al.xn--80asehdb/>
2. The Tenth National Survey: Ideological Markers of War. SG "Rating". 2022. URL: <https://ratinggroup.ua/research/ukraine/>
3. Tochilina Yu.Yu. The role of human capital in the innovative development of the national economy. Scientific Bulletin of the Uzhhorod National University. 2019. Issue 26. Part 2. 89 p.
4. Poland – Ukraine Displacement. Displacement and Intentions Survey. 19 March 2022. MOM. 2022. URL: <https://dtm.iom.int/ukraine/>
5. Ukraine – Internal Displacement Report – General Population Survey Round 4 (29 April – 3 May 2022). IMO. URL: <https://dtm.iom.int/ukraine/>

How to cite:

Kokhaniuk, Y. (2023). Approaches to human capital management in conditions of uncertainty. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-74-75>.

THE ENTREPRENEURIAL UNIVERSITIES' ECONOMICALLY VIABLE ACTIVITIES

Mariia Naumova¹

¹Ph.D. (Economics), Assistant of Economic Cybernetics Department, Taras Shevchenko National University of Kyiv, Kyiv, Ukraine, e-mail: mariianaumova@knu.ua, ORCID: <https://orcid.org/0000-0002-3670-0231>

Abstract. Entrepreneurship is essential to being able to turn new technologies into valuable products and services that benefit society.

Universities are increasingly focusing on their so-called third mission, in addition to their traditional functions of teaching and research [1, 3]. This third mission gave the university a new name – Entrepreneurial University.

In the academic sector, a distinction is made between formal and informal entrepreneurship [6]. It is important that both types are considered when studying academic entrepreneurship. Initially, the entrepreneurial university was described as an enterprise for generating financial resources through the commercialization of knowledge, such as through consulting, research contracts, patents, licensing, royalty agreements, and the creation of an academic spin-off [5]. Formal technology transfer mechanisms refer to commercial products that directly give rise to a legal entity. Formal entrepreneurship in the academic sector includes spin-off activities, licensing agreements, and research collaborations. These three methods are important because they provide a mechanism that facilitates the commercialization of research results. Enterprises arising from the commercialization of university research, such as spin-offs, fall under the category of academic entrepreneurship [2].

Universities have welcomed this growing trend of formal entrepreneurship, as formal technology transfer can generate high returns as well as help build relationships with external stakeholders. As a result, they contribute to economic growth and development in a certain region [4].

Institutions such as university technology transfer services, industrial university collaboration centres, research parks, and business incubators are being set up to facilitate and support this formal entrepreneurship. University researchers may consider these institutions, when they have serious doubts about entrepreneurship, as a variant of their research results. However, the opposite of formal is informal academic entrepreneurship. Link et al. point out that the informal technology transfer mechanism also contributes to the technological knowledge transfer to entrepreneurs by informal communication processes [4]. Informal academic entrepreneurship refers to general consulting and collaborative research. As part of these activities, companies will contact researchers directly and agree to collaborate with them. Formal technology transfers focus on the transfer of rights and obligations over certain assets, while in informal technology transfers, ownership plays a secondary role. If they are present in informal technology transfer, the obligations of both parties are prescriptive rather than legal. However, the researchers are not going to disclose their inventions to their universities. Thus, the university is missing out on potential benefits.

Recently, researchers have advocated a broader interpretation of the concept and the desire not only for economic but also for social development. The latter can take the form of supporting students and alumni in a start-up, creating jobs, and stimulating an entrepreneurial spirit among students. Thus, the third mission also includes the development of an entrepreneurial environment in and around the university.

Keywords: entrepreneurial university; formal academic entrepreneurship; informal academic entrepreneurship; university.

References:

1. Etzkowitz, H., Webster, A., Gebhardt, C., & Terra, B. R. C. (2000). The future of the university and the university of the future: evolution of ivory tower to entrepreneurial paradigm. *Research policy*, 29(2), 313-330.
2. Fayolle, A., & Redford, D. T. (2014). *Handbook on the entrepreneurial university*. Edward Elgar Publishing.
3. Gulbrandsen, M., & Slipersaeter, S. (2007). The third mission and the entrepreneurial university model. *Universities and strategic knowledge creation*, 112-143.
4. Link, A., Siegel, D., & Bozeman, B. (2007). An empirical analysis of the propensity of academics to engage in informal university technology transfer. *Industrial and Corporate Change*, 16(4), 641-655.
5. Perkmann, M., Tartari, V., McKelvey, M., Autio, E., Broström, A., D'este, P., ... & Sobrero, M. (2013). Academic engagement and commercialisation: A review of the literature on university–industry relations. *Research policy*, 42(2), 423-442.
6. Rasmussen, E., & Borch, O. J. (2010). University capabilities in facilitating entrepreneurship: A longitudinal study of spin-off ventures at mid-range universities. *Research policy*, 39(5), 602-612.

How to cite:

Naumova, M. (2023). The entrepreneurial universities' economically viable activities. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-76-77>.

CORPORATE WELL-BEING AS THE ENERGY OF BUSINESS

**Grzegorz Konieczny¹, Paulina Kolisnichenko²,
Magdalena Górski³, Tomasz Górski⁴**

¹Doctor of Social Science, Rector of WSHIU University, Poznan, Poland, e-mail: Rektor@wshiu.pl, ORCID: <https://orcid.org/0000-0002-6337-9738>

²PhD in Economics, Vice Rector for International Cooperation, WSHIU University, Poznan, Poland, e-mail: paulina.kolisnichenko@wshiu.pl, ORCID: <https://orcid.org/0000-0001-6730-1236>

³Founder of WSHIU University, Poznan, Poland, e-mail: Magdalena.Gorska@wshiu.pl, ORCID: <https://orcid.org/0000-0002-5208-1637>

⁴Chancellor of WSHIU University, Poznan, Poland, e-mail: Tomasz.Gorski@wshiu.pl, ORCID: <https://orcid.org/0009-0001-3343-9672>

Abstract. Corporate well-being refers to the practices and actions undertaken by corporations to ensure the welfare and satisfaction of their stakeholders, such as employees, local communities, suppliers, customers, and investors. This includes efforts to create a harmonious and sustainable work environment for the enterprise.

The essence of corporate well-being lies in understanding that corporations are not only economic entities but also social actors. They have an influence on their surroundings and play a crucial role in shaping society. Corporate well-being is grounded in the belief that business activities should align with ethical values, respect human rights, the natural environment, and have a positive impact on society.

The main goal of corporate well-being is to create value for all stakeholders, not just shareholders or management. This includes caring for the well-being of employees (including their mental, social, and economic well-being) by creating safe and stimulating work environments, promoting work-life balance, ensuring fair employment conditions, and supporting professional development.

Indeed, the issue of well-being is a crucial aspect of our existence as human beings, especially considering the current time. Almost every day, we encounter the challenges and components of well-being, making them the central actors in our lives. This question becomes even more significant as the ideology of "having" increasingly characterizes our society, simultaneously becoming a widely recognized priority and a cultural-status compulsion associated with quality of life.

The questions related to well-being in its various dimensions transcend time because, according to the authors of this work, the satisfaction of human needs, including intellectual, social, and economic needs, determines the feeling of happiness. As the English philosopher of the Baroque era, Thomas Hobbes, wrote, "...relates to the possibility of satisfying human needs and desires in each epoch" [1]. In this context, it is worth mentioning that in the 20th century, one of the most prominent philosophers of the century, W. Tatarkiewicz, compiled the most comprehensive collection of concepts of happiness in his work "Treatise on Happiness."

Corporate well-being, as well as well-being understood as components of eudaimonism, is the subject of interdisciplinary analysis. It is studied by representatives of various scientific disciplines, including philosophy, psychology, sociology, economics, and ethics. Literature analysis shows that the concept of well-being is often equated with prosperity (e.g., S. Kot, 2000; D. G. Blanchflower and J. Oswald, 2000). The conducted analysis indicates that both these concepts primarily relate to the income or assets of individuals or groups (a material approach). Thus, they can be considered elementary determinants of happiness. This position is strongly emphasized by economic sciences. This conviction is clearly reflected in the works of R. Wilkinson and K. Pickett: "The Spirit Level: Why Greater Equality Makes Societies Stronger" (2011), where it is argued that where equality prevails, everyone lives better.

Furthermore, a detailed analysis of the works of French sociologist P. Bourdieu, such as *"Practical Reason; On the Theory of Action"* (2009) or *"Sociology in Question"* (1995) published by Sage Publications, convincingly argues that components of well-being, using Bourdieu's terminology, can also be socially distinctive features. On the other hand, well-being is typically a subjective matter that is not solely tied to a material approach. This position is shared by E. Diener, who in one of his works states that *"well-being refers to an individual's experience of happiness and life satisfaction. The assessment of well-being, typically referred to as subjective well-being (SWB), is subjective in nature and is based on two categories: the experience of positive and negative affect and the aforementioned life satisfaction"* [2].

Returning to the analysis of the rudimentary concept in this work, namely corporate well-being, it should be noted that it is closely linked to social activities such as investing in local communities, supporting charitable programs, environmental protection, promoting sustainable development, and ethical business practices. In other words, it is the aspiration for harmonious coexistence of business, people, and the planet [3].

It is important to understand that corporate well-being is not a one-time or marketing strategy. It is a long-term approach that emphasizes continuous improvement and refinement of business practices in a way that yields positive outcomes for both the corporation and stakeholders.

Furthermore, corporate well-being plays a crucial role in the modern business landscape, impacting not only the corporation itself but also society and the natural environment. In recent years, there has been an increased interest in studying the impact of proper governance and corporate responsibility on financial performance, employee engagement, company reputation, and long-term business success. By formulating theses on corporate well-being as a business energy, we can conclude that:

Thesis 1: Corporate well-being leads to

increased employee engagement. Creating an attractive and healthy work environment is one of the key aspects of corporate well-being [4].

Corporations that invest in the well-being of their employees, such as health or wellness programs, career development opportunities, and creating a friendly work environment, typically experience higher levels of employee engagement. Their employees tend to be more productive, loyal to the company, and contribute to achieving better financial outcomes. Therefore, corporate well-being can be seen as a business energy that mobilizes employees to fully realize their potential.

Thesis 2: Corporate well-being contributes to the formation of a positive company image. Corporations that prioritize ethical standards and social responsibility often gain a reputation as responsible market players. Investments in corporate well-being, such as social programs, environmental protection, or community involvement, enhance the company's positive image. Consumers, investors, and other stakeholders increasingly prefer companies that operate in line with social and environmental values. Therefore, corporate well-being is a business energy that attracts customers, investors, and other partners, thereby increasing the company's competitive advantage.

Thesis 3: Corporate well-being contributes to increased operational efficiency and productivity in organizations. By improving working conditions, addressing work-life balance for employees, and investing in competency development and training, there is greater employee engagement and better financial performance for the company [5].

Thesis 4: Corporations that prioritize employee well-being create a positive workplace atmosphere, which, in turn, leads to increased motivation, greater creativity, and innovation. This positive climate fosters the development of talents and skills among employees, which is a key driving force for business success.

Thesis 5: Corporate well-being as a business energy is an important factor in

attracting and retaining talented employees. Organizations that provide favorable working conditions, professional development opportunities, and a sustainable work environment have a better chance of attracting and retaining the best talents in the job market.

Thesis 6: Implementing a sustainable development strategy and corporate social responsibility (CSR) as part of proper corporate behavior contributes to increased trust from customers and potential clients towards the brand. The awareness that a company engages in social and environmental initiatives appeals to consumers who are more likely to support such organizations [6].

Thesis 7: Corporate well-being as a business energy leads to enhanced reputation of the organization in the market. The positive impact on employees, local communities, and the natural environment creates a strong foundation of trust, which translates into long-term success and competitiveness of the company [7].

Thesis 8: There is a synergy between social good and financial performance. Research shows that corporations that invest in employee well-being, social sustainability, and environmental conservation achieve better financial indicators and long-term profitability [8].

Thesis 9: Corporate well-being as a business energy is a key factor in building sustainable relationships with stakeholders such as employees, investors, suppliers, customers, and the local community. Expanding on the aforementioned stakeholders, the following continuation can be made:

Employees who experience corporate well-being feel valued and therefore are dedicated to the company's goals. This increases their trust in the organization and leads to greater loyalty and long-term collaboration. The stability and continuity of work also ensure the preservation of knowledge and expertise within the company, which is a strategic competitive advantage.

In turn, investors who see that the company strives for corporate good have

greater confidence in its growth potential and profitability. For this reason, they are more willing to invest their financial resources and engage in long-term business partnerships. Thus, corporate well-being becomes a key factor in attracting capital and driving business development.

And conversely, suppliers who work with a corporation that prioritizes employee well-being have greater confidence that their interests will be respected. A good corporate reputation translates to increased reliability and trust in commercial relationships, fostering long-term partnerships and mutual benefits.

Turning to customers, those who see that a company strives for corporate good feel more trust in its products or services. Commitment to sustainable development, corporate social responsibility, and ethical business practices attract customers who are more likely to support the brand loyally and recommend it to others.

As for the local community in which the company operates, it benefits from corporate well-being through investments in social projects, charitable activities, and involvement in local initiatives. As a result, corporations become integral parts of the community, strengthening trust, support, and a positive image. This, in turn, leads to an enhanced reputation and lasting relationships with local stakeholders.

Based on the presented theses, the following conclusion can be drawn: corporate well-being has a broad impact on the success of a business. It is an elemental energy for business that contributes to increased employee engagement, motivation, customer loyalty, reputation growth, and attracting investors. Companies that attach significant importance to this *opus magnum*, which is corporate well-being, thereby establish long-lasting relationships with stakeholders and gain a competitive advantage in markets that are becoming increasingly socially conscious. Moreover, it not only contributes to improving working conditions and employee well-being but also provides significant driving energy.

Keywords: corporate well-being; welfare; business; company

References:

1. Diener E., (1984) „*Subjective well-being*”. Psychological Bulletin 95 (3)
2. Kim, Y., Park, J.E., Wier, B. (2012) "*Is Firm-Specific CSR Sustainable? A Longitudinal Analysis.*" Journal of Business Ethics, 110 (3)
3. McWilliams A., Siegel D. (2001) „*Corporate Social Responsibility: A Theory of the Firm Perspective.*" Academy of Management Review, 26 (1)
4. Mohr, L.A., Webb, D.J., Harris, K.E. (2001). „*Do Consumers Expect Companies to be Socially Responsible? The Impact of Corporate Social Responsibility on Buying Behavior.*" Journal of Consumer Affairs, 35(1)
5. Orlitzky M., Schmidt F.L., Rynes S.L. (2003) „*Corporate Social and Financial Performance: A Meta-Analysis.*" Organization Studies, 24(3)
6. Porter, M.E., Kramer, M.R. (2006) „*Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility.*" Harvard Business Review, 84(12)
7. Ryan RM, DeciEL (2001) „*On happiness and human potentials: A review of research on hedonic and eudajmonic research* ”. Annual Review of Psychology
8. Sen A. (2015) „*Nierówności. Dalsze rozważania*”, Wydawnictwo Znak; Fundacja im. Stefana Batorego, Kraków

How to cite:

Konieczny, G.; Kolisnichenko, P.; Gorska, M.; Gorski, T. (2023). Corporate well-being as the energy of business. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-78-81>.

PARTICIPATION OF THE INTERNATIONAL COMMUNITY IN THE POST-WAR RECONSTRUCTION OF UKRAINE

**Olha Bielenkova¹, Olena Molodid², Oles Lastivka³,
Roman Demianenko⁴, Yevhen Kulinko⁵**

¹*Doctor of Science (Economics), Professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: obelenkova@ukr.net, ORCID: <https://orcid.org/0000-0002-1142-5237>*

²*Ph.D. (Economics), Associate Professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: molodid.oo@knuba.edu.ua, ORCID: <https://orcid.org/0000-0001-8211-3460>*

³*Ph.D. of Technical Science, Associate Professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: lastivka.ov@knuba.edu.ua, ORCID: <https://orcid.org/0000-0002-3670-0020>*

⁴*Ph.D. of Technical Science, Associate Professor, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: demianenko.ra@knuba.edu.ua, ORCID: <https://orcid.org/0000-0002-5405-3840>*

⁵*Assistant of the department of Heat engineering, Kyiv National University of Construction and Architecture, Kyiv, Ukraine, e-mail: kulinko.ieo@knuba.edu.ua, ORCID: <https://orcid.org/0000-0002-8834-3600>*

Abstract. During the first year of the full-scale invasion, the amount of direct documented damage to the infrastructure of Ukraine from the military aggression of the Russian Federation reached \$143.8 billion. This figure is given in the report of the Kyiv School of Economics [1]. At the end of April, this amount was already \$147.5 billion. However, this amount is far from complete, as it includes only documented losses.

Experts of the "Russia will pay" project reassessed the losses in the housing and communal services sector in accordance with new data from local administrations and based on updated assumptions about the intensity of the impact of hostilities on this sector. Thus, the updated estimate of the amount of losses in this area based on the results of the first year of a full-scale war amounted to \$1.4 billion, and as of April 2023 - \$2.7 billion.

Ukraine will not be able to independently restore all destroyed and damaged in the near future. International partners will play an active role in this process. Thus, Oleksandr Kubrakov, the Deputy Prime Minister, Minister of Infrastructure, Community and Territorial Development, announced the We build Ukraine initiative - a partnership of international organizations that will participate in the reconstruction of Ukraine. In particular, he assured that the government will provide transparent and clear rules for all players who will be able to follow all processes through the DREAM platform [2].

Today, with the support of international partners, energy facilities, road and social infrastructure are already being restored in Ukraine. According to the vice-president of the European Investment Bank, Gelsomina Vigotti, Ukraine already needs \$14 billion for urgent needs [3]. Despite the fact that military operations on the territory of Ukraine continue and there are significant risks of aggravation of the situation on the front, international partners provide their support and implement a large number of different projects.

To overcome and minimize the negative consequences of the war for Ukraine, its infrastructure and citizens, a number of international projects are currently being implemented, some more are at the planning stage. These projects are mostly supported and financed by such international organizations as the World Bank, EBRD, UNDP, FAO, etc. [4].

It is worth noting the efforts of the EBRD in mobilizing resources to help Ukraine. The funds of this organization are directed to "... salaries of rescuers and teachers, payment of pensions, support of low-income families, children with disabilities, internally displaced persons, single mothers, as well as payment of medical services under the medical guarantee program" [5]. It is planned that the energy sector of Ukraine will receive EUR 600 million from the EBRD in 2023. One of the ways of using these funds will be to cover critical expenses. In particular, ensuring

stability and uninterrupted transmission and dispatching of electricity. Another priority of international cooperation and support for Ukraine is economic recovery by supporting small and medium-sized businesses. First of all, we are talking about preferential lending programs and non-refundable grants for entrepreneurs.

In general, it is possible to single out 9 largest projects that are already being implemented in Ukraine [4]:

1. According to experts, one of the key recovery projects should be the reconstruction of logistics infrastructure and connection to the network (RELINC), the purpose of which is to mitigate the impact of disrupted transport networks on the economy of Ukraine. (initiator - World Bank; budget - 585 million USD.);

2. The project "Promoting health and saving lives in Ukraine" (HEAL) is aimed at restoring and improving access to basic medical services, meeting new and urgent needs in the field of health care, and providing financial protection during emergency situations (initiator - World Bank, budget - 500 million US dollars.);

3. The project "Emergency restoration of the Ukrenergo power transmission network" is aimed at restoring the power grid of Ukraine, which was badly damaged by the Russian bombings (initiator - EBRD, USA, Netherlands; budget - 370 million USD.);

4. The Green Recovery program for Ukraine is aimed at providing financial and technical assistance to municipalities for the repair and reconstruction of residential infrastructure in an environmentally sustainable manner. It also covers investments and measures related to heating, water supply and drainage (initiator - NEFCO; budget - 50 million USD);

5. Support for the recovery and development of value added chains in

agriculture. Separate grants in the amount of 1-25 thousand dollars. The US will be provided to rural households, small farmers and small agricultural enterprises (initiator - FAO and EU; budget - 15.5 million US dollars);

6. "Supporting early recovery in war-affected areas" - a project focused on dealing with debris, destruction and explosive munitions, environmental threats and damage to basic structures and communal services (initiator - UNDP; budget - 4.19 million US dollars).

If we consider the main sponsoring countries of the restoration of Ukraine, according to the data of the Kili Institute of World Economy [6], during the year of the war, the largest aid was received from:

- EU institutions (IMF and EIB) in the amount of 12.85 billion euros. (declared - 30.32 billion euros.), provided in the form of loans;

- the USA in the amount of 12.06 billion euros. (declared - 25.11 billion euros.); provided in the form of non-refundable grants;

- Canada in the amount of 1.8 billion euros. (declared – EUR 2.46 billion); in the form of grants and loans;

- Germany in the amount of 1.5 billion euros. (declared – 1.5 billion euros.); in the form of grants and loans;

- Great Britain – 1.24 billion euros. (declared – EUR 1.02 billion); provided in the form of guarantees, grants and loans.

The total amount of external support of Ukraine as of January 2023 is EUR 30.99 billion, which is about 48% of the total obligations of EUR 64.16 billion assumed by international partners.

Given the strong international support, we expect the restoration of Ukraine's territorial integrity and its rapid reconstruction.

Keywords: infrastructure; military aggression; reconstruction; post-war reconstruction.

References:

1. \$147.5 billion — the total amount of direct damage caused to the infrastructure of Ukraine due to the war as of April 2023. URL: <https://kse.ua/ua/about-the-school/news/147-5-mlrd-zagalna-suma-pryamih-zbitkiv-zavdana-infrastrukturi-ukrayini-cherez-viynu-na-kviten-2023-roku/>

2. Kubrakov announced the international partnership We build Ukraine for the reconstruction of Ukraine. URL: <https://www.unian.ua/society/kubrakov-ogolosiv-pro-mizhnarodne-partnerstvo-we-build-ukraine-z-vidbudovi-ukrajini-12302910.html>
3. World assistance in rebuilding Ukraine: strategic solutions and specific projects. URL: <https://www.ukrinform.ua/rubric-vidbudova/3701599-dopomoga-svitu-u-vidbudovi-ukraini-strategichni-risenna-ta-konkretni-proekti.html>
4. The war in Ukraine caused significant damage to its infrastructure, environment and society. URL: https://asde.org.ua/green_recovery
5. International partners and private business will be involved in the restoration of Ukraine. URL: <https://ukurier.gov.ua/uk/articles/do-vidnovlennya-ukrayini-zaluchat-mizhnarodnih-par/Ukraine>
6. Support Tracker: A Database of Military, Financial and Humanitarian Aid to Ukraine. URL: <https://www.ifw-kiel.de/topics/war-against-ukraine/ukraine-support-tracker>.
7. A. Pawłowska, A. Gralińska-Toborek, P. Gryglewski, O. Sleptsov, O. Molodid, O. Ivashko, M. Poczatko. *Problems of Expositions and Protection of Banksy's Murals in Ukraine. International Journal of Conservation Science*, Volume 14, Issue 1, 2023, pp. 99-114
8. Molodid, O., [Plokhuta, R.](#), [Musiiaka, I.](#), [Reznichenko, I.](#) Sealing joints between concrete elements with polyurethane material. *AIP Conference Proceedings*. 31 May 2023; 2684 (1): 040017. URL: <https://doi.org/10.1063/5.0120368>.
9. Bozhanova, V., Korenyuk, P., Belous-Sergeeva, S., Bielienskova, O., Koval, V. (2022). [Green Enterprise Logistics Management System in Circular Economy](#). *International Journal of Mathematical, Engineering and Management Sciences*. Vol. 7, No. 3, 350-363, URL: <https://doi.org/10.33889/IJMEMS.2022.7.3.024>

How to cite:

Bielienskova, O.; Molodid, O.; Lastivka, O.; Demianenko, R.; Kulinko, Y. (2023). Participation of the international community in the post-war reconstruction of Ukraine. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-82-84>.

DIRECTIONS FOR IMPROVING UKRAINE'S FOREIGN TRADE POLICY

Tetiana Melnyk¹

¹Doctor of Sciences (Economics), Professor, Head of international management department, State University of Trade and Economics, Kyiv, Ukraine, ORCID: <https://orcid.org/0000-0002-3839-6018>

Abstract. Ukraine, like any other country, should independently determine its customs policy, form its own customs system and conduct customs regulation. Therefore, the main issue in this context is the need to choose the type of customs policy in Ukraine, in particular protectionism or free trade. It should be noted that the protectionist policy can be seen as a temporary measure. Almost all countries in the world have gone through this type of customs policy. This type of customs policy, in today's conditions, is typical for developing countries or countries with economies in transition. This policy is natural. For example, when Ukraine tried to liberalize its foreign trade in the 1990s, the state of the country's economy deteriorated significantly and crisis phenomena intensified.

Long-term economic policy should be formed without using the so-called "absolute" protectionism or "absolute" free-trading policies to regulate foreign trade relations. Customs policy should be formed by a smooth transition from moderate protectionism to moderate free trade. This policy should be flexible. It should respond to various kinds of changes and be modified according to their nature, taking into account changes in society, world politics, and economic conditions. Customs policy as a component of state policy should be logical, stable, balanced and implemented on the basis of customs law. Its main task is to develop and legally enshrine the strategy and tactics of state reforms in the customs sector [1].

Ukraine's integration into the global economy and the development of its economic potential depend on Ukraine's participation in international trade. It is through exports that competitive advantages can be secured and trade boundaries can be expanded. Accordingly, by entering new markets, it is possible to ensure expanded reproduction, efficient and competitive

transformation of the national economy, and generate additional income.

Today, products manufactured in Ukraine are not very competitive in the global market, and many goods produced in our country do not meet international standards. The transition to the global system of standards now requires considerable time and money, which most manufacturers cannot afford. Accordingly, only a small number of domestic goods have international certificates and are admitted to the global market. It should be noted that products manufactured by domestic enterprises are of lower quality than their foreign counterparts, are material-intensive, and therefore uncompetitive in price, and sometimes obsolete. Today, Ukraine's exports are dominated by raw materials [2].

At the moment, in our opinion, Ukraine's foreign trade is not efficient enough, with imports prevailing over exports. Therefore, we propose to use a policy of export promotion. This can be achieved by encouraging investor companies to export from Ukraine in established proportions to the total volume of production. This could be achieved by providing tax privileges and discounts to such enterprises. These discounts could be linked to the value of exports as a percentage. While regulating international trade relations, the country should also take measures to improve domestic products to the world level. This can be achieved by modernizing the means of production, thus improving the quality of products and reducing their prices. Therefore, the state should invest financial resources in research and innovation.

The protection of leading domestic producers should be reasonably combined with stimulating their efforts to improve their own production. Such protection should be gradually reduced. The pace of such reduction should be communicated to producers in

advance. For this purpose, it is necessary to calculate the amount of import duties on imported goods similar to those that domestic enterprises are beginning to modernize and the timing of their introduction. A period should be set for which the initial duty rate will remain unchanged and then gradually decrease to zero.

This will depend on the complexity and capital intensity of production. During the period of permanent duty, the producer will be able to repay loans, and during the period of duty reduction, it will be able to make a profit, which should be sufficient for further effective operation of the enterprise [3].

The foreign trade policy should be improved taking into account the requirements of the World Trade Organization and the European Union. It is important to take into account the fact that the idea of the World Trade Organization is to protect national markets and national producers from unfair competition, not from competition in general. Therefore, Ukraine should try to avoid a situation where domestic producers, instead of modernizing their enterprises, try to defend their narrow sectoral interests. In particular, by using customs measures to expand markets for their uncompetitive products. To this end, the content of national interests as an object of foreign trade policy protection should be clearly defined.

Protectionist measures include the following provisions:

- it is necessary to protect and support those sectors of the economy that can ensure the competitiveness of the domestic economy at the global level;
- protectionist policies should ensure the necessary level of protection of the domestic market, while maintaining a balance between meeting domestic demand and ensuring economic security, including food and technological security;
- when implementing measures to protect the domestic economy, a balance should be maintained between the state's encouragement of priority forms and directions of economic activity and state control over the activities of

business entities in the foreign trade sphere [4].

Non-tariff protectionism should be used with due regard to modern means of protection. In particular, preference should be given to technical barriers, anti-dumping, anti-subsidy, and preventive measures. Such measures should protect the domestic market from unfair and low-quality imports. To this end, it is necessary to:

- National technical regulations should be developed in line with international standards;
- to regularly update the maximum permissible levels of residues of pollutants, veterinary drugs, pesticides, insecticides, mineral fertilizers in food products using the latest scientific developments and to timely inform other countries that supply the Ukrainian market with the relevant products about these changes;
- to update from time to time the list of imported products that should be certified in Ukraine in accordance with domestic technical regulations;
- to accelerate the use of temporary targeted safeguard and preventive measures to protect the domestic market from price reductions due to dumped or subsidized imports [5].

To this end, it is necessary to:

1. Conduct an explanatory and informational policy to inform producers about the possibilities of protection.
2. Constantly monitor prices in the domestic market to identify the facts of dumping.
3. Train professional experts in the field of economics and law who would specialize in protecting Ukrainian producers and the domestic market from unfair competition.
4. Implement anti-dumping, anti-subsidy and preventive measures In addition to traditional tariff and non-tariff methods of protecting the domestic market, other, more flexible methods should be used that promote and protect domestic producers, while not contradicting the principles of global cooperation. These tools are more sophisticated and can accelerate the resolution of structural problems in the national economy. These include financial support, various subsidies, and methods of direct promotion of domestic products. In particular,

this method is used in Ukraine, in social advertising [6].

Some countries use elements of financial protectionism. In particular, some countries refuse to include items in their national economic recovery programs to help non-resident enterprises or require companies that have received state aid to use investment resources only within the country.

When strengthening protectionism, it is necessary to take into account the fact that a large share of imports is illegal due to inadequate control and transparency of state borders with the countries of the former USSR. In other words, a significant increase in the taxation of imports will increase the illegal share of imports, which will harm legal importers and change the effectiveness of these measures. Therefore, preliminary preparatory work is needed to increase the level of control over export-import flows [7].

When developing a system of protective measures, it is also necessary to take into account current trends in the world economy: globalization of world development; liberalization of international trade; informatization and transnationalization of production; increased competition in world

markets; growth of technological orientation of exports; socialization and environmentalization of economic development; intensification of integration processes, etc.

Improving the state of Ukraine's foreign trade requires comprehensive actions that take into account all the peculiarities of the economy. Foreign trade is inextricably linked to production, including agriculture, which is the material basis for its development. Only a comprehensive approach will enable the country to achieve a stable pace of foreign trade development and, as a result, improve its position in the global market. Such actions should include: addressing the production complex, which involves, first of all, identifying promising sectors of national production, identifying existing problems in these sectors, and then rationally increasing volumes, along with improving the quality of production of goods and services; improving the legislative framework, reducing the tax burden and creating favorable conditions for attracting investment; the country's foreign trade policy should be rational, flexible and take into account global trends.

Keywords: foreign trade policy, customs policy, protectionism, imports, exports, transnationalization.

References:

1. Revchun, B. H. (2011), "Protectionism as a reaction to the instability of market economy development", retrieved from : http://www.nbu.gov.ua/portal/Soc_Gum/inek/2011_1/166.pdf.
2. Melnyk, T. M. (2021), "Prospects for import substitution and balancing Ukraine's foreign trade", *Sotsialno-ekonomichnyi rozvytok u konteksti vyklykiv sohodennia* [Socio-economic development in the context of today's challenges], materialy Mizhnarodnoi naukovo-praktychnoi konferentsii [Materials of the International Scientific and Practical Conference], Skhidnoievropeyskyi tsentr naukovykh doslidzhen, Odesa, Ukraine, pp. 38-41.
3. Fokina-Mezentseva, K. V. (2021), "Import substitution as a form of effective social and economic policy of the state", *Biznes navhator*, vol.3, № 64, pp. 143-147.
4. Tulchynska, S. O. (2017), "Measures to overcome the problems of national enterprises in foreign economic activity", *Ahrosvit*, №24, pp. 44-48.
5. Melnyk, T. M. and Puhachevska, K. S. (2016), "Import dependence of the Ukrainian economy and priorities for selective import substitution", *Ekonomika Ukrainy*, № 4, pp. 29-44.
6. Mazaraki, A. (2011), "Current trends and factors in the development of Ukraine's foreign trade", retrieved from : http://archive.nbu.gov.ua/portal/soc_gum/vknteu/2011_2/1.pdf.
7. Prokhorova, M. E. (2015), "Features and trends in the development of transnationalization processes in the twenty-first century", *Stratehiia rozvytku Ukrainy*, №2, pp. 88-97.

How to cite:

Melnyk, T. (2023). Directions for improving Ukraine's foreign trade policy. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-85-87>.

CORPORATE MANAGEMENT AS A SOURCE OF ENERGY

Anastasiia Movchaniuk¹, Paulina Kolisnichenko²

¹PhD in Economics, Associate Professor Department of Management, Uman National University of Horticulture, Uman, Ukraine, e-mail: anastasiyamov@gmail.com, ORCID: <https://orcid.org/0000-0002-1536-3408>

²PhD in Economics, Vice Rector for International Cooperation, WSHIU University, Poznan, Poland, e-mail: paulina.kolisnichenko@wshiu.pl, ORCID: <https://orcid.org/0000-0001-6730-1236>

Abstract. Corporate management is an integral part of any enterprise in the modern world. Corporate governance is a complex system that allows for anticipating potential developments within businesses, taking into account industry-specific and cultural nuances, both domestically and internationally.

According to the World Bank's definition, corporate management encompasses legal norms, regulatory provisions, and business practices in the private sector, allowing companies to attract financial and human resources, conduct business activities efficiently, and thereby continue their functioning while accumulating long-term economic value through increasing the value of shares, while also considering the interests of shareholders and society as a whole [4].

Undoubtedly, decision-making by top managers and stakeholders plays a crucial role in the establishment of a corporate management system. The variety of options, the wide range of optimal directions, the unpredictability of actions, and the skillful combination of business tools are just some of the components that characterize the modern corporate management system. The effectiveness of the methods employed and the techniques used depends on the specific corporate governance model adopted by the company's leadership. After all, well-considered decisions that can impact not only business negotiations but also the future fate of the company can only be made by adhering to corporate governance norms and standards.

The corporate management model serves as the main element of governance of company. Company executives continually strive to find effective solutions to set tasks, achieve objectives with minimal production costs, and select the optimal development strategy for the enterprise. A manager is

always focused not only on the implementation of short-term projects but also on the strategic development of the company. Therefore, the corporate management model should be understood as a set of methods, tools, norms, and standards that allow the implementation of ideas and the achievement of tactical and strategic goals of the enterprise, utilizing a specific management style.

Corporate management plays a crucial role in shaping the activities and overall success of an enterprise. The influence of corporate management can be observed in various aspects, including strategic decision-making, organizational structure, culture, and performance.

1. Strategic Decision-making: Corporate management is responsible for setting the strategic direction of the enterprise. They define the company's mission, vision, and goals, and make decisions regarding market positioning, product development, expansion, and diversification. These decisions have a significant impact on the direction and focus of the enterprise's activities.

2. Organizational Structure: Corporate management determines the organizational structure of the enterprise, including the division of tasks, reporting lines, and coordination mechanisms. The structure affects communication, decision-making processes, and the overall efficiency and effectiveness of operations. For example, a decentralized structure empowers individual departments or teams, promoting innovation and faster decision-making, while a centralized structure may ensure consistency and control.

3. Culture and Values: Corporate management shapes the culture and values within the enterprise. They establish a set of norms, beliefs, and behaviors that guide employee conduct and shape the

organizational identity. The management's commitment to ethics, integrity, and social responsibility can influence the enterprise's activities in areas such as sustainability, employee well-being, and community engagement.

4. Performance Management: Corporate management establishes performance metrics, targets, and evaluation systems to monitor and assess the enterprise's performance. These mechanisms incentivize employees, drive accountability, and influence the activities and priorities of different business units. Management's focus on financial performance, innovation, customer satisfaction, or other key indicators shapes the activities and efforts of employees at all levels.

5. Risk Management: Corporate management plays a critical role in identifying, assessing, and managing risks that the enterprise faces. Their decisions and actions regarding risk tolerance, mitigation strategies, and compliance with regulations impact the activities undertaken by the organization. Effective risk management ensures that the enterprise can navigate challenges and uncertainties while safeguarding its reputation, financial stability, and long-term viability.

6. Stakeholder Relations: Corporate management interacts with various stakeholders, such as shareholders, employees, customers, suppliers, and the community. Their ability to build and maintain positive relationships with these stakeholders influences the enterprise's activities. For example, management's engagement with employees can impact productivity and morale, while their responsiveness to customer needs can drive product development and customer satisfaction [2, 3].

In summary, corporate management has a broad influence on enterprise activities through strategic decision-making, organizational structure, culture, performance management, risk management, and stakeholder relations. Their leadership and decision-making shape the direction,

efficiency, effectiveness, and overall success of the organization.

In the present business environment, various effective models of corporate management can be identified. It is evident that there is no need for the creation of a universal management institution because each enterprise forms its own model of corporate management based on a range of specific features, which requires a combination of leadership skills, strategic thinking and a people-oriented approach.

However, there are several general features regarding the corporate management system that should be taken into account in order to increase the efficiency and success of the enterprise:

1. Set Clear Goals and Communicate Them: Clearly define the company's short-term and long-term goals, and ensure that they are effectively communicated to all employees. This helps align everyone towards a common vision and provides a sense of direction.

2. Develop a Strong Organizational Culture: Foster a positive and inclusive organizational culture that promotes teamwork, innovation, open communication, and accountability. Encourage employee engagement and create an environment where everyone feels valued and motivated to contribute their best.

3. Encourage Leadership and Empowerment: Delegate authority and responsibility to capable employees, allowing them to make decisions and take ownership of their work. Encourage leadership at all levels of the organization and provide opportunities for growth and development.

4. Foster Innovation and Adaptability: Encourage a culture of continuous improvement and innovation. Support employees in generating new ideas, experimenting, and adapting to changing market conditions. Create channels for idea sharing and provide resources for implementing innovative solutions.

5. Build Strong Relationships with Stakeholders: Develop and maintain positive relationships with key stakeholders, including customers, employees, suppliers, and

investors. Understand their needs and expectations, and strive to meet or exceed them. Effective stakeholder management can lead to increased loyalty, trust, and support for the company.

6. Embrace Technology and Digital Transformation: Stay abreast of technological advancements relevant to your industry and leverage them to improve operations, efficiency, and customer experience. Embrace digital transformation initiatives that can enhance productivity, streamline processes, and drive innovation.

7. Invest in Employee Development: Provide opportunities for employee training, skill development, and career advancement. Support a learning culture where employees can acquire new skills, stay updated with industry trends, and grow both professionally and personally.

8. Foster Effective Communication Channels: Establish effective communication channels that enable transparent and timely exchange of information within the organization. Encourage feedback, listen to

employee concerns, and address them promptly. Regularly communicate company updates, performance metrics, and achievements to keep employees informed and engaged.

In conclusion, effective corporate management plays a crucial role in the success of enterprise activity. It encompasses various aspects such as strategic planning, resource allocation, leadership, and organizational structure. A well-managed corporation focuses on maximizing profitability, driving innovation, and maintaining a competitive edge in the market. Additionally, it fosters a culture of transparency, accountability, and ethical practices, promoting employee satisfaction and long-term sustainability. By aligning goals, optimizing operations, and adapting to changing market dynamics, corporate management ensures the efficient utilization of resources and enables enterprises to thrive in a complex business environment.

Keywords: corporate management; management; managers; type of management.

Keywords: corporate management; management; managers; type of management.

References:

1. Zavgorodnia, A. 2022, Corporate management in the new realities of the functioning of enterprises. Scientific works of the Interregional Academy of Personnel Management. 4, 22-28.
2. Smyth, D. 2019, What Is Corporate Management? Management. URL: <https://bizfluent.com/info-8087507-corporate-management.html>
3. Shethna, J. 2023, Successful Corporate Management. Educba. URL: <https://www.educba.com/successful-corporate-management/>
4. The World bank. URL: <http://www.worldbank.org>

How to cite:

Movchaniuk, A.; Kolisnichenko, P. (2023). Corporate management as a source of energy. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-88-90>.

SECTION 2

Financial aspects of corporate governance

IDENTIFICATION OF THE PARAMETERS OF INFLUENCE OF THE FINANCIAL AND ECONOMIC COMPONENT OF THE PRODUCTION POTENTIAL OF ENTERPRISES

Ihor Rumyk¹

¹*Doctor of Science (Economics), Professor, Professor of national economy and finance department, KROK University, Kyiv, Ukraine, e-mail: rumykii@krok.edu.ua, ORCID: <https://orcid.org/0000-0003-3943-639X>*

Abstract. Modern changes that are taking place in the context of crises, military, financial-economic, medical-biological, social, objectively caused the increase in the instability of the functioning of agrarian enterprises and led to a significant destruction of the system of formation and use of the production potential of food supply of the population and the state. In the conditions of an unstable external and internal environment, the tasks of forming and evaluating production potential can only be solved comprehensively. The main tool for this is the adjustment of the resource ratio and the rational redistribution of resources, taking into account the specifics of development and the specifics of integration mechanisms.

The purpose of the work is to research methodical approaches to the identification of the parameters of the influence of the financial and economic component of the production potential of enterprises.

Processes of transformation of forms of ownership and mechanisms of management, development of competition should orient subjects to effective principles of management. But the results of their activities show that the development of the market and the efficiency of agro-industrial production as a whole are not ensured only by changing the forms of ownership. In the conditions of modern crisis phenomena in society, which are caused by both objective and subjective reasons, the methods of assessment and efficiency of the use of production potential and its components are insufficiently developed.

There are the following the most common options for determining the resource potential: a set of material, immaterial, labor, financial resources, including the ability of the company's workers to effectively use the named resources to fulfill the mission,

achievements current and strategic goals of the enterprise [1].

In our opinion, the application of a set of methods for assessing the components of the production potential of enterprises and industries implies the need for research on the relationships between its values, calculated using different methods for the same object [2].

In general, the following scientific approaches to the assessment of production potential can be distinguished:

- total monetary assessment of individual types of resources;
- assessment of resource potential using a correlation model;
- normative evaluation by means of standardization of resource factors followed by their weighting with the help of mathematical models and the addition of these factors.
- assessment using index analysis with calculation of individual indices of provision of each type of resources;
- assessment using production functions;
- assessment using optimization models.

The theoretical and methodological approach to the interpretation of the category of production potential, which we propose for the study of production in general and the analysis of specific enterprises, is based on the general classification of natural and economic resources [3].

Economic resources are the main component of the production potential of enterprises and industries that directly support the production process. The economic component is formed by the material and technical and intangible resources involved in production, for example, financial and entrepreneurial.

The study of theoretical and methodological approaches to understanding

the essence of production potential through the resource approach requires a reliable, full-scale, comprehensive analysis of this complex socio-economic system according to certain characteristics measured on different scales, using the tools of economic and mathematical descriptive modeling. It is in the process of multidimensional data analysis that the socio-economic system is adequately described, and its reliable model in the economy is formed.

Successful solution of food security problems as a complex socio-economic system also involves multidimensional statistical analysis using special mathematical packages [4].

Economists believe that the production potential cannot be determined by evaluating a single resource, and the production process

is possible only with their interaction. Thus, the production potential under the resource approach not only "represents the totality of production resources for the target purpose, but also makes obvious the method of estimating its value as the sum of the physical values of the constituent elements."

Thus, the stabilization and improvement of production efficiency is determined, first of all, by the reasonableness and effectiveness of the selected mechanisms in the management of industrial relations, scientific and methodical approaches to the formation and use of the production potential of enterprises and industries, mechanisms of state, market and intra-industry regulation and their compliance with modern business conditions.

Keywords: scientific approach, financial and economic component, production potential, economic resources, food security

References:

1. Marshuk, L. (2016). Principles of formation of financial and resource potential of the enterprise. *Scientific Bulletin of Kherson State University. Series «Economic Sciences»*, 18, 56-59.
2. Romyk, I. (2020). Prodovolcha bezpeka derzhavy: pytannia teorii, metodolohii, praktyky [Food security of the state: questions of theory, methodology and practice]. Kyiv: VNZ «Universytet ekonomiky ta prava «KROK» [in Ukrainian]. Available at: <https://monograph.krok.edu.ua/books/catalog/view/11/38/160-1>
3. Pylypenko, O. (2002). Effectiveness of agricultural land use in conditions of introduction of soil protection technologies. *EKONOMIKA APK*, 8, 69-73.
4. Romyk, I. (2021). Modeling the impact of economic indicators on food security. *Economics, Finance and Management Review*, 2, 4-13. DOI: <https://doi.org/10.36690/2674-5208-2021-2-4>

How to cite:

Romyk, I. (2023). Identification of the parameters of influence of the financial and economic component of the production potential of enterprises. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-92-93>.

THE IMPACT OF INNOVATIVE ACTIVITY ON THE DEVELOPMENT OF CORPORATE VENTURE CAPITAL

**Mykola Denysenko¹, Zoryna Yurynets², Rostyslav Yurynets³,
Ivanna Myshchyshyn⁴**

¹*Doctor of Science (Economics), Professor, Professor of Department of Mathematics and Methods of its Teaching, Volodymyr Vynnychenko Central Ukrainian State University, Kropyvnytskyi, Ukraine, e-mail: profden3@gmail.com, ORCID: <https://orcid.org/0000-0001-8767-9762>*

²*Doctor of Science (Economics), Professor of Management Department, Ivan Franko National University of Lviv, Lviv, Ukraine, e-mail: zoryna_yur@ukr.net, ORCID: <https://orcid.org/0000-0001-9027-2349>*

³*Ph.D. (Physical and Mathematical Sciences), Associate Professor of the Department of Information Systems and Networks, Lviv Polytechnic National University, Lviv, Ukraine, e-mail: rostyslav.v.yurynets@lpnu.ua, ORCID: <https://orcid.org/0000-0003-3231-8059>*

⁴*Junior Researcher of the Department of Regional Ecological Policy and Environmental Management, Institute of Regional Research named after M.I. Dolishniy of the NAS of Ukraine, e-mail: ivanna.myshchyshyn@ukr.net, ORCID: <https://orcid.org/0000-0002-0227-5345>*

Abstract. In recent years, corporate venture capital has gained popularity in all areas of the economy in different countries of the world. Along with traditional venture capital funds, business angels and accelerators, traditional corporations also invest in startups around the world. Most often, these processes take place according to the corporate venture capital model. This makes it possible to remove restrictions on the participation in corporate venture funds mainly of legal entities, will open up opportunities for the participation of various subjects in corporate venture funds, and promotes the investment of funds in innovative structures.

The purpose of the article is to analyze corporate venture capital, to identify structural characteristics of corporate venture capital and peculiarities of corporate venture investing in Ukraine.

During the research, the method of synthesis and analysis, induction (in the study of corporate venture capital, structural characteristics of corporate venture capital and peculiarities of corporate venture investing in Ukraine); the method of schematic, graphic images (for the visual display the received results of the study) has been used.

The main structural characteristics of corporate venture capital have been singled out. The signs of structural characteristics of corporate venture capital include the parameters of the corporate venture capital

investment model, the types of corporate venture investment goals, criteria for deciding on financing a startup for investors and analysts of corporate investment funds, the types of corporate venture capital investments, the main motives for investment by corporate venture capital funds, ways to promote business growth through corporate investment in venture capital funds, the main financial parameters of the sustainability of corporate venture capital.

Ukrainian investors appeared in this field literally 5-7 years ago, but their interest in global international startups is already marked. It was established that for Ukrainian businessmen venture investments at the stages of the B+ series are a new stage of expansion of the investment portfolio. The amount of investment depends on the investor's faith in the project and the arrogance and talent of the startup. If «seed» and «angel» investments are calculated on average in hundreds of thousands of dollars, then capital investments in the innovative business are measured in millions and tens of millions.

The main goal of corporate venture capital is strategic innovative business development. Activation of activity through corporate venture capital investments in Ukraine is only developing, and much depends on the business reputation and personal characteristics of managers. Ukraine's economy needs integration into global economic processes through the development of corporate venture capital.

Keywords: investors, corporate venture capital, corporate venture capital investments, business, innovative.

References:

1. Belderbos, R., Jacob, J., Lokshin, B. (2018). Corporate venture capital (CVC) investments and technological performance: Geographic diversity and the interplay with technology alliances. *Journal of Business Venturing*, 33(1), 20–34.
2. Buzzacchi, L., Scellato, G., Ughetto, E. (2015). Investment stage drifts and venture capital managerial incentives. *Journal of Corporate Finance*, 33, 118–128.
3. Cumming, D., Henriques, I., Sadorsky, P. (2016). ‘Cleantech’ venture capital around the world. *International Review of Financial Analysis*, 44, 86–97.
4. Yurynets Z. (2016) Forecasting model and assessment of the innovative and scientific technical policy of Ukraine in the sphere of innovative economy formation. *Investment Management and Financial Innovations*, 13(2), 16-23.
5. Döll, L. M., Ulloa, M. I. C., Zammar, A., Prado, G. F., Piekarski, C. M. (2022). Corporate Venture Capital and Sustainability. *Journal of Open Innovation Technology Market and Complexity*, 8(3), 132. Available at: <https://doi.org/10.3390/joitmc8030132>
6. Gaddy, B.E., Sivaram, V., Jones, T.B., Wayman, L. (2017). Venture Capital and Cleantech: The wrong model for energy innovation. *Energy Policy*, 102, 385–395.
7. Gompers, P.A., Gornall, W., Kaplan, S.N., Strebulaev, I.A. (2020). How do venture capitalists make decisions? *Journal of Financial Economics*, 135(1), 169–190.
8. Gornall, W., Strebulaev, I.A. (2020). Squaring venture capital valuations with reality. *Journal of Financial Economics*, 135(1), 120–143.
9. Weber, C., Bauke, B., Raibulet, V. (2016). An Empirical Test of the Relational View in the Context of Corporate Venture Capital. *Strategic Entrepreneurship Journal*, 10, 274–299.
10. Yurynets, Z., Bayda, B., Petruch, O. (2015). Country’s economic competitiveness increasing within innovation component. *Economic Annals – XXI*, 9-10, 32-35.

How to cite:

Denysenko, M.; Yurynets, Z.; Yurynets, R.; Myshchyshyn, I. (2023). The impact of innovative activity on the development of corporate venture capital. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-94-95>.

BUSINESS COLLEGE GRADUATES USING THE STOCK MARKET AS AN INVESTMENT PLATFORM

Vikas Gupta¹, Sripal Srivastava², Rajiv Ratan³

¹Ph.D., Professor, Meerut Institute of Engineering & Technology, Meerut, India, e-mail: vikas.gupta@miet.ac.in

²Ph.D., Assistant Professor, Galgotias' University, Gautam Budh Nagar Uttar Pradesh, India, e-mail: sripalsrivastavamba09@gmail.com, ORCID: <https://orcid.org/0000-0003-0562-2004>

³Ph.D., Associate Professor, RBS Management Technical Campus, Agra, India.

Abstract. The state of the economy is seen on the stock market. There wouldn't be a stock market if investors didn't invest in the stock exchange. A stock exchange, as well as securities that are exclusively exchanged privately, are listed on a stock market, which is a public institution for the trading of company shares and derivatives at an agreed price. This study aims to be a useful resource for the general public, academic institutions, and possible investors. This study aims to evaluate the stock market products, investment options, institutions, and services understanding of business college students.

The state of the economy is seen on the stock market. There wouldn't be a stock market if investors didn't invest in the stock exchange. A stock exchange, as well as securities that are exclusively exchanged privately, are listed on a stock market, which is a public institution for the trading of company shares and derivatives at an agreed price. This study aims to be a useful resource for the general public, academic institutions, and possible investors. This study aims to evaluate the stock market products, investment options, institutions, and services understanding of business college students.

Keywords: Stock-Market; Awareness; Business College Graduates; Stock Exchange.

References:

1. Andros Svitlana, Akimov Oleksandr, Akimova Liudmyla, Chang Shichao, Gupta Sandeep, Kumar (2021), [Ukrainian World Exchange Market of Oilseeds: A Research of Chlanges for Growth](#), Marketing and Management of Innovations, 12(3) 237-251.
2. Adebayo, O. O., Abdullahi, A. A., & O, A. J. (2005). Attitude of Youths Towards Investment in the Nigerian Stock Market. Retrieved from <https://www.researchgate.net/publication/318232565>
3. Akhter, A., & Sangmi, M.-u.-D. (2015). Stock-market Awareness among the Education Youth: A Micro-level Study in India. SAGE, 210-218.
4. Azhar, Z., Azilah, N., Syafiq, A., & Juliza. (2017). Investment Awareness Among Young Generation. Atlantis Press, 36, 126-135. Retrieved from <http://creativecommons.org/licenses/by-nc/4.0/>
5. Bordoloi, D., Singh, R., Bhattacharjee, J., & Bezborah, P. (2020). Assessing the Awareness of Islamic Law on Equity Investment in State of Assam, India. Journal of Islamic Finance, 9(1).
6. Dorji, T. (2019, February 21). Demand for Shares Soars as Supply Stagnates. Kuensel. Retrieved from <https://kuenselonline.com/demand-for-shares-soars-as-supply-stagnates/>
7. Gladwell, S. (2018). Why Should Kids Care About the Stock Market? Trader. Retrieved from <https://vocal.media/trader/why-should-kids-care-about-the-stock-market>
8. Guiso, L., & Jappelli, T. (2004, August 24). Awareness and Stock-market Participation. Center for Financial Studies. Retrieved from <http://nbnresolving.de/urn:nbn:de:hebis:30-23410>
9. Imthiyas, Y., Shyamasundar, K., & Ramar, S. (2015). A Study on Reach of Investment Awareness Programmes Organised by E-Governance Services over Social Media. International Journal of Applied Environmental Sciences, 10(1), 65-69. Retrieved from <http://www.ripublication.com/ijaer.htm>
10. Jain, H. N. (n.d.). Awareness in MBA students about Capital Market. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3308323
11. Kukreja, G. (2014). Investors' Perception for Stock Market: Evidences from National Capital Region of India. 4(8), 712-726.
12. Murali, S. M. (2015). Awareness Levels and Motives of Investors Towards Various Avenues of Investment in Stock Market: With Reference to Kurnool District A.P. International Journal of Research in Management & Social Science, 3(1 (VI)), 26-36.

13. Nadia P. Reznik, Sandeep Kumar Gupta, Olena M. Sakovska, Anatoliy D. Ostapchuk, Ruslana V. Levkina (2019). Ukrainian World Exchange Market of Oilseeds: A Research of Challenges for Growth, *International Journal of Engineering and Advance Technology*, ISSN 2249-6958, 8(6), pp 3823-3829.
14. Oleksii Hudzyns'kyi, Svitlana Sudomyr, Yuliia Hudzyns'ka, Maksym Zhukovs'kyi and Sandeep Kumar Gupta (2019). An Analysis of Intellectual and Innovative Managerial Potential in Social Business and Economic Systems, *International Journal of Advanced Science and Technology*, ISSN 2005-4238, 29(6S), Pp 1081-86.
15. Rooij, M. v., Lusardi, A., & Alessie, R. (2007, October). Financial Literacy and Stock-market Participation. NBER Working Paper Series, 1-48.
16. Strycharz, J., Strauss, N., & Trilling, D. (2017). The Role of Media Coverage in Explaining Stock Market Fluctuations: Insights for Strategic Financial Communication. *International Journal of Strategic Communication*, 12(1), 67–85. <https://doi.org/10.1080/1553118x.2017.1378220>
17. Thapa, B. K. (2018). The Importance of Basic Education About Stock Investment . Oulu University of Applied Sciences.
18. Sergey Yablochnikov, Mikhail Kuptsov, Olena Omelchenko, Sandeep Kumar Gupta, Nadia P. Reznik, Anatolii F. Hatsko and Olena M. Sakovska (2019). Modelling of Information Counteraction Between Objects in Economy, *International Journal of Engineering and Advance Technology*, ISSN 2249-6958, 8(6), pp 3797-3802.
19. Ven Rooij, M., Lusardi, A. & Alessie, R. (2007). Financial Literacy and Stock-market Participation. NBER Working Paper Series, 1-46. Retrieved from <http://www.nber.org/papers/w13565>
20. Veni, P., & Srilakshmi, S. (2019). Awareness on Financial Products and Securities Market among Post-Graduate Commerce and Management Students in Visakhapatnam City. *International Journal of Scientific Development and Research*, 4(7), 188-191.
21. Wagner, T. (n.d.). Undergraduate students' intention to participate in the stock market An analysis of financial literacy as well as attitudinal and normative factors. Retrieved from website: https://researchportal.port.ac.uk/portal/files/23166789/01_DBA_Thesis_TWA_2020.10.18_FINAL.pdf
22. Wangmo, C., Choden, P., Daly, S., & Dorji, R. (2018). Awareness and Challenges of Stock-market in Bhutan. *International Journal of Economics and Financial Research*, 4(9), 274-283. Retrieved from <http://arpgweb.com/?ic=journal&journal=5&info=aims>

How to cite:

Gupta, V.; Srivastava, S.; Ratan, R. (2023). Business college graduates using the stock market as an investment platform. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-96-97>.

FINANCIAL ASPECTS OF CORPORATE TAX RISK MANAGEMENT

Vira Shepeliuk¹

¹Ph.D. (Economics), Associate Professor, Department of Accounting, Taxation, Public Administration and Administration, Kryvyi Rih National University, Kryvyi Rih, Ukraine; e-mail: shepeliuk@knu.edu.ua, ORCID: <https://orcid.org/0000-0001-6270-5936>

Abstract. Corporate tax risk management includes a system of strategies, procedures and practices that a company uses to effectively manage its tax obligations and minimize tax risks. The main goal of such management is to ensure compliance with tax legislation and reduce the tax burden, while avoiding tax claims and sanctions.

Companies that effectively manage tax risks are able to minimize the financial, reputational and legal consequences associated with tax violations. They can achieve optimal use of their resources and ensure stability and business development.

Optimal use of financial resources is possible with the help of tax planning.

Tax planning is the process of studying and using legal opportunities and strategies in order to optimize tax obligations. Its main goal is to legally minimize the company's tax expenses, maximize its financial resources and ensure compliance with tax legislation.

Tax planning includes the analysis of tax rules and liabilities related to various aspects of a company's activities, such as income, expenses, assets, investments, international operations, etc. With the help of this analysis, effective strategies and methods are determined that will allow to reduce taxation and reduce tax risks.

Minimizing tax risks, in turn, means taking measures to reduce potential tax risks that may arise from non-compliance with tax legislation or interpretation of its provisions. This process includes implementation of internal control mechanisms, compliance with reporting and declaration requirements, avoidance of questionable transactions, identification and settlement of potential problems with tax authorities, etc.

Minimizing tax risks does not involve breaking the law or engaging in dishonest practices, in general, the process is focused on ensuring compliance with tax legislation and

preventing possible conflicts with tax authorities through a strategic approach to tax management and a thorough analysis of tax rules and regulations.

Corporate tax risk management includes systematic approaches and strategies aimed at effective management of financial risks associated with their minimization.

Key elements of minimizing tax risks include: compliance, thorough analysis of tax risks, legal advice and internal control procedures related to tax planning. All these elements closely interact with the methods of corporate tax risk management.

Corporate tax risk management includes systematic approaches that involve the development and implementation of an approach to identification, assessment and management of risks related to corporate taxation. This includes a thorough analysis of tax liabilities and possible risks, as well as the development of policies and procedures aimed at reducing them. The corporation's policy is aimed at effective management of tax risks and requires the establishment and maintenance of effective internal control mechanisms, includes the development of procedures aimed at ensuring the compliance of tax obligations with legislation, as well as systematic monitoring and control of tax collection and reporting processes.

The financial aspects of tax planning management are based on the use of laws regarding the minimization of the tax burden. To do this, tax professionals study the tax laws to find opportunities to use tax breaks, rebates, credits and incentives that are provided for certain industries, regions or types of activities. They develop strategies to take maximum advantage of these benefits and reduce the company's tax liability.

One of the ways to optimize the tax burden is the use of offshore zones. Offshore tax optimization schemes are one method by

which corporations can reduce their tax liability by placing assets, income or operations in jurisdictions with low tax rates or special tax regimes. It is important to note that the use of offshore zones for tax optimization must comply with legislation and ethical norms, as well as take into account international standards of transparency and combating money laundering.

Let's take a closer look at tax optimization schemes through offshore zones. : Corporations can create legal entities such as offshore companies or offshore branches in jurisdictions with low or zero tax rates. This allows them to transfer part of the profits to these companies and reduce the taxable income at the exit. In addition, corporations can use offshore companies to receive royalties or license fees for the use of their intellectual properties. In this way, the company reduces the profits received in the main jurisdiction by shifting these profits to an offshore area with low tax rates.

Corporations can use international transactions, such as export-import, to change the prices of goods or services between related companies. Export-import operations provide an opportunity to move profits to offshore zones with low tax rates by overestimating export prices or underestimating import prices.

Through offshore bank accounts or special financial instruments, corporations have the ability to avoid taxation by transferring capital, allowing them to move capital to jurisdictions with low tax rates or even to chaotic zones.

Corporations can use tax treaties and double taxation agreements between countries to avoid double taxation on their profits. Such agreements provide rules for sharing profits between countries and determine the tax rates that apply to cross-border transactions.

Companies can change their resident status by moving their legal address or location to offshore zones. This allows them to be subject to the tax laws of an offshore jurisdiction, with low or zero tax rates, instead of the higher tax rates of their home countries.

Corporations can also reduce their tax burden by moving their intellectual property -

patents, copyrights, trademarks - to offshore jurisdictions, where they can obtain tax advantages by establishing licensing agreements or receiving royalties for the use of this property.

It is important to note that the use of offshore tax optimization schemes must comply with legal requirements and ethical standards. Countries and international organizations are constantly changing the rules governing taxation, so companies must be careful and ensure that their actions comply with tax regulations and the requirements of all interested parties.

Thus, corporate tax risk management includes a planning strategy that is developed for a long-term period, taking into account various taxation risks. Strategic tax planning sets goals that aim to ensure optimal use of tax benefits and conducts detailed analysis of tax rules and laws to determine your compliance status, identify potential risks and identify opportunities to reduce tax risks.

When tax planning, you need to use different methods and strategies to optimize the tax situation of the corporation, by using legal tax advantages, redistributing income between different jurisdictions or using tax discounts and benefits.

In the order on the accounting policy of the corporation, it is necessary to establish internal rules and procedures to ensure compliance with tax laws. This may include control processes, risk assessment, internal audits, regular reporting and monitoring of tax risks.

The management of the corporation needs to engage tax consulting specialists to obtain expert assistance in managing tax risks and optimizing the tax situation. This allows you to receive qualified advice on compliance with tax rules and the use of tax benefits.

The financial aspects of corporate tax risk management are of great importance to a corporation, as improper management of these risks can lead to financial losses, fines, and a negative impact on the company's reputation.

Effective tax planning is an important strategy for minimizing the tax costs of a corporation, it involves studying tax

legislation, using tax benefits and optimizing financial flows in order to reduce tax liabilities, in addition, it contributes to achieving optimal financial results of the

enterprise. Tax planning requires constant monitoring and updating of tax management strategies, taking into account changes in tax legislation and the business environment.

Keywords: corporate; tax; risk; management; risk management.

References:

1. Mihus, I. P., Khudolii, L. M., Denysenko, M. P., & Mikhno, S. P. (2012). Korporatyvne upravlinnia v systemi ekonomichnoi bezpeky aktsionernykh tovarystv Ukrainy [Corporate management within an economic security system of joint-stock companies of Ukraine]. Cherkasy: LLC "Maklout" [in Ukrainian].
3. Burkova, L., Shepeliuk, V., & Rtyshchev, S. (2023). Management of financial risks of enterprises as a prevention component of their financial instability and bankruptcy for the sustainable development achieving. *Economics, Finance and Management Review*, (1), 98–114. <https://doi.org/10.36690/2674-5208-2023-1-98>.
3. Mihus, I., Akimova, L., Akimov O., Laptev, S., Zakharov, O., & Gaman, N. (2022). Influence of corporate governance ratings on assessment of non-financial threats to economic security of joint stock companies. *Financial and Credit Activity Problems of Theory and Practice*, 6(41), 223–237. <https://doi.org/10.18371/fcaptp.v6i41.251442>.
4. Burkova, L., Oliukha, V., & Shepeliuk, V. (2022). Improving the mechanism of fiscal policy in Ukraine to ensure sustainable development under a state of emergency. *Economics, Finance and Management Review*, (1), 51–61. <https://doi.org/10.36690/2674-5208-2022-1-51>.

How to cite:

Shepeliuk, V. (2023). Financial aspects of corporate tax risk management. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-98-100>.

LEGAL, ECONOMIC, AND TECHNICAL ASPECTS OF CRYPTOCURRENCY INVESTING IN UKRAINE

Alla Dombrovska¹

¹Ph.D. (Law), Assistant Professor of the Department of Legal Support of Economic Activity, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine, e-mail: dombrovskalla@gmail.com, ORCID: <https://orcid.org/0000-0003-4610-8220>

Abstract. Bitcoin, as the most well-known cryptocurrency, is considered the currency of the future that is independent of central banks, which control the money supply and can decrease the value of money through inflation. Due to its decentralized nature, Bitcoin is perceived to be safer than traditional payment systems. The popularity of Bitcoin is due to its complete transparency, made possible by open-source technology and the ability for public verification. Many people are rushing to buy Bitcoin now, presumably before it increases in value. It is known that after the mining of 21 million Bitcoins, no new coins will ever be created, and the existing ones will only increase in value.

Bitcoin is an indicator of the overall cryptocurrency market since it is the largest cryptocurrency by volume, and the rest of the market tends to follow its trends. After 2021, which was marked by rapid growth of Bitcoin and reaching its all-time high, surpassing \$68,000, the first half of 2022 saw a crash that affected the entire cryptocurrency market.

Despite the volatility, cryptocurrencies maintain their popularity and remain a promising platform for investments [1]. During times of war, they can become the sole mechanism for protecting the savings of people, including guarding against restrictive actions by government financial regulators [2].

After the start of a full-scale military invasion by Russia, the National Bank of Ukraine to prevent unproductive capital outflows from the country introduced new rules for financial transactions by individuals during a state of war [3]. These rules included restrictions on cash withdrawals and certain currency operations. This also affected cross-border currency transactions and "quasi-cash" operations, such as topping up electronic

wallets, brokerage, or forex accounts, paying traveler's checks, purchasing cryptocurrencies, and so on.

The Ukrainian banking sector quickly responded to these restrictions. PrivatBank prohibited its clients from conducting cross-border transfers of currency values and remittances of currency funds for use on cryptocurrency exchanges. They also announced that they would not support hryvnia deposit operations on any cryptocurrency exchange without exception.

At the same time, Ukrainian cryptocurrency exchanges such as KUNA and WhiteBIT have assured users that even during the regulatory restrictions, they can continue to deposit and withdraw hryvnia for cryptocurrency operations.

The most common mechanism of cryptocurrency investment for Ukrainians is buying and holding Bitcoin, which can be done on cryptocurrency exchanges (centralized and decentralized), P2P platforms, or OTC platforms.

Centralized exchanges (CEX) dominate in the cryptocurrency trading ecosystem, although there are those who believe that using centralized exchanges contradicts the principle of decentralization, which is the foundation of cryptocurrencies. Centralized exchanges are under the control of a specific organization that oversees all operations, ensures technical maintenance, development, and security of the exchange. Exchange fees are charged to cover the costs of facilitating the interaction between buyers and sellers, benefiting a third party.

Among the advantages of centralized exchanges (CEX) are transaction speed, a wide range of trading features, and high liquidity. However, there are certain drawbacks, such as the potential for fund control by the exchange, the risk of external

hacks, and the requirement for identity verification, which can compromise anonymity.

Decentralized exchanges (DEX) provide the ability to trade Bitcoin and other cryptocurrencies without the restrictions imposed by centralized exchanges, all without involving third parties. Users on DEX platforms operate through their wallets, always maintaining control over their funds. Trading cryptocurrency pairs on DEX is facilitated through atomic swaps, a technology that enables the exchange of coins across different blockchains.

The advantages of decentralized cryptocurrency exchanges include anonymity and the ability to work with new or rare altcoins. Additionally, users are responsible for the security and storage of their own funds. However, DEXs have limitations in terms of functionality and the inability to perform operations with fiat currencies. Furthermore, DEXs generally have lower liquidity compared to centralized exchanges.

An alternative method of buying Bitcoin is through peer-to-peer (P2P) platforms or marketplaces, which, in the face of additional legislative restrictions, can prove to be a better solution.

Cryptocurrency peer-to-peer (P2P) marketplaces provide the ability to buy and sell Bitcoin without involving a third party. These platforms utilize a P2P mechanism that allows parties to transact directly with each other, without the need for an intermediary to hold funds or process payments.

Some advantages of P2P marketplaces include access to a global market of cryptocurrency buyers and sellers worldwide, enabling Bitcoin transactions to be completed in a matter of seconds. Additionally, compared to traditional cryptocurrency exchanges that charge fixed fees or percentages, most P2P marketplaces offer zero commission to traders. These platforms also provide transaction security through an

escrow service, which allows funds to be locked and transferred only after both parties fulfill the terms of the agreement. P2P transactions typically have a specified timeframe for completion, and if either party fails to meet the agreement's conditions, the cryptocurrency or fiat funds will be returned.

One disadvantage of this relatively new tool is the slower trading speed. Although P2P transactions typically conclude almost instantly after confirmation by both parties, one of the parties can delay the agreement for various reasons. While traditional trading does not require waiting for buyer or seller confirmation to finalize a deal, in the process of P2P transactions, the buyer or seller may change their mind and back out. Additionally, among the disadvantages of P2P platforms, low liquidity compared to centralized exchanges and the threat of fraud are mentioned. Therefore, it is crucial to trust your funds to verified platforms in this case.

Despite market volatility and fluctuations, long-term Bitcoin investments are considered highly profitable. They can serve as a reliable source of savings after retirement or provide a necessary financial safety net in the event of a sudden economic downturn. The fact that cryptocurrency trading is highly flexible, being available 24/7, allows traders to conduct business at any time, making it popular among investors.

However, to make Bitcoin a good investment, it's important to remember that it is a relatively risky investment. In general, venture investments should constitute a small portion of the overall investment portfolio, typically no more than 10%. Diversifying the range of cryptocurrencies can be another way to manage risks in a crypto portfolio. Cryptocurrencies can grow and decline at different rates and during different time periods, so investing in several different products can to some extent protect against losses in one holding.

Keywords: cryptocurrency; company; Bitcoin.

References:

1. Michelle Faverio, Navid Massarat. 46% of Americans who have invested in cryptocurrency say it's done worse than expected URL: <https://www.pewresearch.org/short-reads/2022/08/23/46-of-americans-who-have-invested-in-cryptocurrency-say-its-done-worse-than-expected/>
2. Arthur Hayes. For the War URL: <https://entrepreneurshandbook.co/for-the-war-fd5509d525d>
3. Pro robotu bankivskoi systemy v period zaprovadzhennia voiennoho stanu*. Postanova Pravlinnia Natsionalnoho Banku Ukrainy vid 24 lutoho 2022 roku # 18 (On the operation of the banking system during the period of martial law) URL: <https://ips.ligazakon.net/document/pb22027?an=1>

How to cite:

Dombrovska, A. (2023). Legal, economic, and technical aspects of cryptocurrency investing in Ukraine. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-101-103>.

WILL THE REGULATION OF CRYPTOCURRENCY OPERATIONS BE TRANSPARENT AFTER THE ENACTMENT OF THE VIRTUAL ASSETS LAW?

Volodymyr Marchenko¹

¹Doctor of Science (Law), Professor, Professor of the Department of State and Legal Disciplines, Criminal Law, and Procedure, H.S. Skovoroda Kharkiv National Pedagogical University, Kharkiv, Ukraine, ORCID: <https://orcid.org/0000-0003-1921-3041>

Abstract. According to the 2022 Global Crypto Adoption Index published by the American company Chainalysis, Ukraine ranked 3rd globally in cryptocurrency operations (but dropped to the 19th position in 2023) [1]. Users are increasingly favoring cryptocurrencies not only for international settlements but also for domestic market needs, indicating the activity of the decentralized financial sector and de facto recognition of cryptocurrencies as a means of payment.

Starting from 2014, financial regulators have been trying to determine the legal status of cryptocurrencies. In particular, Bitcoin, being the first cryptocurrency, went through a path from being considered a «money surrogate without real value backing» and its trading activity being deemed a "financial pyramid" according to the National Bank of Ukraine at that time, to its recognition as a virtual asset and an object of civil rights under the Law of Ukraine "On Virtual Assets" dated February 17, 2022 (which will come into effect after amendments are made to the Tax Code of Ukraine regarding the taxation specifics of virtual asset operations) [2].

According to Vice Prime Minister of Ukraine and Minister of Digital Transformation Mykhailo Fedorov, the legalization of crypto assets will allow for the de-shadowing of this sector of the economy, where cryptocurrency exchanges will operate legally, and Ukrainians will be able to protect their assets from abuse and fraud [3].

What changes will be made to the Tax Code of Ukraine to make the aforementioned law work?

As we can see, these changes affect the taxation specifics regarding corporate income tax and personal income tax on cryptocurrency operations.

Specifically, the procedure for declaring income or profit and the payment of applicable taxes is defined, along with requirements for maintaining accounting and tax records of virtual asset operations.

In addition, a preferential tax regime is established for a period of 5 years for investment income from virtual asset operations and services provided by virtual asset service providers, with a tax rate of 5% for corporate income tax, as well as for individuals' income from virtual asset operations, subject to a tax rate of 5% for personal income tax.

There is also an obligation to pay a military fee of 1.5% on the amount of investment income from virtual asset operations for individuals.

Furthermore, it is proposed to define the taxation specifics regarding corporate income tax and personal income tax on operations with crypto assets. Specifically, this applies to virtual assets in the form of tokens that are created, accounted for, and transferred in a distributed ledger and do not certify the property and/or non-property rights of the owner of the crypto asset.

Operations with token assets, which are a type of «virtual asset in the form of a token created, accounted for, and transferred in a distributed ledger, certifying property and/or non-property rights of the owner of the token asset that correspond to the obligations of the issuer of the token asset», are proposed to be taxed «according to the rules applicable to the property and/or non-property rights certified by the token asset».

Additionally, it is proposed to exempt the sale of crypto assets and the payment of commissions, agency fees, and other services related to the creation and circulation of virtual assets from value-added tax (VAT).

After the relevant amendments are made to the Tax Code of Ukraine, the Law on Virtual Assets will come into effect. However, will the regulation of cryptocurrency circulation become transparent?

The first question that the Law on Virtual Assets does not provide a clear answer to is whether virtual assets and cryptocurrencies are synonymous. If we consider the characteristics of a virtual asset being intangible, having value, existing only in digital form, and within a specific electronic system, then cryptocurrency qualifies as a virtual asset. However, the same characteristics can also apply to, for example, NFTs (Non-Fungible Tokens).

Even more unclear is the provision of Article 4, Paragraph 7 of the Law stating that virtual assets are not a means of payment and cannot be exchanged for goods, works, or services.

The provision of the law stating that virtual assets are intangible goods and objects of civil rights is quite clear. Therefore, we can expect corresponding changes to Article 177 of the Civil Code of Ukraine [4].

Despite significant changes in the legislation that propose defining certain taxation features of operations with virtual assets, it can be noted that the legal status of virtual assets remains undefined. None of the existing regulatory acts in Ukraine fully disclose their content, nature, characteristics, functions, and the procedures for their use.

Keywords: cryptocurrency; company; bitcoin.

References:

1. Chainalysis Global Crypto Adoption Index. URL: <https://blog.chainalysis.com/reports/2022-global-crypto-adoption-index/>
2. Zakon Ukrainy «Pro virtualni aktyvy». (Law of Ukraine “On Virtual Assets”) URL: <https://zakon.rada.gov.ua/laws/show/2074-20#Text>
3. Mykhaylo Fedorov: legalizatsiia kryptovaluty dast zmoгу ukraintsiam zakhystyty svoi aktyvy vid shakhraistva. URL : <https://sluga-narodu.com/mykhaylo-fedorov-lehalizatsiia-kryptovaluty-dast-zmohu-ukraintsiam-zakhystyty-svoi-aktyvy-vid-shakhraystva/>
4. Tsyvilnyi kodeks Ukrainy (the Civil Code of Ukraine). URL: <https://zakon.rada.gov.ua/laws/show/435-15#Text>

How to cite:

Marchenko, V. (2023). Will the regulation of cryptocurrency operations be transparent after the enactment of the virtual assets law? *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-104-105>.

IMPROVING THE MANAGEMENT OF CUSTOMS CONTROL IN UKRAINE: MAIN DIRECTIONS AND PROSPECTS FOR IMPLEMENTATION

Marta Karpa¹, Oleksandr Akimov²

¹*Doctor of Science in Public Administration, Professor, Professor of the Department of Public Administration and Management, Hryhorii Skovoroda University in Pereiaslav, Pereiaslav, Ukraine, e-mail: marta.karpa@ukr.net, ORCID: <https://orcid.org/0000-0001-8141-4894>*

²*Doctor of Sciences in Public Administration, Associate professor, Honored Economist of Ukraine, Professor of the Department of Healthcare Management and Public Administration, Shupyk National Healthcare University of Ukraine, Kyiv, Ukraine, Kyiv, e-mail: 1970aaa@ukr.net, ORCID: <https://orcid.org/0000-0002-9557-2276>*

Abstract. The prospects for improving the management of customs control are inextricably linked with the improvement of technical support, which will allow direct visualization during physical control of not only the image of scanned baggage, but also information about passengers through the mechanism of data exchange with airlines. Customs may record, for example, information from a baggage marker, a record of the passenger's name, ticket information and biographical data in travel documents. The use of information visualization using augmented reality glasses is promising, because the system will warn customs officers on the spot when a tourist carrying suspicious baggage approaches the customs lanes. Customs officers will be able to simultaneously access tourist information and make effective decisions. The implementation of such processes and devices may present challenges, but technological advances in the modern world are being implemented in the customs of the future and leading to effective customs control that is fast, high quality and flexible.

Therefore, it appears appropriate to introduce a financial support mechanism for the cost of equipment, the main purpose of which is integrated border management, which will allow the use of this equipment for additional purposes, such as customs control. On the other hand, the financial support mechanism for customs control equipment will only financially support the cost of equipment whose main purpose is customs control, which will also allow this equipment to be used for additional purposes such as border control and security. This distribution

of roles between mechanisms will promote interagency cooperation as part of integrated border management, allowing customs and border agencies to work together and maximizing revenue through the joint exchange and interoperability of control equipment.

It is advisable to provide for a list of possible financing methods in the financial mechanism, including grants, international funding and co-financing, charitable contributions, purchases, indirect management, financial instruments, budgetary guarantees, financial assistance and reimbursement of external experts. In addition to the acquisition and installation of technical means, there is a need to introduce measures for assessing the needs, training regarding the relevant equipment. Therefore, it is proposed to support such measures with an appropriate customs program. Thus, only the acquisition, maintenance and upgrading of customs control equipment should be supported under the financial support mechanism.

Therefore, the implementation of the mechanism should be supported by needs assessments, which need to be carried out by the expertise and practical experience of the customs authorities. They should be based on a clear methodology, including a minimum number of steps to ensure that relevant information is collected. The State Customs Service should use this information to determine the needs of customs and customs supplies, taking into account, in particular, the volume of trade, the associated risks and the administrative ability of customs to use and maintain the equipment, in order to achieve the most efficient use of the financed customs

control equipment. In order to ensure regular monitoring and reporting, it is necessary to establish an appropriate framework for monitoring results and acting on them. Such monitoring and reporting should be based on quantitative and qualitative measures of the impact of the implementation of the mechanism. Reporting requirements should include the requirement to provide information on customs control equipment, quantitative indicators of its use, calculations of the quality of its use, etc.

The mechanism should be evaluated on the basis of information collected in accordance with the specific monitoring requirements, which should include measurable indicators as a basis for evaluation, comparability and impact. Interim and final evaluations, to be completed no later than four years after the start of implementation and completion of the mechanism, respectively, should contribute to an effective decision-making process on financial support for customs control equipment in subsequent multi-year financial documents. Therefore, it is extremely important that the interim and final assessments include satisfactory and sufficient information and that these assessments are provided on time. In addition to the mechanism's interim and final evaluations, annual progress reports should be issued to monitor the implementation of the mechanism as part of the performance reporting system. These reports should contain a summary of practical experience, obstacles encountered, shortcomings identified in the context of the implementation of the mechanism. It is expedient to systematize consolidated reports from customs in the State Customs Service with the submission of a generalized report.

Currently, there is an imbalance in the implementation of customs control by states. This imbalance is due to differences between states both in terms of their geographical features and their capabilities and resources. The ability of states to respond to the challenges posed by ever-changing global business models and supply chains depends not only on the human component, but also on

the availability and proper functioning of modern and reliable customs control equipment.

The advantages of Ukraine's accession to international projects aimed at monitoring and controlling general-purpose customs posts in relation to risky areas of trade, risks associated with the environment, human trafficking, etc. are considered. through the activation of regional, international and interdepartmental cooperation. The following operational ways to improve the efficiency of customs control are defined as:

1. Increasing the capacity of customs officials and staff of relevant administrations to be able to use the tools necessary to solve problems.

2. Creation of a database of information by employees involved in customs control in order to exchange all relevant information between partner countries of international environmental agreements on general control and monitoring issues, as well as to supplement the functionality of the CENcomm communication platform and the domestic database.

3. Facilitate and strengthen international operational and intelligence cooperation through joint operations at customs posts or other places of customs and post-custom control.

4. Introduction of a national database for the collection and storage of information from law enforcement agencies in the field of ecology, the formation of a secure communication platform that allows user groups to cooperate during a customs operation or project. Such programs are proposed to be implemented through the latest technological tools in a secure global network in order to successfully respond to the challenges of digital time. Also, joining the CEN program, which was conceived to help the global customs community collect data and information for intelligence purposes, is an important advance in the field of customs control. The advantage of the platform through its action as a central depository of information related to enforcement was revealed; Its success is based solely on a constant stream of quality data.

Keywords: management; customs control.

References:

1. Karpa, M. (2020). International Experience of Public Administration in the Area of National Security / Akimov, O. O. and Troschinsky, V. and Karpa, M. I. and Stefanyk, V. and Ventsel, V. and Akimova, L. M. / *Journal of Legal, Ethical and Regulatory Issues* (23), (Q-2).
2. Karpa, M. (2023). State regulation in the sphere of customs control of Ukraine: EU experience and prospects for development / Akimov, O. *Public Administration and Law Review*. Issue 1(13). URL: <https://doi.org/10.36690/2674-5216-2023-1-12>
3. Karpa, M (2022). Humanization of public administration in the conditions of transformation processes: European experience for Ukraine / Bashtannyk, V., Goncharuk, N., Zayats, D., Ragimov, F., Boiko, N., Karpa, M. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXV, 60-66.
4. Karpa, M. (2020). Effectiveness vs Efficiency for Organisational Development: A Study / Gupta S.K., Karpa M.I., Derhaliuk M.O., Tymkova V.A., Kumar R. / *Journal of Talent Development and Excellence*, Vol.12, No.3s, 2020, pp.2478 – 2486.
5. Karpa, M. (2021). Detection of Fake News Problems and Their Evaluation Through Artificial Intelligence / *The Importance of New Technologies and Entrepreneurship in Business Development: In The Context of Economic Diversity in Developing Countries* pp 94-101. Sandeep Kumar Gupta, Alereeni Bahaeddin, Umrao Lokendra Singh, Gupta Milind. URL : https://link.springer.com/chapter/10.1007/978-3-030-69221-6_8.

How to cite:

Karpa, M.; Akimov, O. (2023). Improving the management of customs control in Ukraine: main directions and prospects for implementation. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-106-108>.

INTERNATIONAL EXPERIENCE OF PROTECTION OF COMMERCIAL SECRETS OF CORPORATIONS

Hisham Jadallah Mansour Shakhatreh¹, Esraa Mohamed Ababneh²

¹Ph.D. (Law), Assistant Professor, Faculty of Law, Jadara University, Jordan, e-mail: dr_hisham_shakhatreh@yahoo.com, ORCID: <https://orcid.org/0000-0001-8693-5744>

²Faculty of Business, Autonomous University of Barcelona, Barcelona, Spain, e-mail: esraaababneh99@gmail.com ORCID: <https://orcid.org/0009-0007-1586-1646>

Abstract. The study is devoted to the study of international experience in the protection of trade secrets in the leading countries of the world. The purpose of the study is a comparative analysis of the features of international experience in protecting the commercial secrets of corporations. The methodological basis of the study was the use of methods of comparative analysis, methods of analysis and synthesis, as well as an expert survey and a graphic method for presenting the results of the study. The main results of the study are the systematization of commercial information according to the degree of protection, as well as the generalization of the practice of the EU member states regarding the protection of commercial secrets.

The main ways of disclosing information constituting a commercial secret are classified: communication of the specified information to other persons, in particular to competitors; providing documents containing information constituting a commercial secret

to other persons for perusal; notification of the above-mentioned information in mass media, etc.

Systematized measures for the protection of confidential information constituting a commercial secret, namely: organizational, legal, physical, technical and psychological. Organizational measures include a set of measures to protect information that is important for the enterprise by restricting access to it. Technical means involve the use of special programs and equipment that make it impossible to view and/or copy important electronic information. Legal measures involve bringing the internal documents of the corporation into compliance by making appropriate additions to them.

The study presents the results of a survey of representatives of EU commercial structures regarding the leakage of trade secret information and tools for protection against leakage.

Keywords: corporation; information; commercial information; a trade secret; flow of information; information protection.

References:

1. François Dessemontet. Protection of Trade Secrets and Confidential Information. URL: <https://www.unil.ch/files/live/sites/cedidac/files/Articles/Protection%20Trade%20Secrets.pdf>
2. Study on Trade Secrets and Confidential Business Information in the Internal Market. URL: <https://ec.europa.eu/docsroom/documents/14838/attachments/1/translations/en/renditions/pdf>
3. Barbe, A. & Linton, K. (2016). Trade Secrets: International Trade Policy and Empirical Research: Draft Version: (August 5, 2016) <https://www.oecd.org/sti/144%20-%20OECD%20Trade%20Secrets%202016-8-5.pdf>.

How to cite:

Shakhatreh, H.; Ababneh, E. (2023). International experience of protection of commercial secrets of corporations. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-109>.

THE ROLE OF CORPORATE GOVERNANCE IN CREATING A FAVORABLE INVESTMENT CLIMATE: A COMPARATIVE PERSPECTIVE ON UKRAINIAN REALITIES

Nataliya Mamontova¹, Yaroslav Verkhohliad²

¹*Doctor of Science (Economics), Professor, Department of Finance, Accounting and Audit, National University of Ostroh Academy, Ostroh, Ukraine, e-mail: nataliya.mamontova@oa.edu.ua, ORCID: <https://orcid.org/0000-0002-2477-6335>*

²*Postgraduate student of Management, National University of Ostroh Academy, Ostroh, Ukraine, e-mail: y.verkhohliad@gmail.com, ORCID: <https://orcid.org/0000-0002-5978-022X>*

Abstract. In today's globalized economy, the role of corporate governance in creating a favorable investment climate cannot be overstated. Well-governed companies inspire investor confidence, minimize investment risks, and contribute to economic growth. This article aims to compare corporate governance practices in developed countries with those in Ukraine, highlighting the importance of effective corporate governance for attracting foreign investments.

The purpose of the article is to study the current state of corporate governance in creating a favorable investment climate.

The methodological basis of the article was the use of general

scientific research methods, such as: analysis and synthesis, induction and deduction.

As we delve deeper into the comparison of corporate governance practices between developed countries and Ukraine, it becomes evident that effective corporate governance plays a pivotal role in creating a favorable investment climate. Developed countries such as the United States, the United Kingdom, and Germany have well-established corporate governance frameworks that have contributed to their attractiveness to foreign investors. These frameworks emphasize transparency, accountability, and stakeholder engagement, which are crucial elements for building investor confidence [1, 2].

In contrast, Ukraine's corporate governance landscape presents certain challenges that hinder its investment attractiveness. While efforts have been made to improve corporate governance practices in recent years, there is still room for

enhancement. One of the key issues is the lack of transparency and disclosure mechanisms, which results in a dearth of reliable information for investors. This can lead to increased perceived risks and a reluctance to invest in Ukrainian companies.

Another critical aspect is the regulatory framework and enforcement mechanisms. While Ukraine has made progress in establishing laws and regulations related to corporate governance, the effectiveness of their implementation and enforcement remains a challenge. A robust regulatory framework, coupled with strong enforcement mechanisms, is essential to instill integrity, prevent corporate misconduct, and ensure compliance with governance principles [3, 5, 6].

Furthermore, integrating corporate social responsibility (CSR) practices into corporate governance frameworks can significantly enhance a company's reputation and attractiveness to responsible investors. CSR initiatives that prioritize environmental sustainability, social welfare, and ethical business conduct align with the values of many foreign investors seeking to invest in socially responsible organizations. By integrating CSR into corporate governance, Ukraine can position itself as a destination for sustainable and ethical investments [4].

To address these challenges and improve Ukraine's investment climate, it is crucial to focus on promoting education and professional development in corporate governance. Investing in educational programs and professional training for directors, executives, and governance professionals can enhance their knowledge and skills. This facilitates the exchange of

best practices, fosters collaboration with international counterparts, and elevates the overall quality of corporate governance practices in Ukraine.

Effective corporate governance is integral to creating a favorable investment climate. By benchmarking against the practices of developed countries and addressing the challenges specific to Ukraine,

such as transparency, stakeholder engagement, regulatory enforcement, and corporate social responsibility, the country can attract greater foreign investments. By prioritizing these areas and continuously improving corporate governance practices, Ukraine can position itself as an attractive and reliable destination for global investors seeking.

Keywords: corporate governance; investment climate, corporate social responsibility.

References:

1. Tricker, B. Corporate Governance: Principles, Policies, and Practices. Kyiv: Publisher, 2015.
2. Mallin, C. A. Corporate Governance: A Global Perspective. Kyiv: Routledge, 2020.
3. Clarke, T. International Corporate Governance: A Comparative Approach. Kyiv: Routledge, 2019.
4. Solomon, J., Solomon, A. Corporate Governance and Accountability. Kyiv: Wiley, 2018.
5. Carey, P., Shapiro, A. Corporate Governance in Transition Economies: Insider Control and the Role of Banks. Kyiv: Oxford University Press, 2012.
6. Johnson, S., Boone, P., Breach, A., Friedman, E., & Greenwald, B. Corporate Governance in the Asian Financial Crisis. Kyiv: University of Chicago Press, 2000.

How to cite:

Mamontova, N.; Verkhohliad, Y. (2023). The role of corporate governance in creating a favorable investment climate: a comparative perspective on Ukrainian realities.. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-110-111>.

THE MAIN DIRECTIONS OF REDUCING THE LEVEL OF CORRUPTION IN UKRAINE

Nataliia Shevchenko¹, Marta Kopytko², Iryna Mihus³

¹Ph.D. (Economics), Associate Professor, Institute of Management, Psychology and Security, Lviv State University of Internal Affairs, Lviv, Ukraine, e-mail: shevchenkon09@gmail.com ORCID: <https://orcid.org/0000-0002-1815-7554>

²Doctor of science (Economics), Professor, Lviv State University of Internal Affairs, Lviv, professor of management technologies department, "KROK" University, Kyiv, Ukraine, e-mail: marta_kernytska@ukr.net, ORCID: <https://orcid.org/0000-0001-6598-37982>

³Doctor of science (Economics), Professor, Doctor of science (Economics), Professor, Scientific Center of Innovative Research, Estonia, e-mail: irynamihus@gmail.com, ORCID: <https://orcid.org/0000-0001-6939-9097>

Abstract. Today, Ukraine has faced a large number of challenges that have affected its economic, social and territorial development. The war posed new challenges, one of which is an increase in the level of corruption both among individuals and legal entities, as well as among officials and even volunteers. With the beginning of the full-scale invasion, the Ukrainian economy faced new challenges in terms of doing business, receiving significant financial and material aid from around the world, the growth of remittances, which in turn affected the volume and types of corruption schemes. In particular, fraudulent schemes related to electronic money, crypto-currencies and various virtual assets have become more active.

The article examines analytical reports and statistical data of the National Agency for the Prevention of Corruption and the National Anti-Corruption Bureau of Ukraine regarding the results of a survey of the population of the most corrupt areas, problems related to the detection of corruption in various areas. And also, assessments of the factors that most influence the level of corruption in the wartime period.

On the basis of the conducted research, it was determined that today an important direction for reducing the level of corruption is the development of strategic anti-corruption programs that take into account the strengthening of Russian aggression, the activation of cashless payments between individuals and legal entities, the increase in the number of charitable organizations engaged in fundraising and the decrease in the standard of living of the population.

To this end, the following directions for reducing the level of corruption in Ukraine are proposed: improvement of normative legal acts on the prevention of corruption, improvement of Ukraine's anti-corruption strategy taking into account today's realities, development of cooperation with international governments and organizations in the field of anti-corruption measures, making changes to the system of mandatory transparent declaration, establishment of rules regarding mandatory reporting of charitable funds and organizations in Ukraine, improvement of legislation regulating virtual markets, markets of crypto currency (other virtual assets) for the purpose of legalization of income.

Keywords: corruption; level of corruption; anti-corruption activities; risks; anti-corruption program; crisis phenomena; war; anti-corruption bodies; national security; economic security.

References:

1. Gus O., Kojdel O. Chomu borotba z korupciyeyu v Ukrayini vidbuvayetsya tak povilno? Kiyivska shkola ekonomiki. URL: <https://kse.ua/ua/community/stories/chomu-borotba-z-koruptsiyeyu-v-ukrayini-vidbuvayetsya-tak-povilno/> (data dostupu 05.06.2023).
2. Serdyuk O.V. Suchasni pidhodi do instrumentiv ocinyuvannya rivnya korupciyi: mizhnarodnij ta nacionalnij vimiri. URL: http://elar.naiu.kiev.ua/bitstream/123456789/19309/1/%D0%9A%D0%BE%D1%80%D1%83%D0%BF%D1%86%D1%8F_%D0%A7%D0%B0%D1%81%D1%82%D0%B8%D0%BD%D0%B0_1_%D0%92%D0%95%D0%A0%D0%A1%D0%A2%D0%9A%D0%90_p235-238.pdf (data dostupu 05.06.2023).
3. Grechanyuk R. Nacionalni antikorupcijni strategiji v sistemi zapobigannya korupciyi Ukrayini. Aktualni problemi pravoznavstva, 2019. № 3, S. 29-35.
4. Serzhanov V.V, Dyachenko T. A., Abramov F. V. Korupciya, neefektivni instituti ta yevropejska integraciya. Visnik Uzhgorodskogo nacionalnogo universitetu. Seriya: Mizhnarodni ekonomichni vidnosini ta svitove gospodarstvo. Uzhgorod. 2022. № 44. S. 90–95.
5. Politologichna encyklopediya: navchalnij posibnik / [ukladachi: Karasevich A.O., Shachkovska L.S.]. Uman: FOP Zhovtij O.O., 2016. 768 s.
6. Transperensi Interneshnl Ukrayina (Transparency International Ukraine). Oficijnij sajt. URL: <https://cpi.ti-ukraine.org/> (data dostupu 09.06.2023).
7. Nacionalne agentstvo z pitan zapobigannya korupciyi. Oficijnij sajt. Richni zviti agentstva. URL: <https://nazk.gov.ua/uk/doslidzhennya-koruptsiyi> (data dostupu 09.06.2023).
8. Nacionalne antikorupcijne byuro Ukrayini. Oficijnij sajt. URL: <https://nabu.gov.ua/> (data dostupu 09.06.2023).
9. Kopytko M., Vinichuk M., Guk O., Shenderivska L., Mokhonko H. Financial Stability as a Factor of Ensuring Sustainable Development of Ukraine's Economy in the Conditions of Globalization, 2022 *IEEE 3rd International Conference on System Analysis & Intelligent Computing (SAIC)*, 2022, pp. 1-7, doi: 10.1109/SAIC57818.2022.9922978 <https://ieeexplore.ieee.org/document/9922978>
10. Kopytko M., Grabar N., Storozhuk O., Borutska Y., Doroshenko T. Influence of Negative Factors of War: Economic, Legal, Regional and Environmental Aspects. *International Journal of Computer Science and Network Security*. 2022. Vol. 22. No.6. pp. 13-18. <https://doi.org/10.22937/IJCSNS.2022.22.6.3>

How to cite:

Shevchenko, N.; Kopytko, M.; Mihus, I. (2023). The main directions of reducing the level of corruption in Ukraine. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-112-113>.

MODERN TRENDS AND CONTINUOUS DEVELOPMENT OF WAREHOUSE MANAGEMENT SYSTEM

Nadiia Reznik¹

¹*Doctor of Science (Economics), Professor, Professor of the Department of Logistics, National Aviation University, Kiev, Ukraine, ORCID: <https://orcid.org/0000-0001-9588-5929>*

Abstract. WMS (Warehouse Management System) is a specific form of informatization of warehouse management. WMS is divided into three types: the first type is a logistics distribution centre business system, such as a distribution centre in a china supermarket and a spare parts distribution centre in supply logistics and manufacturing. The second type is an integrated information storage system that coordinates and integrates the information system of various automated equipment. For example, various specialized equipment of enterprises has its own information system. The third category is an application system that focuses on management solutions for the warehouse industry. Such as general logistics companies that use a WMS system for enterprises that provide warehousing services [1]. The acceleration of technology has affected all aspects of modern business, including how third-party logistics (3PL) warehouses operate and provide services. Advanced warehouse technology solutions and automation offer greater efficiency, lower costs and increased profitability.

Warehouse automation is the practice of automating the movement of goods in and out of a warehouse with minimal human intervention to eliminate repetitive and time-consuming tasks. When we think of warehouse automation, we might imagine robots wandering around warehouses, but in many cases it can involve replacing manual tasks with software solutions. Warehouse automation can have significant upfront costs, but there are also many benefits such as speed, efficiency and reduced human error.

With online sales in the retail sector expected to reach more than \$6.3 trillion by 2024, and the coronavirus pandemic fuelling the need for online shopping, the demand for warehouse automation solutions has never been greater. Automation is becoming an

increasingly attractive option, but also more affordable for companies operating in logistics, distribution and parcel delivery. As logistics costs rise, more and more countries are investing in warehouse automation solutions.

Ukraine's warehouse logistics shows high rates of growth and introduction of automation and other innovative technologies. However, as already mentioned, the development of consumer society and e-commerce requires more active changes, which may include:

Optimization of 3PL. 79% of high-performing 3PL companies have revenue growth above the industry average. Optimizing and expanding your 3PL business with innovative technology leads to even greater heights for optimal profit growth. There is almost unlimited opportunity and potential for 3PLs that are serious about optimizing and scaling their business. The key to success lies in the centralized management of the flow of goods and services in the warehouse, which is under the control of supply chain management (SCM). Research shows that 3PL companies with optimal SCM have three times faster cash-to-cash cycles, while boasting a 15% reduction in supply chain costs [2].

The global warehouse automation market is over US\$10 billion annually and is expected to continue to grow. Any 3PL company that wants to continue to grow needs automation, or it will suffer stunted growth due to inefficiencies. The rapidly growing market over the past few years has led to changes in operations, labour shortages and increased labour costs. In order to meet the demands of the evolving e-commerce market, warehouse logistics must step up their operations with modern automation to increase throughput and achieve significant levels of return on investment (ROI). Without

turning to automation, a 3PL risks being left behind by the competition and facing a scaling dead end [3].

50% of the time spent by the workforce in the warehouse or distribution center is spent on order picking activities. Selection time takes up too many valuable minutes and takes time in the execution process. Using a WMS in conjunction with barcode scanners and automated processes accelerates picking and processing. A WMS effectively integrates a large number of picking systems so that the picker can quickly fulfil orders on time. They can quickly find the shortest route, perform repetitive tasks, and check items in each order. There are many different types of collection technology [4].

72% believe that warehouse management systems (WMS) are the best warehouse management software. WMS saves money, enables faster delivery and helps 3PLs stay competitive. A reliable WMS optimizes all warehouse operations, such as:

warehouse management, accounting, receiving, packing, fulfilment, assembly, delivery, ownership of goods, inventory monitoring. WMS enables 3PLs to leverage multi-channel ordering and meet volume requirements [4].

More integrated forms of order processing with WMS result in more than 20% less space usage, 30% more efficient use of inventory and more than 25% productivity improvement. Using a WMS system for rapid integration of orders, picking and inventory management helps improve the efficiency of the entire supply chain. The goal of any WMS is always to improve the accuracy and efficiency of all processes. Accurate delivery and time management help avoid delays and control costs. WMS is becoming a critical component of any product management system, helping 3PLs manage speed and accuracy during spikes [2].

Keywords: warehouse, warehouse logistics, automation, 3PL, collaborative robots.

References:

1. Wang X., Li M., Zhang X., Zhang Y. (2020) Process Analysis of Warehouse Logistics Information System, IOP Conference Series Earth and Environmental Science, vol. 526 (1).
2. 3pl Central (2022) 7 Warehouse Technology Statistics You Should Know. Available at: <https://www.3plcentral.com/blog/7-warehouse-technology-statistics-you-should-know>.
3. 3pl Central (2022) Automation: What Does It Really Mean? Available at: <https://www.3plcentral.com/blog/automation-what-does-it-really-mean>.
4. Michel R. (2018) Warehouse/Distribution Center Equipment Survey: Automation & Robotics Lead Robust Outlook. Available at: https://www.logisticsmgmt.com/article/2018_warehouse_distribution_center_equipment_survey_automation_robotics_1ea.

How to cite:

Reznik, N. (2023). Modern trends and continuous development of warehouse management system. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-114-115>.

SECTION 3

Corporate governance VS corporation`s value

INNOVATIVE APPROACH TO THE MARKETING OF VALUES IN THE FORMATION OF HUMAN CAPITAL

Elena Golovnina¹, Mykola Denysenko³

¹*Doctor of Science (Economics), Associate Professor, Associate Professor of the Department of Marketing and International trade, National University of Life and Environmental Sciences of Ukraine, e-mail: marlendi2@i.ua, ORCID: <https://orcid.org/0000-0003-2272-9233>*

²*Doctor of Science (Economics), Professor of Department of Mathematics and Methods of its Teaching, Volodymyr Vynnychenko Central Ukrainian State University, Kropyvnytskyi, Ukraine, e-mail: profden3@gmail.com, ORCID: <https://orcid.org/0000-0001-8767-9762>*

Abstract. Value marketing is relevant in the context of research into national, regional, and corporate development criteria in accordance with the Concept and Strategy of State Management of the Formation and Development of Human Capital in Ukraine.

The purpose of the study is the theoretical and functional basis of structuring and evaluating the impact of value marketing on human capital. The object of research is the process of influence of value marketing on the formation of human capital. The research was conducted on State materials Statistics Service of Ukraine and data he the activities of companies. Methodological basis of research: analysis of dynamic processes, system-structural analysis and synthesis, method and pilot research, program design approach.

The development of the country, region, company, the quality of life of the population is determined by the formation, structure and level of development of human capital. Human capital is a combinatorial socio-economic category with the characteristics of a self-increasing value that changes with use, a limited resource and a form of capital that provides income with a synergistic effect on political-economic-social development. Human capital reflects the stock of health, knowledge, skills, abilities, motivations, formed by investments in the future generation, in building up the stock for the development of entrepreneurial, intellectual,

corporate, social potential in terms of: individuals, target groups, households, companies, regions, states. The formation of human capital took place according to the structure, which is classified by elements, types of goods, the nature of changes over time, the entities receiving benefits, management and innovative changes. The development of human capital is a change in its structure over time. Human capital determined the amount of aggregate resources for human development, well-being and national wealth of the state.

Innovations affected the quality of institutionalization, environmentalization, and socialization, which shaped the welfare of subjects, marketing values, and determined the level of human capital development. Value marketing included innovative, ecological, aesthetic and socio-ethical marketing. Social and ethical marketing defined the quality of integrated marketing and systematically combined relationship marketing and socially responsible marketing, innovation marketing, social and ethical marketing. The components of value marketing and socio-ethical marketing correspond to the purpose and hierarchy of human capital management. Local and general assessments of the controllability of the impact of value marketing on the level of human capital are determined. General calculation rating equal project management was 90%.

Keywords: development; corporate development; marketing.

References:

1. Kotler, P. & Zaltman, G. (1971). Social Marketing: An Approach to Planned Social Change. *Journal of Marketing* 35(3), 3-12.
2. Schwartz G. Marketing: The Societal Concept // *University of Washington Business Review*. - 1971. - Vol. 31. – R. 33-38.
3. Galtsova OL, Golovnina E. _ G., Ivanova NY, Somkina TV (2022). Theoretical approaches to the study of trypilian culture as an object of cultural value. *Priazovsky Economic Vesnik*. No. 3. URL: <https://visnyk.nuwm.edu.ua/index.php/econ/issue/view/78>

How to cite:

Denysenko, M.; Golovnina, E. (2023). Innovative approach to the marketing of values in the formation of human capital. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-117-118>.

METHODOLOGICAL APPROACHES TO LEVEL ASSESSMENT DEVELOPMENT OF GREEN INTELLECTUAL CAPITAL IN CORPORATE MANAGEMENT

Yevheniia Khaustova¹

¹*Doctor of Science (Economics), Professor of the Department of Smart-economics, Professor, Kiev National University of Technology and Design, Kyiv, Ukraine, e-mail: g.haystova@gmail.com, ORCID: <https://orcid.org/0000-0003-1436-6137>*

Abstract. The author of the article assumes that at this stage of the development of domestic economic science, there are no thorough theoretical and practical studies regarding the assessment of the level of development of green intellectual capital in corporate management. The purpose of the study is to determine the possibilities of using the method of principal components of factor analysis in assessing the level of development of green intellectual capital. The object of research is the process of development of components of green intellectual capital of corporate business entities.

The research methodology is based on the use of factor analysis when determining the values of the main components by groups of initial indicators and using a hierarchical approach in the aggregate assessment of the level of development of green intellectual capital of a corporate entity based on the additive convolution of initial indicators. Public information on official websites can be used to generate input indicators (Khaustova Y. & Denysenko, 2020a).

The considered and tested methodical approaches to the assessment of the actual and forecast level of development of green intellectual capital and its components make it possible to comprehensively analyze the impact of numerous factors that differ in the nature of the impact on the corporate activity of the subjects under investigation, the system

of organizational and information support of innovative processes according to the principles of circular economy, as well as the functioning of open innovation structures and establishment of social partnership.

In order to build an economic-mathematical model and develop predictive assessments regarding the development of green intellectual capital in corporate governance, further research was related to determining the possibilities of using linear and non-linear models. In general, linear multiple regression models are the simplest in terms of mathematics and practical interpretation. Therefore, when evaluating models, preferences are given to linear or non-linear models that can be reduced to linear ones. Returning to the exponential growth model, it should be noted that this non-linear model can be transformed into a linear one by logarithmization (Khaustova Y. at al., 2020b).

The effectiveness of the proposed method is confirmed by the objectivity of the obtained assessments, which take into account strategic tasks by individual indicators and testify to the existing prospects for the development of green intellectual capital of corporate economic entities by its components such as green human capital, green client capital and green organizational capital (Bombiak E., 2023).

Keywords: development; corporate development; green capital.

References:

1. Khaustova Y., Denysenko M. (2020a). The mechanism of proportional accumulation of intellectual human capital in the process of capitalization of the activity of a state higher education institution // *Evropský časopis ekonomiky a managementu*, Volume 6, Issue 1, 2020, pp. 94-99. Retrieved from : https://eujem.cz/wp-content/uploads/2020/eujem_2020_6_1/14.pdf
2. Khaustova Y., Kendiukhov O., Kichuk Y., Hrushchynska N., Kunchenko-Kharchenko V., Yarish O. (2020b). Estimation of the intellectual capital's development level of institutions of higher education of Ukraine in the conditions

of knowledge economy // International Journal of Management, Volume 11, Issue 6, June 2020, pp. 949-962. Retrieved from : http://www.iaeme.com/MasterAdmin/Journal_uploads/IJM/VOLUME_11_ISSUE_6/IJM_11_06_083.pdf

3. Bombiak, E. (2023). Effect of Green Intellectual Capital Practices on the Competitive Advantage of Companies: Evidence from Polish Companies // Sustainability 2023, 15, 4050. Retrieved from : <https://doi.org/10.3390/su15054050>

How to cite:

Khaustova, Y. (2023). Methodological approaches to level assessment development of green intellectual capital in corporate management. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-119-120>.

CORPORATE MANAGEMENT OF STATE-OWNED COMPANIES IN A CORRUPT ENVIRONMENT

Yuriy Gavrylechko¹

¹*Ph.D. (Public Administration), associate professor of the department of management, marketing and public administration, Academician Y. Bugai International Scientific and Technical University, Kyiv, Ukraine e-mail: awaken9999@gmail.com, ORCID: <https://orcid.org/0000-0003-1930-7638>*

Abstract. Corporatization in Ukraine was initiated by the Decree of the President of Ukraine «On Corporatization of Enterprises» dated June 15, 1993 No. 210/93, which is still in force today[1]. The decree defines the purpose of corporatization in three parts: reform management of the state sector of the economy; increasing the responsibility of state enterprises for the results of economic activity; their preparation for privatization. The essence of corporatization consists in the reorganization of a state-owned enterprise or their unification by transforming a vertically integrated holding that reports not directly to the government, but to hired management, whose work is monitored by the Supervisory Board, which has independent members. Due to which, in theory, the dependence of state-owned enterprises on political influence should decrease and contribute to greater efficiency of their work. However, this alone could not be a sufficient tool increasing the efficiency of production and did not take into account the high level of corruption, which became an obstacle to positive transformation.

State-owned companies in Ukraine have long been plagued by corruption and mismanagement. The lack of transparency and accountability in their operations has led to a culture of impunity, where those in power use their positions for personal gain rather than to benefit the company or the public.

Corporate management of state-owned companies in Ukraine is a complex issue, as it involves navigating a corrupt environment where bribes and kickbacks are commonplace. This often results in the appointment of unqualified or inexperienced individuals to key positions, who are more interested in enriching themselves than in running the company effectively [2].

Corporate management of state-owned companies refers to the process of managing and operating these companies in a professional and efficient manner, with the aim of maximizing their performance and profitability[3]. This involves appointing qualified and experienced individuals to key positions, implementing effective management practices, and ensuring transparency and accountability in the company's operations.

One of the main challenges facing corporate management in state-owned companies is the lack of independence from political influence. Many of these companies are controlled by powerful oligarchs or politicians who use them as their personal fiefdoms. This makes it difficult for managers to make decisions that are in the best interests of the company, as they are often pressured to prioritize the interests of their political masters.

Another challenge is the lack of transparency and accountability in the operations of state-owned companies. Many of these companies do not publish financial reports or disclose information about their operations, making it difficult for stakeholders to assess their performance. This lack of transparency also makes it easier for corrupt practices to thrive, as there is little oversight or scrutiny and can prolong terms of corporatization up to three-five years [4].

To address these challenges, there is a need for greater transparency and accountability in the management of state-owned companies. This can be achieved through measures such as requiring these companies to publish financial reports and disclose information about their operations, and by establishing independent oversight bodies to monitor their activities.

There is also a need for greater independence from political influence in the appointment of managers and board members. This can be achieved by establishing clear criteria for appointments and by ensuring that these appointments are made based on merit rather than political connections.

Overall, corporate management of state-owned companies in a corrupt environment in Ukraine is a challenging task. However, with greater transparency, accountability, and independence, it is possible to improve the performance of these companies and ensure that they serve the interests of the public rather than those of the corrupt elite[5].

To address corruption in corporate management of state-owned companies in Ukraine, several measures can be taken:

1. Strengthening transparency and accountability: This can be achieved by implementing measures such as regular audits, disclosure of financial information, and public reporting of key performance indicators. This will help to identify and prevent corrupt practices.

2. Appointment of independent directors: Independent directors who have no political affiliations can be appointed to the board of state-owned companies. This will help to ensure that decisions are made in the

best interests of the company and not for political gain.

3. Strengthening anti-corruption laws: The Ukrainian government can strengthen its anti-corruption laws and ensure that they are enforced effectively. This will act as a deterrent to those who engage in corrupt practices.

4. Implementing best practices: The government can implement best practices in corporate governance, such as separating the roles of CEO and chairman of the board, establishing clear lines of authority, and ensuring that board members have the necessary skills and experience.

5. Encouraging whistleblowers: The government can encourage whistleblowers to come forward by providing them with protection and incentives. This will help to expose corrupt practices and hold those responsible accountable.

Overall, addressing corruption in corporate management of state-owned companies in Ukraine requires a concerted effort from the government, civil society, and the private sector. By working together, it is possible to create a more transparent and accountable business environment that benefits all stakeholders.

Keywords: corporate management, corporatization, privatization, corruption, Supervisory Board, transparency, state-owned companies.

References:

1. Decree of the President of Ukraine «On Corporatization of Enterprises». Information of the Verkhovna Rada of the Ukrainian SSR (VVR), 1993, June 15, No. 210/93 URL: <https://zakon.rada.gov.ua/laws/show/210/93#Text>
2. Vasylieva V.V., Privatization and corporatization: difference in processes and legal consequences. Problems of legal support of entrepreneurship in Ukraine. 2018. P. 166–169.
3. A. A. Vinnichenko, Corporatization as a tool for improving the corporate management of state-owned enterprises URL: <https://jvestnik-sss.donnu.edu.ua/article/view/11273>
4. Rumyantsev S.A. Ukrainian model of corporate governance: formation and development / S.A. Rumyantsev. - K.: T-vo "Znannia", KOO. - 2003. – 149 p.
5. Corruption in the management of state-owned enterprises URL: <https://acwalks.com.ua/knowledgebase/korupsiia-pid-chas-upravlinnia-derzhavnymy-pidpriemstvamy/>

How to cite:

Gavrylechko, Y. (2023). Corporate management of state-owned companies in a corrupt environment. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-121-122>.

EXPLORING THE IMPACT OF ELIMINATE-REDUCE-RAISE-CREATE FRAMEWORK ON CONSUMER BEHAVIOURAL ACCEPTANCE OF NEW FINANCIAL PRODUCTS

Jimnee Deka¹, Meghna Sharma²

¹Research Scholar, Amity University, Noida, India, e-mail: dekajimnee13@gmail.com, ORCID: <https://orcid.org/0000-0003-3934-601X>

²Dr., Professor, Amity International Business School, Amity University, Noida, India, e-mail: msharma9@amity.edu, ORCID: <https://orcid.org/0000-0001-9078-394X>

Abstract. Blue Ocean Strategy (BOS) aims to create a market with little or no competition by offering unique products or services. This strategy is not limited to specific sectors and can be beneficial in various industries, including the financial sector. The financial industry plays a crucial role in economic growth, and with increasing competition, new marketing strategies are necessary. The blue-ocean strategy has gained popularity in recent years, using tools like the ERRC grid to identify and eliminate unimportant factors, reduce less important ones, raise important factors, and create new ones. "Value innovation" is a crucial aspect of the blue ocean strategy,

focusing on aligning innovations with value creation, price, and cost factors. This study aims to examine the effectiveness of the ERRC grid in the acceptance of new financial products among Indian consumers. The study will collect data from a sample of consumers using questionnaires and analyze their perceptions of the ERCC grid and

acceptance behavior. The hypothesis states that higher perceived elimination, reduction, raising, and creation will lead to higher acceptance of new financial products.

The study will use statistical methods like Structural Equation Modeling to analyze the data and test the relationships. The results show a significant association between the four ERRC constructs and acceptance of new financial products. Adopting the blue ocean strategy is crucial for success in competitive markets, including the financial sector in India.

Understanding customer preferences can help businesses target new customer bases and create a unique strategy. While this strategy involves risks, it has the potential to attract new customers with minimal competition. The research aligns with previous studies that found the significant effects of the blue ocean strategy factors on competitive advantage and the creation of new value curves in the financial industry.

Keywords: Blue Ocean Strategy; ERRC; Financial Product; Financial Acceptance.

References:

1. (NSE), N. S. (2019). *Report of Redressal of Complaints lodged by clients against Trading Members (TMs) during 2019-20*. National Stock Exchange.
2. Burke, A., Stel, A. v., & Thurik, R. (2009). *Blue Ocean versus Competitive Strategy: Theory and Evidence*. ERIM Report Series Research in Management, (ERS-2009-030-ORG).
3. Commissioner, O. o. (2011). *2011 Census Data*. Ministry of Home Affairs, Government of India.
4. Das, S. (2019). Opportunities and Challenges of Fintech. *Keynote Address delivered at the NITI Aayog's FinTech Conclave* (pp. 91-94). New Delhi: RBI Bulletin April 2019.
5. IBEF, I. B. (2019). *Financial Services in India*. Ministry of Communication & Industry, GOI.
6. Jaka Lindic Mojca Bavdaz, a, *. H. (2012). Higher growth through the Blue Ocean Strategy: Implications for economic policy. *Research policy*, 41(5), 928-938.
7. Johnson, M. W., Christensen, C. M., & Kagermann, H. (2008). Reinventing your business model. *Harvard business review*, 86(12), 57-68.
8. Kim, W. C., & Mauborgne, R. (2005). Value innovation: a leap into the blue ocean. *The Journal of Business Strategy*, 26(4), 22-29.

9. Kim, W. C., & Mauborgne, R. (2014). *Blue ocean strategy, expanded edition : how to create uncontested market space and make the competition irrelevant*. Harvard business review Press.
10. Koo, L., Koo, H., & Luk, L. (2008). A pragmatic and holistic approach to strategic formulation through adopting balanced scorecard, SWOT analysis and blue ocean strategy -- a case study of a consumer product manufacturer in China. *Int. J. Managerial and Financial Accounting*, Vol. 1, No. 2, 127- 146.
11. Lindic, J., Bavdaz, M., & Kovaci, H. (2012). Higher growth through the Blue Ocean Strategy: Implications for economic policy. *Research Policy*, 41(5), 928- 938.
12. NSE, (. S. (2020). *Report of Redressal of Complaints lodged by clients against Trading Members (TMs) during 2020-21*. NSE.
13. Pathak, T. (2020). *Market Monitor service*. Counterpoint Research.
14. Porter, M. E. (1996). What is Strategy. *Harvard Business review*, 74(6), 61-78.
15. Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard business review*, 86(1), 25-40.
16. R. Venkataraman, T. V. (2018). THE FUTURE OF INDIAN INVESTMENT ADVISORY FIRMS– A COST EFFICIENCY APPROACH. *International Journal on Recent Trends in Business and Tourism*, 24-28.
17. RBI, R. B. (2017). *Review of Master Directions - Non-Banking Financial Company – Peer to Peer Lending Platform (Reserve Bank) Directions, 2017*. Reserve Bank Of India (RBI).
18. S Anand, V. M. (2004). Marketing of financial services: strategic issues. *SCMS Journal of Indian Management*, 2(3), 41- 48.
19. Siddaiah, T. (2011). *Financial Services*. New Delhi: Pearson Education.
20. Singh, B. P. (2017, January). Leveraging FinTech Opportunities in India. *Financial Foresights*, pp. 47- 50.
21. Vijai, C. (2009). Fintech in India–Opportunities and Challenges. *AARJ Journal on Banking & Insurance Research (SJBIR) Vol 8*.

How to cite:

Deka, J.; Sharma, M. (2023). Exploring the impact of eliminate-reduce-raise-create framework on consumer behavioural acceptance of new financial products. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-123-124>.

THE INFLUENCE OF CORPORATE GOVERNANCE ON SUSTAINABLE PRACTICES IN HOSPITALITY

Andrii Beliak¹

¹Postgraduate student, Borys Grichchenko Kyiv University, Kyiv, Ukraine, e-mail: a.beliak@ukr.net, ORCID: <https://orcid.org/0000-0002-2273-7906>

Abstract. In today's hospitality industry, sustainability issues are of particular importance, which are largely aimed at creating and maintaining a balance between society, the economy and the environment. This, in turn, has led to the emergence of the term corporate social responsibility, or social responsibility of business, which reflects the participation of enterprises in achieving sustainable development goals. This is especially relevant for the hospitality sector, where accommodation companies are both the object and the subject of sustainable development, and at the same time, as part of the tourism industry, they influence the socio-cultural, economic and natural environment of destinations. The relevance of the idea of collective social responsibility stems from the understanding that the activities of a responsible organisation lead to business profitability and stability [1].

The growing importance of CSR around the world has led international institutions and non-governmental organisations, including tourism companies, to develop CSR standards and certifications to promote CSR management policies among private tourism firms. The most relevant of them are: TourCert CSR Tourism, ISO 26000 (social responsibility), Global Sustainable Tourism Criteria (GSTC), Global Reporting Initiative (GRI) reporting standards and the UN Global Compact on Governance. The peculiarity of ISO 26000 is that its provisions are advisory and are not criteria for assessing the performance of enterprises.

In the hospitality sector, corporate social responsibility (CSR) is more common in the hotel industry and large tourism companies. An example is TUI Travel, which is a leader in the industry in terms of environmental projects. As part of the Sustainable Holidays Plan project, the company has set 20 social and environmental

responsibility goals, including designing and delivering environmentally friendly travel experiences for customers, creating the most fuel-efficient airlines in Europe, and engaging colleagues and customers in environmental projects. More than 1,200 of TUI's hotels have received environmental certificates from independent organisations.

Large hotel chains around the world are developing codes of collective responsibility, which set out the main areas of activity of their enterprises aimed at sustainable development of the industry as a whole. Examples include the Spanish chain Meliá Hotels International, ING Hotel & Resorts, Iberostar, etc.

CSR is also inherent in some small and medium-sized businesses. For example, two hotel chains, Hilton Hotels & Resorts and Radisson Hotel Group, have dedicated social projects and specialists who develop, coordinate, and report on the quality of the events. The study showed that there is no CSR specialist at Radisson Hotel Group, while Hilton Hotels & Resorts has a corporate responsibility department. This department is responsible for the company's corporate responsibility strategy "Travel with Purpose" and external communications. The Board of Directors established the Nominating & ESG Committee of the Board. The Committee's charter clearly defines its functions in relation to corporate responsibility in the company in paragraph 17: "In order for the Company to fulfil its programme of responsibility towards society as a whole, it shall periodically review and evaluate the corporate responsibility strategy, practices and policies and, as appropriate, make recommendations to the Board of Directors in relation thereto." A joint project of the Hilton hotel chain with the American environmental initiative Clean the World recycles soap residues from hotel rooms. The new soap bars have already been

distributed in the amount of 44 million pieces to 127 countries with low levels of hygiene [3].

Hilton's Board of Directors reviews progress on all CSR projects by 2030 on a quarterly basis. The company plans to achieve zero soap waste, as well as conserve resources by reducing carbon emissions; conserve water; develop a consistent methodology for measuring food waste; encourage hotel chain suppliers to set their own environmental and social goals; and protect human rights, etc. [16]. The company submits an annual CSR report and participates in surveys and rating indices on environmental impact, such as the Dow Jones Sustainability Index, CDP, ISS ESG, MSCI and Sustainalytics. Park Inn by Radisson Kyiv Troyitska in Kyiv, Radisson Blu in Bukovel and Radisson Hotel City Centre Odesa on Deribasovskaya in Odesa belong to the international Radisson Hotel Group. They have developed their own individual Responsible Business programme plan, where CSR operates in three main areas: Blu planet; think planet; think people; think together. The hotels have a Blu planet programme, which introduces the latest technologies and water filtration and purification systems, allowing them to reduce water consumption by about 25% per year. Radisson Blu Hotel, Kyiv joined the international Walk for Water campaign, where the hotel management donated a significant amount to the international charity Just A Drop to help people suffering from a lack of drinking water. The hotel also supports a large number of charity events. "Give blood - save lives", which takes place in Radisson Blu hotels to promote blood donation in Ukraine. "Be Pink in a Pink October is a global campaign against breast cancer.

Radisson Blu Hotels is holding a special Pink Breakfast to raise awareness of breast cancer prevention. The hotel is the official collection point for batteries for safe disposal as part of the Green Key project. On Vyshyvanka Day, all hotel employees dress up in ethnic Ukrainian costumes and tell hotel guests about interesting facts of Ukrainian culture and traditional Ukrainian clothing.

Hotel management takes care of staff development by conducting professional training programmes and workshops [4]. The general manager of the hotel is responsible for the company's corporate responsibility strategy, and the HR manager informs the company's employees about the CSR programmes launched [5].

However, along with a large number of successful practices in Ukraine and abroad, and business understanding of the importance of social responsibility and sustainable development, a significant number of enterprises neglect a sustainable approach in their activities, and many strategic decisions remain on paper without being implemented.

Corporate social responsibility is not always positively perceived by consumers, who believe that many social initiatives are paid for out of their pockets. A mechanism for assessing the CSR performance of individual companies has not yet been fully developed, and there are no effective tools to motivate businesses to be socially responsible. There are also myths that CSR is a costly activity, mostly aimed at rational consumption of resources, and that it is needed by large corporations, mostly international ones.

For example, a study conducted by De Grosbois in 2012 [2] assessed the CSR reporting practices of 150 of the world's largest hotel companies. The study showed that 109 of the 150 largest hotel companies in the world provided some information related to any of the five main topics of sustainable development (environment, quality of employment, diversity and accessibility, community well-being and economic prosperity)" And, for example, 54 companies declared their commitment to specific goals, such as improving the quality of life of local communities. At the same time, while a large number of companies report a commitment to CSR goals, a much smaller number provide detailed information on specific initiatives and report on actual results achieved.

To study the understanding of CSR by business, we analysed the strategic CSR policy documents of such large hospitality organisations as TUI Travel, Meliá Hotels International, ING Hotel & Resorts.

As a result, we have compiled a general model of the basic principles and mechanisms of CSR in large companies. As we can see, companies in their CSR policies and strategies take a comprehensive approach to determining the areas of activity, seeking to take into account the interests of all partners and stakeholders. It is worth noting that companies participate in the strategic policy initiative of the United Nations Global Compact for Business, ensuring their own contribution to sustainable development in three areas: economic, environmental and social.

The hospitality industry plays an important role in the sustainable development of both national and global economies. The hospitality sector has a significant impact on the environment, local communities, economy and culture. At the same time, this impact can be both positive and negative, destroying ecosystems, traditional foundations and culture. Therefore, corporate social responsibility, or business social responsibility, is becoming an important mechanism, based on the understanding by businesses of the importance of their own contribution to sustainable development, as well as the need to initiate and fund projects to educate, support local communities, engage them in the tourism industry, reduce labour discrimination and eradicate slave and child labour, etc. As the brief overview of successful practices presented in this article shows, many businesses have already realised

their role in sustainable development and are implementing some form of CSR. However, there are still quite a few hotel companies that, for one reason or another, do not consider it necessary and/or possible to comply with CSR.

Most of the successful CSR practices belong to large companies that have sufficient financial resources for long-term investments in social and environmental development, while smaller hotel companies are operating on the verge of liquidity in the context of a prolonged pandemic and reduced tourist flow, and do not see the possibility of developing socially responsible initiatives. Moreover, many hoteliers have come to the conclusion that they can reach pre-pandemic levels of tourist services with much fewer staff. This leads to an increase in unemployment, overwork of the remaining staff, and labour discrimination. At the same time, however, there are practices in Ukraine of small and medium-sized, yet sustainable hotel and tourism complexes that are known and in demand largely due to their long-term environmental and social projects.

Therefore, one of the opportunities to promote CSR in small and medium-sized businesses may be to help large corporations to transfer their experience to hotel companies for sustainable development. Another problem identified in the course of the study is the limited understanding of CSR by both practitioners and researchers of environmental safety and green technologies.

Keywords: corporate social responsibility, sustainable development, hospitality.

References:

1. Beliak A. (2023). Corporate social responsibility in the hospitality industry: defining the main aspects. Management and marketing as factors of business development in a recovering economy: Proceedings of the International Scientific and Practical Conference. 18-19 April 2023 Kyiv: Kyiv-Mohyla Academy Publishing House. Vol. 2. 272 p. P. 57-59. URL: <http://surl.li/gzupz> (date of access: 24.06.2023).
2. de Grosbois D. Corporate social responsibility reporting by the global hotel industry: Commitment, initiatives and performance. *International Journal of Hospitality Management*. 2012. Vol. 31, no. 3. P. 896–905. URL: <https://doi.org/10.1016/j.ijhm.2011.10.008> (date of access: 25.06.2023).
3. Hilton's 2020 CSR report. URL: <https://cr.hilton.com/wp-content/uploads/2021/04/Hilton-2020-ESG-Report.pdf> (date of access: 25.06.2023).
4. Leshko, K. (2021). Manager of corporate social responsibility in the field of hospitality. *Economy and Society*, (33). <https://doi.org/10.32782/2524-0072/2021-33-8> (date of access: 24.06.2023).
5. Paragraf – accelerator of social changes. URL: <http://www.prgrf.com/bss-18-05/> (date of access: 25.06.2023).

How to cite:

Beliak, A. (2023). The influence of corporate governance on sustainable practices in hospitality. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-125-127>.

SYSTEM FOR MANAGING THE COMPETITIVENESS OF INTERNATIONAL CORPORATIONS IN THE CONTEXT OF DIGITALIZATION

Yana Koval¹

¹Ph.D. (Public administration), associate professor, associate professor of international management department, State University of Trade and Economics, ORCID: <https://orcid.org/0000-0001-6578-2996>

Abstract. The formation of a market economy is closely related to how the competitive environment is created, as competition is one of the important components of the market and a prerequisite for its effective functioning. Given that the company that analyzes and fights for its competitive position wins the competition, the issue of assessing and managing its own competitiveness becomes particularly relevant for each of them.

Ensuring the required level of competitiveness of a corporation requires, firstly, the ability to navigate changes in the external environment of its operation, and secondly, the ability to constantly improve efficiency and improve the process of managing its activities. However, the mechanism that forms the competitive environment may not always provide a comprehensive solution to the problems that affect the competitiveness of the corporation. In this case, there is a need to create the latest methods, approaches and management technologies based on the principles of a systematic approach, where the primary task should be to manage the competitiveness of the corporation.

The purpose of competitiveness management is to ensure that the company is able to successfully operate in a competitive environment and to form competitive advantages over other competitors both within the country and abroad in the event of any changes in the external environment [1].

Having analyzed the works of some scholars, it can be said that in order to achieve a high level of competitiveness, which will be necessary and sufficient to successfully occupy a competitive position in a particular market, it is necessary to apply a systematic approach to managing one's own competitiveness. The need to apply a

systematic approach to managing a corporation's competitiveness is explained by the fact that it is a complex economic category that is influenced by a significant number of factors and is determined by the following reasons:

- competitiveness management is carried out at different levels;
- competitiveness management at different levels is directed at different objects;
- competitiveness management involves different types of activities;
- the effectiveness of competitiveness management is achieved through the use of all types of management (operational, financial, information, etc.);
- competitiveness management is carried out at different stages of the product life cycle, and therefore in different divisions of the corporation [2].

The use of a systematic approach to competitiveness management is also necessary to ensure better efficiency and effectiveness of its activities, as well as to consider it as a holistic model and the need to ensure the interconnection of all its elements.

In managing a corporation's competitiveness, the systemic approach takes a leading place, since it allows, first, to make a comprehensive assessment of competitiveness and its management system both in general and in the context of certain competitive advantages, and second, to analyze any situation that has developed within a particular system and to investigate the nature of the problems.

Depending on the tasks defined at the "input" of the competitiveness management system, the company faces the need to conduct market research, monitor its main competitors, develop and select the most favorable scenarios for the development of its activities and ensure the conditions for the

implementation of the created marketing strategy. Therefore, ensuring the competitiveness of the "input" of the system is quite important, since in the process of transforming the "input" into the "output" of the competitiveness management system, the parameters of the "output" will be uncompetitive [3].

Thus, corporate competitiveness management is an open system that has inputs and outputs, and consists of four subsystems that closely interact with each other and ensure the process of competitiveness management. The main stages of the competitiveness management process are as follows:

1. The first stage of the process consists in the implementation of functions such as competitiveness planning, production management aimed at maintaining and increasing its competitiveness, etc. That is, it is a management activity at all levels of the management subsystem. Thus, the management apparatus, which is concentrated in the management subsystem, in the process of management activities must fulfill its main task, which is to create a system of management methods, which are a set of ways of influencing the management subsystem on the managed subsystem in order to ensure competitiveness and obtain specific results.

2. The second stage of the process consists in the formation of management methods, which are a set of ways to influence the management subsystem on the managed one. These methods include a plan for the production of competitive products, a plan for accelerating scientific and technological development, technological documentation for the production of products, material incentives that affect the quality of labor and are aimed at ensuring competitiveness, etc. However, management methods cannot have a managerial impact because they do not take the form of administrative levers. In order to ensure their impact, it is necessary to formalize management methods, which will ensure their transformation into management decisions.

3. The third stage of the process is the formalization of management methods, which is accompanied by their transformation into orders, instructions, guidelines, etc. After that, formalized management methods, or, in other words, management decisions, are transferred from the management subsystem to the managed subsystem through direct communication channels and exert the necessary managerial influence that ensures the performance of production and business operations, production of products, provision of services, achievement of production, financial, economic and other results in the field of competitiveness.

4. The fourth stage of the process is to provide management influence on the basis of leadership, which is a unifying function, i.e., it acts as a driver that determines the direction of the management apparatus, the effectiveness of management decisions and the degree of achievement of the corporation's goals. The stages of competitiveness management described above are accompanied by communications, i.e. the processes of information exchange between employees, departments and other companies.

It is well known that the content of the process of managing the competitiveness of a corporation as an economic category is manifested in the implementation of the following internal relations:

1. Identification of certain areas that will ensure competitiveness. Competitiveness management should be carried out not on a general basis, but in the relevant areas, among which are such as ensuring the external and internal competitiveness of the corporation.

2. Identification of the main levels of competitiveness management, which include strategic, tactical and operational management.

Strategic management should be carried out at the level of top management and focus on long-term development prospects. Strategic competitiveness management should ensure the search, definition and formulation of strategic competitiveness goals. In order to achieve these goals, strategic management should also focus on the development and application of competitive strategies [4].

Tactical management of competitiveness should be aimed at forming tactics to ensure competitiveness by selecting techniques and methods of competition that the company will be able to practically apply against its competitors and with the help of which it implements its competitive strategy. Thus, tactical management is a practical tool of strategic management, since the same competitive strategy can be implemented with the help of various tactical techniques and their combinations.

Operational management is the object of operational management, which is constantly carried out in the process of solving current competitiveness tasks. In addition, operational management of competitiveness should allow for a set of measures that are developed and implemented to eliminate unforeseen problems.

3. Implementation by each area of the corporation's competitiveness management of the relevant functions that are interrelated. Based on the selected methods and techniques of competitive struggle within the developed strategy and tactics, these functions include defining and setting goals, making management decisions, planning, organizing, regulating and controlling.

Decision-making on improving the competitiveness of corporations is based on an assessment of its current level. This assessment may include the following stages:

1. Identification of competitors. At this stage, it is possible to analyze the most important competitors operating in the same market or its segment, determine the market share they occupy, get acquainted with the strategic goals and opportunities for using sales channels, resource potential, assortment policy, etc.

2. Monitor competitors' activities. The information about competitors obtained in the course of monitoring should provide answers to various questions related to the activities of competitors.

3. Create a system of indicators to assess the current level of competitiveness of the company. Both quantitative and qualitative indicators related to the company's activities can be used to assess competitiveness.

4. Processing information and assessing the competitiveness of the corporation.

In view of the above, it should be noted that the management of a corporation's competitiveness should be aimed at achieving the following goals [5]:

- creating protection against negative factors affecting the level of competitiveness by reducing their number;
- building up and realizing competitive advantages through the use of positive external factors affecting the level of competitiveness;
- ensuring flexibility of management actions and decisions.

The high level of competitiveness of a corporation depends on both its capabilities and the efficiency of the competitiveness management process.

Thus, ensuring the competitiveness of a corporation is possible only if an effective management system is created and the system is effectively digitalized. The corporate competitiveness management system should be sufficiently versatile and able to take into account interests in various aspects of its activities. The corporate competitiveness management system discussed above is a multifunctional system consisting of a set of interrelated elements that create a certain integrity and provide the corporation with certain advantages, including

- targeted nature and clear focus on specific problems in management;
- maintaining the traditional management model;
- responding to changes in the external and internal environment and ensuring a high level of adaptability and a dynamic correspondence between its potential and market position.

Keywords: competitiveness, international corporation, digitalization, innovation.

References:

1. Borysiuk, I. O. and Yeromenko, A. V. (2012), "Key areas for improving the company's competitiveness", *Visnyk NAU*, №33, pp. 397-402.
2. Koval, Ya. and Zahorodnia, A. (2023), Management of innovation processes in the business environment in the context of digitalization of the economy. *The development of innovations and financial technology in the digital economy*: col.mon. Pussi, Estonia. OÜ Scientific Center of Innovative Research. 2023. Pp. 107-126. URL : <https://mono.scnchub.com/index.php/book/catalog/view/29/71/592> DOI: <https://doi.org/10.36690/DIFTDE-2023-107-126>
3. Eckert, C. (2017), "Corporate reputation and reputation risk: Definition and measurement from a (risk) management perspective", *Journal of Risk Finance*, Vol. 18 No. 2, pp. 145-158. <https://doi.org/10.1108/JRF06-2016-0075>
4. Korzhevskiy, I. and Mihus, I. (2022), "Business reputation of enterprises: definitions, structure and reputation risk management", *Economics, Finance and Management Review*, vol. (3), pp. 89–99. DOI: <https://doi.org/10.36690/2674-5208-2022-3-89>.
5. Kovalenko, O. V. and Mysenko, D. M. (2014), "Development of measures to improve the competitiveness of the enterprise in modern conditions", *Visnyk Zaporizkoi derzhavnoi inzhenernoi akademii*, №4, pp. 5-11.

How to cite:

Koval, Y. (2023). System for managing the competitiveness of international corporations in the context of digitalization. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-128-131>.

STRATEGIC SECURITY OF THE ENTERPRISE

Valerii Kotliarov¹

¹Doctoral student, National Aviation University, Kyiv, Ukraine, ORCID: <https://orcid.org/0000-0002-2291-3199>

Abstract. In the context of the growing global crisis and trends caused by the drop in oil prices, exchange rate volatility, and the devastating impact of the coronavirus pandemic on the economy, companies, most of which have not yet recovered from the recession of recent years, are once again experiencing serious financial and economic difficulties. In connection with this, the priority task for each enterprise is the development of a strategic security mechanism, the implementation of which is necessary for the enterprise to develop, support life activities, and in some cases, to survive on the market. The relevance of the research problem is also evident in connection with the fact that each individual enterprise, being part of the economic system and providing a certain level of competitiveness, affects the competitiveness of the entire national economy, determining the level of national security of the state in the long term.

The lack of generally accepted approaches to the definition of the concept of «economic security» and «strategic security» in relation to the business entity creates difficulties in implementing the security mechanism at the enterprise. However, despite the differences in the interpretation of the terminology used, the importance and relevance of research categories for modern enterprises is undeniable [1].

The study of different approaches to understanding the essence of the strategic security of the enterprise allows the author to highlight some of its features.

1. The key to ensuring the strategic security of the enterprise is the ability to prevent or minimize risks and threats, both from the external environment and from the point of view of the impact of internal factors on the enterprise.

The above is confirmed by the fact that the Information Security Strategy - 2025 defines national security as «the state of protection of a person, society and the state

from internal and external threats...», which also emphasizes the state of the environment, which ensures the security of an object, whether it is an individual, an enterprise or the entire state. Thus, the study of the environment and protection against the influence of adverse factors becomes an integral part of forming and ensuring the strategic security of the enterprise.

2. Orientation to the company's strategic security for the long term. The first priority of strategic security is to ensure that the enterprise implements its strategic goals, plans and programs. This means that in all spheres of life, the enterprise must be provided with a state of protection for a long time.

3. The strategic security of the enterprise can be ensured only in a company with a clearly defined development strategy. At the same time, management should strictly control its implementation and provide mechanisms for its adjustment in the event of a change in environmental factors.

It is not the goals and objectives that are controlled, but the presence of the company's strategy is simply forgotten, focusing on operational measures related, first of all, to maintaining the level of current solvency and survival on the market.

4. Strategy development is the first and key step in ensuring the security of the enterprise, and therefore, such a security can be presented as strategic security of the enterprise [2].

On the basis of the conducted study of the concept of «economic security of enterprises», it was established that there is no single approach to its interpretation.

«Economic security system of an enterprise» is an organized set of interrelated elements of external and internal security of economic entities, such as: special bodies and services, objects, scientific approaches, legal framework, policy, strategy, concept, principles, functions, tasks, methods and

means aimed at ensuring the implementation of the strategic and tactical interests of the business entity, as well as the protection of these interests from external and internal threats. At the same time, the classical definition of any system usually does not contain the specification of its elements, so we believe that in this case, excessive detailing can be a certain obstacle to understanding the very essence of the studied concept [3].

Thus, under the concept of «economic security of the enterprise» we propose to understand a set of interrelated management actions aimed at ensuring the stable operation of the enterprise by neutralizing internal and external threats to its activity.

Therefore, strategic security is the ability of the enterprise to achieve its strategic goals, to implement the developed strategic plans and programs within the current strategy, as well as to minimize the impact of negative factors of the external environment on the long-term activities of the enterprise [4].

The company's strategic security involves constant monitoring of the internal and external environment, threats and opportunities for the company's strategic development. It affects the level of its competitiveness, being an indicator of the company's future well-being.

Keywords: national security, national resilience, risks, threats, vulnerabilities, state policy, hybrid aggression, war.

References:

1. Abramov V. I., Sytnyk G. P., Smolyaniuk V. F., and others. (2016). Global and national security / in general ed. G. P. Sytnyk. Kyiv: NADU, 784 p.
2. Horbulin V.P., Kachynskyi A. B. (2010). Strategic planning: solving national security problems. Kyiv: NISD, 288 p.
3. Reznikova O. O. (2022). National stability in the conditions of a changing security environment: monograph. Kyiv: NISD, 456 p.
4. Reznikova O. O., Voitovskyi K. E., Lepikhov A. V. (2020). National risk and threat assessment systems: world best practices, new opportunities for Ukraine: analyst. report / for general ed. O. O. Reznikova. Kyiv: NISD, 84.

How to cite:

Kotliarov, V. (2023). Strategic security of the enterprise. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-132-133>.

ASPECTS OF CORPORATE MANAGEMENT IN ANTI-RAIDER ACTIVITY

Zinaida Zhyvko¹

¹*Doctor of Economics, Professor, Professor of the Department of Management, Lviv State University of Internal Affairs, Lviv, Ukraine, e-mail: professor2007@ukr.net, ORCID: <https://orcid.org/0000-0002-4045-669X>*

Abstract. The process of corporate governance is closely related to anti-raider work, the protection of corporate assets and the preservation of the corporation itself. A raider takeover, also known as a corporate takeover, is the process of acquiring a share of stock or control over a company for the purpose of managerial activity. Typically, a raider takeover occurs without prior notification or consent from the management of the company being acquired.

Raiders, who are usually financial investors or companies, carry out raiding using a variety of strategies. These strategies may include buying shares on the open market, raising financing from banks or investment funds, or threatening a hostile takeover operation to gain control of the company.

A raider takeover can have different consequences for the target company and its shareholders. For the company, this may mean a change in management, increased costs for protection against raiders, and the risk of losing market position. Shareholders can benefit from a raider takeover if it increases the value of their shares. However, as a rule, raiders have their own goals and interests, which may differ from those of the company and its shareholders.

To improve corporate governance and counter raiding, here are some ways to protect against a possible raider takeover:

1. Prevent the accumulation of large amounts of free stock that can be easily acquired by raiders.

2. Put in place safeguards in the event of a raider takeover, such as fixing a certain number of shares in the company's management or protecting against votes given to shareholders with a significant number of shares.

3. Consider getting protection from institutional investors who can provide support in the event of a raider takeover.

4. Explore opportunities for cooperation with other companies that may be interested in raid prevention.

5. Improve the efficiency of company management and maintain good relations with shareholders to reduce the risk of a raider takeover.

6. Create a "security committee" that will be responsible for developing and implementing a strategy to protect against raiding.

7. Establish mechanisms for attracting additional capital and business expansion to reduce the risk of raiding.

8. Establish safeguards for your business operations, such as patents, trademarks, and other intellectual property that can create a market advantage and reduce the risk of raiding.

Keywords: corporation; corruption; anti-raider activity.

References:

1. Zhyvko, Z., & Hura, V. (2023). Corruption manifestations in the system of economic security of economic entities. *Economics, Finance and Management Review*, (1), 28–39. <https://doi.org/10.36690/2674-5208-2023-1-28>
2. Zhivko Z.B. (2013). Methodology of managing economic security of the enterprise. Monograph. Lviv: Liga-Press Publishing House, 474 p.

How to cite:

Zhyvko, Z. (2023). Aspects of corporate management in anti-raider activity. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-134>.

CORPORATE MANAGEMENT IN CONDITIONS OF CONSTANT CHANGES

Iryna Burlakova¹

¹*Doctor of Sciences (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Dnipro, Ukraine, email: burlakova22irina@gmail.com, ORCID: <https://orcid.org/0000-0002-6043-4359>*

Abstract. Corporate governance in conditions of constant change is becoming critical for the success of organizations. Understanding and analyzing the internal and external factors affecting the corporation helps to implement changes according to the needs of the market. Challenges associated with constant changes in the business environment require corporations to develop flexibility, speed and adaptability in order to successfully adapt to new conditions and ensure competitiveness. The ability to think innovatively and develop new ideas becomes important for corporate success in conditions of constant change. Corporate management in conditions of constant change requires strategic thinking and readiness for continuous improvement.

Changes can also bring threats to the corporation, such as changes in the regulatory environment, increased competition, etc. Understanding these threats allows you to prepare for them and take the necessary measures to reduce risks. Understanding the impact of change requires systematic monitoring and assessment of the situation. This allows timely detection of changes, evaluation of their effectiveness and making the necessary corrections in management.

Conditions of constant change require special attention to corporate governance. In the results of the analysis of the research results, the main features of corporate governance in conditions of constant changes were revealed, namely:

1. Flexibility: Corporate governance must be flexible, ready to adapt to rapid changes in the business environment. Flexibility allows a corporation to adapt to new conditions and change its strategy accordingly.

2. Speed of reaction: Constant changes require quick response. Corporate management must have a system for monitoring and analyzing changes in order to respond in time to new challenges and opportunities.

3. Innovation: Conditions of constant change stimulate the need to constantly search for new ideas, solutions and innovations. Corporate governance should contribute to the creation of an innovative culture and ensure openness to innovations.

4. Risk orientation: Constant change brings risks, but it can also create new opportunities. Corporate governance must be able to assess risks and identify opportunities for development, finding a balance between them.

5. Communication and cooperation: In the conditions of constant change, an important role is given to communication and cooperation. Corporate governance should create effective communication channels, facilitate interaction between different departments and involve personnel in the decision-making process.

6. Training and development: Constant changes require constant training and development of personnel. Corporate management should create education programs, trainings and opportunities for self-development of employees.

7. Strategic planning: In the conditions of constant changes, an important role is assigned to strategic planning. Corporate management must regularly evaluate and review strategies, ensure their compliance with new conditions and tasks.

8. Global perspective: Constant changes in the business environment can be global in nature. Corporate management should consider its activities from a global

perspective, take into account international trends and relationships.

Corporate governance in wartime has its own characteristics and requires attention to various aspects. Here are some key points to pay attention to: a) safety, protection, support and assistance of staff (increased stress and emotional load); b) conservation of resources (effectively use resources, focus them on the most important tasks and look for savings opportunities); c) ethics (war should not become an excuse for violating ethical norms and values); d) continuous improvement (corporations must remain open to learning and improvement).

Corporate management in the conditions of constant changes is a difficult task, but at the same time it is a great chance for the organization to develop and achieve success. Flexibility, speed and adaptability are becoming key qualities for corporations in today's business environment.

The ability for strategic thinking, innovation and personnel development play an important role in the formation of competitive advantage. Thus, change management becomes a necessary component of effective corporate governance in a constantly changing world.

Keywords: corporate governance; economics.

References:

1. Mihus, I. P., Khudoliy, L. M., Denysenko, M. P., & Mikhno, S. P. (2012). Corporate management in the system of economic security of joint-stock companies of Ukraine: monograph. Cherkasy: LLC "Maklaut.
2. Denysenko, M., & Breus, S. (2022). Innovation in corporate governance. In *International Conference on Corporation Management*. Retrieved from <https://conf.scnchub.com/index.php/ICCM/ICCM-2022/paper/view/362>
3. Salih, A., & Alazzam, F. (2022). Basic models of corporate governance. In *International Conference on Corporation Management*. Retrieved from <https://conf.scnchub.com/index.php/ICCM/ICCM-2022/paper/view/373>
4. Mihus, I. (2023). The main trends in the development of industry 4.0 and its impact on the economic security of the state: an international aspect. *Science Notes of KROK University*, (1(69), 52–59. <https://doi.org/10.31732/2663-2209-2022-69-52-59>.
5. Mihus, I. (2022). IMPACT OF CORPORATE GOVERNANCE ON BUSINESS REPUTATION OF COMPANIES. In *Relationship between public administration and business entities management*. Retrieved from <https://conf.scnchub.com/index.php/RPABM/RPABM-2022/paper/view/486>.

How to cite:

Burlakova, I. (2023). Corporate management in conditions of constant changes. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-135-136>.

GREENWASHING MARKETING CONCEPT IN FASHION INDUSTRY

Olena Naumova¹, Antonina Kotova²

¹Ph.D. (Economics), Assistant Professor of Marketing and Economic Behavior Department, «KROK» University, Kyiv, Ukraine, e-mail: olenan@krok.edu.ua, ORCID: <https://orcid.org/0000-0002-1237-833X>

²First-level higher education applicant, specialty 075 "Marketing", «KROK» University, Kyiv, Ukraine, e-mail: kotovaao@krok.edu.ua

Abstract. In conditions of hyper-competition, limited recourses, global warming, and other negative climate change, companies are forced to fight for the consumer, taking care of their reputation and image in order to obtain the planned profit and not receive a negative attitude of consumers towards the company for inefficient use of resources that harms the environment.

In this perpetual battle, fashion industry companies are using a wide number of marketing concepts and techniques, among which a special place should be given to greenwashing.

Studies on consumption theory showed that there is a strong relation between consumption values and green trust [1]. It was revealed that eco-labeling and certification affect consumer perception as a criterion of superior quality, higher value, and an indicator of a lifestyle [1].

Greenwashing is the practice of falsely promoting an organization's environmental efforts or spending more resources to promote the organization as green than are spent to actually engage in environmentally sound practices [2].

The greenwashing concept focuses on the intention to demonstrate sustainable company activities by highlighting one good

company practice and obscuring all others' company practices which lead to negative influences on the environment.

Greenwashing actions in the fashion industry are industry claims over synthetic fibers' sustainability or the promotion of recycled polyethylene terephthalate (PET) in new textile materials [3].

In practice, the company tends to persuade the consumer to be more loyal and tries to show sustainable production but in fact, the company does not conduct recycling product practices and does not implement new energy-saving technology, does not use high-quality raw materials, which allows longer use of apparel for the consumer, and so on but instead the company improves a tiny externally visible fraction fashion brand's goods to secure a profit for itself.

Thus researchers should scrutinize methods to deteriorate inefficient use of resources and the harmful effects of substances used by the fashion industry. At the same time, the emphasis should be placed on changing the behavior of consumers in the fashion industry from emotional behavior to rational and functional. Such changes will entail a change in the marketing communications practices of companies from emotional advertising to advertising that promotes sustainable consumption behavior.

Keywords: marketing; greenwashing; consumer behavior.

References:

1. Zaidi, S. M. M. R., Yifei, L., Bhutto, M. Y., Ali, R., & Alam, F. (2019). The influence of consumption values on green purchase intention: A moderated mediation of greenwash perceptions and green trust. *Pakistan Journal of Commerce and Social Sciences*, 13(4), 826-848.
2. Becker-Olsen, K., & Potucek, S. (2013). Greenwashing. *Encyclopedia of corporate social responsibility*, 1318-1323.
3. Adamkiewicz, J., Kochanska, E., Adamkiewicz, I., & Łukasik, R. M. (2022). Greenwashing and sustainable fashion industry. *Current Opinion in Green and Sustainable Chemistry*, 100710.

How to cite:

Naumova, O.; Kotova, A. (2023). Greenwashing marketing concept in fashion industry. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-137>.

HISTORICAL PREREQUISITES FOR THE IMPLEMENTATION OF THE CORPORATE GOVERNANCE CODE

Mykola Andrienko¹, Petro Haman²

¹*Doctor of Sciences (Public administration), Professor, colonel of the civil defense service, head of the civil defense research center, Institute of Public Administration and Scientific Research in Civil Defense, Kyiv, Ukraine, e-mail: m.andrienko@idundcz.dsns.gov.ua, ORCID: <https://orcid.org/0000-0002-9222-4831>*

²*Doctor of Sciences (Public administration), Professor, honored health care worker of Ukraine, awarded the order of merit of the IIIrd degree, head of the Protection measures department of the research center of civil protection, Institute of Public Administration and Scientific Research in Civil Protection, Kyiv, Ukraine, e-mail: gaman@idundcz.dsns.gov.ua, ORCID: <https://orcid.org/0000-0003-1881-0397>*

Abstract. Over the past 12 years, since the Cadbury Code of Best Practice came into force in the UK, a plethora of corporate governance codes have emerged. In the last two years alone, they have been adopted not only by the G7 countries, except Japan, but also by many others, such as Brazil, the Netherlands, Oman, the Philippines, Mauritius, South Africa, Switzerland and Turkey. To date, corporate governance codes exist in 50 countries.

Corporate governance codes are developed by various institutions: securities market commissions, stock exchanges, investors and their associations, and supranational organizations. By and large, these codes reflect the views of the authors on good corporate governance. For example, the Cadbury Code contains 19 recommendations regarding the structure, independence and responsibility of the board of directors, methods of internal financial control, compensation to members of the board of directors and top managers.

The law does not require companies to strictly follow the codes, so there is a risk that their provisions will not be followed. But practice shows that corporate governance codes work. Thus, thanks to the Cadbury Code, there have been noticeable improvements in the practice of British companies. For example, the improvement in the professionalism of the boards of directors of many organizations (measured by their composition, structure and processes) can be directly linked to the introduction of a code. Even in less successful countries, the advent of codes has at least brought corporate governance into the public eye, and now managers and directors have a better

understanding of what is expected of them. However, such a rapid success of the codes is alarming and causes some concern about their future fate.

The groundbreaking Cadbury Code was adopted in response to a series of corporate scandals in the early 1990s and the collapse of a number of UK-listed companies.

The creators of the Code wanted to help companies improve their management practices and thereby prevent future scandals and restore public and investor confidence in the business. The codes that followed the Cadbury Code had the same purpose. In emerging markets, where the level of transparency tends to be much lower, the importance of codes is even more important: financial market policymakers fear that scandals will trigger a wholesale dumping of securities and a systemic crisis.

Codes vary in scope and detail, but almost all proclaim four fundamental principles: equal treatment of all shareholders, whose rights must be respected; accountability of the board of directors and management; disclosure of information and transparency, that is, the timely and complete provision of financial and other reporting; responsibility for observing the interests of minority shareholders and other interest groups, as well as for strict adherence to the spirit and letter of the law.

Experts around the world increasingly agree that codes based on the above principles not only protect investors from fraud and careless management of their assets, but can also reduce the cost of raising capital.

These benefits are provided in different ways depending on the characteristics of a particular country.

The attractiveness of a code, unlike a law, lies in its flexibility. Of course, it is impossible to legislate every aspect of corporate behavior. Legislative directives would be ineffective with respect to many corporate governance provisions. Moreover, companies need room to maneuver. For example, a company that unexpectedly loses a CEO wants the position to be temporarily filled by the current chairman of the board of directors until a new CEO is found, but this is probably not allowed by legislation that prohibits one person from combining two positions. And most importantly, the code can be supplemented with provisions (articles) that would reflect the changing needs of organizations much faster than the law.

Despite the apparent "toothless", codes, no doubt, improve corporate governance. They draw attention to it and thus "heat up" the discussion about the principles of business regulation. Codes, by clarifying examples of global best practices, educate businesses. Developed by influential institutional investors, they have a direct impact on the performance of corporations, as they clearly indicate what investors expect from companies in which they have invested.

Codes are particularly powerful when supported by mandatory disclosure rules. This approach is known as "fit or explain". For example, after the adoption of the Cadbury Code, the London Stock Exchange required listed companies to indicate in their annual reports how well they complied with the code, and in case of violation of any of its provisions, explain the reasons. The fit-or-explain approach is now being adopted by many other countries, including Australia, Canada, Mexico, the Netherlands and Singapore, as well as the United States, where legislation is favored (the most notable recent example is the Sarbanes-Oxley Act). The US Securities and Exchange Commission is now requiring companies to report on the presence of financial experts on their audit committees or to explain the reasons for their absence.

The fit-or-explain approach has made corporate governance practices much more open.

These requirements force companies to think seriously about their corporate governance, as the rationale for any derogation from the code must be publicly proven. And they are especially effective in countries where the media and shareholder activists closely monitor the behavior of corporations.

They know that corporations would rather comply than be in the public eye and explain to the media why they don't comply with the code.

For example, to comply with the new Dutch corporate governance code, ABN Amro recently eliminated an internal rule that made it unnecessarily difficult to take over a company.

Of course, the provisions of corporate governance codes and articles of laws should support each other. All countries have similar legislation, such as requiring companies to file financial statements with regulators. Legislation and government regulation, we believe, should set the foundation, that is, determine the minimum requirements for many items, such as financial reporting, audit requirements, frequency and agenda of shareholder meetings. Unlike legislation, corporate governance codes can promote best practice in these areas as well as in the areas of shareholder relations and executive compensation.

Over time, the division of areas of application of laws and codes will change - in different countries in their own way. To prevent financial scandals, it will probably be necessary to strengthen the responsibility

audit committees. At the same time, regulators in some countries, where the situation is much calmer, are easing capital requirements. This was made possible by improving

legislation and the emergence of new forms of financial contracts that allow creditors to more effectively protect their rights.

In some emerging markets, where awareness of corporate governance issues is low and society does not pay much attention to the activities of companies, on the contrary, preference should be given to legislation,

rather than codes, which are not mandatory to comply with.

Despite the great success of codes promoting positive change in corporate governance, three worrying trends have emerged. Paradoxically, it was the success of the use of codes that gave birth to them.

The first is the passion for regulation. Since codes improve corporate governance, it seems tempting to many to broaden their scope and add new details.

For example, a 2003 UK study led to recommendations to increase the number of articles in the 1998 Consolidated Code (the successor to the Cadbury Code) from 45 to 82. Some proposals, such as expanding the role of senior independent directors, were lukewarmly received in Great Britain: the risk was too great that companies would ignore these rules and this would negatively affect the credibility of the code as a whole.

The second is the exaggeration of the principle of "correspond" to the detriment of "explain". Increasingly, companies' attempts to explain why they deviated from the provisions of the codes are swept aside, as if the principle of "comply or explain" has been reinterpreted by someone to "comply or violate." This tendency, reinforced by the desire to judge the quality of corporate governance based on simple comparisons of "performed or not performed" rather than in-depth analysis, detracts from the main advantage of codes - their flexibility.

Thirdly, the gradual convergence of the content of the codes of different countries can create the feeling that all companies should meet the same standard. This convergence is

facilitated by the widespread practice of corporations listing their shares in different countries, as a result of which best practices are disseminated around the world.

In addition, various industry associations advocate the unification of standards in countries and companies in which their members invest. Rating agencies around the world use similar criteria to assess corporate governance. Supranational organizations such as the Organization for Economic Co-operation and Development (OECD) publish highly influential codes; The European Union is eliminating differences in the corporate governance standards of its members. Even in developing countries, codes incorporate elements of British and American corporate governance practices, driven by the need to compete for foreign capital.

For example, many countries reproduce the British Combined Code. However, due to the emphasis on board independence, the latest version may not be suitable for emerging markets, where very often companies have only one main owner. In such countries, it is hardly appropriate to insist on the appointment of a senior independent director and compliance with the requirement to hold meetings of the board of directors without management staff. Corporate governance codes in emerging markets should aim at more fundamental principles, such as full and timely disclosure of information or assurances that shareholders who own a controlling stake do not harm minority shareholders.

Keywords: corporate code; corporate governance; principles; corporate behavior.

References:

1. Developing Corporate Governance Codes of Best Practice (2005). URK: <https://documents1.worldbank.org/curated/ar/194571468330288811/pdf/346690v20Corporate0governance0Rationale.pdf/>
2. [Korporativne upravlinnia v systemi ekonomichnoi bezpeky aktsionernykh tovarystv Ukrainy \[Corporate management within an economic security system of joint-stock companies of Ukraine\]](#) IP Mihus, LM Khudolii, MP Denysenko, SP Mikhno - Cherkasy: LLC "Maklaur"[in Ukrainian], 2012
3. Alazzam, F. (2022). Comparative analysis of corporate governance models. *Economics, Finance and Management Review*, (2), 56–69. <https://doi.org/10.36690/2674-5208-2022-2-56>

How to cite:

Andrienko, M.; Gaman, P. (2023). Historical prerequisites for the implementation of the corporate governance code. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-138-140>.

CORPORATE GOVERNANCE IMPACTS ON UKRAINE'S SOCIAL SECURITY

Pavlo Liashenko¹

¹Ph.D. (Economics), Junior Research Associate, Mamutov Institute of Economic and Legal Research of the National Academy of Sciences of Ukraine, Kyiv, Ukraine, e-mail: paul.lyashenko@icloud.com, ORCID: <https://orcid.org/0000-0001-6455-6831>

Abstract. The essence of corporate governance can be found in the pursuit of a situation of "checks and balances", which gives the stakeholders the possibility of complementing and controlling each other (Verdeyen and Buggenhout, 2003). Social security encompasses a wide range of aspects, such as ensuring an adequate standard of living, employment stability, access to education, and healthcare. The activities of corporations can significantly influence these areas, both positively and negatively. Therefore, corporate governance impacts social security through several channels and mechanisms.

Here are some ways in which corporate governance can influence social security:

Job creation and ensuring stable employment: Well-managed corporations can create new jobs and maintain existing ones, contributing to economic growth and reducing unemployment. This fosters social stability and improves the quality of life for citizens.

Corporate social responsibility: Corporations can adopt social responsibility policies, taking into account the impact of their activities on society, employees, consumers, and the environment. For example, they can develop employee support programs, initiate charitable events, or adhere to environmental standards.

Financial stability: Effective corporate governance promotes financial stability for companies, positively affecting their ability to meet financial obligations to employees, partners, and creditors. Financial stability helps avoid mass layoffs and supports economic steadiness.

Employee development and access to education: Corporations can provide learning and development opportunities for their employees, enhancing their professional skills and career prospects. This can contribute to

reducing inequality, ensuring equal opportunities, and supporting human potential development.

Human rights and ethical standards: Corporations that uphold human rights principles and ethical standards in their operations contribute to creating a socially just environment where the rights and dignity of every individual are respected.

Corporate governance impacts social security through various channels and mechanisms. The main ways it does so are as follows:

Economic stability: Effective corporate governance contributes to the efficient functioning of enterprises, increasing profitability and business stability. This helps provide jobs, stable income, and improved working conditions for employees, reducing the risk of social conflicts and ensuring social stability.

Accountability to stakeholders: Corporate governance requires companies to adhere to ethical standards, ensure transparency, and consider the interests of various stakeholders, such as shareholders, employees, customers, communities, and the government. This helps prevent corruption and abuses of power, which are factors that contribute to social tensions.

Creating a favorable environment for innovation: Corporate governance can stimulate innovation and technological progress, leading to the creation of new jobs, the development of new products and services, and an enhancement of the quality of life for the population.

Impact on environmental security: Corporations that act responsibly and follow the principles of sustainable development reduce their negative impact on the environment, ensuring environmental security for future generations.

Building communities: Corporations engaged in Corporate Social Responsibility (CSR) can make a significant contribution to community development by helping address social issues such as poverty, education, healthcare, and access to water.

Increasing trust in business: Companies with effective corporate governance are more likely to gain the trust of consumers, investors, and society at large. This provides greater stability and support for the company and helps reduce the potential for social unrest.

Overall, effective corporate governance promotes social security by creating a stable, responsible, and innovative business environment that fosters the well-being of society and reduces the risks of social conflicts.

One of the significant challenges that is a pivotal point of impact for corporate governance on social security in Ukraine is corporate governance of state-owned enterprises. Due to the lack of transparency and corruption in managing state companies in Ukraine, it continues to be under close scrutiny by the International Monetary Fund and other international partners of Ukraine. The latest memorandum with the IMF, which is unique in many ways due to the ongoing war in Ukraine and the record level of

funding, is no exception. Therefore, Ukraine has committed to reform corporate governance in LLC "Operator of the Gas Transmission System of Ukraine": transferring the company's shares from JSC "Main Gas Pipelines of Ukraine" to the Ministry of Energy and adopting a new charter (structural milestone that must be completed by the end of July of the current year).

By October 2023, the draft law №5593-d on corporate governance of state-owned enterprises should be adopted. The Verkhovna Rada (Ukrainian Parliament) passed it in the first reading back in July 2021, but it needed further refinement as it did not comply with the OECD Corporate Governance Guidelines for State-Owned Enterprises. The aim is to strengthen accountability and expand the powers of supervisory boards, granting them final authority in appointing and dismissing executives. Ukraine holds a significant number of assets in state ownership: out of nearly 3500 objects of various organizational and legal forms, every third enterprise is unprofitable and represents a potential source of fiscal risks. Therefore, the quality of corporate governance is one of the factors influencing Ukraine's social security.

Keywords: corporate governance, ukraine's social security, impact, challenges.

References:

1. Verdeyen and Buggenhout, Social Governance: Corporate Governance in Institutions of Social Security, Welfare and Healthcare, *International Social Security Review*, 56(2) July, 2003 DOI: [10.1111/1468-246X.00157](https://doi.org/10.1111/1468-246X.00157).

How to cite:

Liashenko, P. (2023). Corporate governance impacts on Ukraine's social security. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-141-142>.

SECURITY OF CORPORATE GOVERNANCE IN TIMES OF WAR

Oleksandra Liashenko¹

¹*Doctor of Science (Economics), Professor, Ukrainian Catholic University, Lviv, Ukraine, e-mail: Lan911@ukr.net, ORCID: <https://orcid.org/0000-0001-7114-4501>*

Abstract. Corporate governance is a key element and prerequisite for the successful operation of a joint-stock company. The goal of effective corporate governance is to achieve an optimal balance of interests among all parties: shareholders, management, clients, suppliers, creditors, the state, and society. Corporate governance in Ukraine encompasses virtually all areas of enterprise activities, including large, medium, and small businesses. Organizing corporate governance for financial service providers entails specific considerations, taking into account the nature of various segments within the non-banking financial services market and aligning with the higher standards set by European legislation and best global practices. To achieve this, the National Bank has developed Methodological Recommendations [1].

In times of war, the fundamental principles of organizing corporate governance, management structures, and their primary objectives; approaches to regulating conflicts of interest, have been complemented with systems of corporate volunteerism, self-help, and resilience. The security of corporate governance in times of war is of paramount importance to ensure the survival of enterprises and maintain their stability in such challenging circumstances. The key aspects of corporate governance security in times of war include:

Physical Security: Ensuring the safety of employees, assets, and production facilities of the enterprise. This may involve providing protection against potential terrorist attacks, explosions, and military actions, as well as planning for evacuation if necessary.

Cyber-security: Protecting the enterprise's information systems from cyber-attacks, hacking attempts, and abuses. In times of war, cyber threats may increase, so companies must be prepared to safeguard

their information and data from potential risks.

Risk Management: Establishing a system for assessing and managing the risks associated with military conflicts that can impact the enterprise's operations. Thorough risk assessment will help companies respond promptly to changes in military actions and develop plans to minimize potential consequences.

Crisis Management: Developing plans and procedures to manage crisis situations, including restoring operations after military events. A rapid and coordinated response to unforeseen events will help preserve the stability of the enterprise.

Corruption Prevention: Ensuring transparency, ethics, and accountability in corporate structures to prevent corruption and abuses of power. Corruption can become prevalent in times of war, so it is crucial to establish honest and effective governance.

In general, the security of corporate governance in times of war requires a systematic and planned approach to ensuring the protection of the enterprise from various threats that may arise due to armed conflicts. Implementing appropriate security measures will help ensure the reliability and stability of the enterprise, contributing to the preservation of social security in Ukraine.

Security of corporate governance in times of war also includes the following essential elements:

Collaboration with External Organizations: Interacting with government bodies, industry leaders, international organizations, and other stakeholders to exchange information, resources, and management expertise in the context of war. This collaboration can enhance understanding of the situation and facilitate the implementation of shared strategies.

Economic Stability Preservation: Employing effective financial strategies and

plans to maintain the financial stability of the enterprise during wartime. This may involve diversifying sources of income, reducing dependence on risky markets, and managing liquidity.

Consideration of the Social Dimension: Preserving and supporting social programs for employees and staff members of the enterprise. In times of war, when social risks are heightened, supporting employees and their families can be a key factor in ensuring collective stability and enterprise productivity.

Development of Business Continuity: Attracting and developing highly skilled leaders and personnel capable of effectively dealing with challenges and changes during wartime. Companies should invest in training, development, and support of their workforce to ensure successful functioning in complex conditions.

Emergency Response Plans: Developing and implementing emergency response plans for immediate action during extreme situations that may arise during war. This may include evacuation plans, ensuring communication and interaction with stakeholders, and positioning reserve resources.

A coordinated and systematic approach to the security of corporate governance in times of war helps ensure the reliability, stability, and successful operations of enterprises, while also influencing social security by fostering stability and trust among employees, clients, and the public.

Dangerous corporate governance refers to practices and approaches to management that may create risks for the enterprise, its

stakeholders, and society as a whole. Below are some examples of hazardous corporate governance:

Conflicts of Interest: Conflicts of interest arise when decision-makers within the company act in their personal interests or the interests of other organizations, rather than in the best interests of the company and its shareholders. This can lead to improper decisions that result in losses for the enterprise.

Insufficient Transparency and Compliance: If the management of a company does not ensure adequate transparency in its operations and fails to comply with rules and norms, it may lead to corruption, waste, and violations of the law.

Instability in Management: Poorly organized management and lack of accountability in leadership can lead to inefficiency in the company's operations, financial problems, and a decline in trust from shareholders and consumers.

Misunderstanding of Risks: Mismanagement of risks can lead to adverse consequences, including financial losses, reputational issues, and a loss of trust.

Ignoring Long-Term Consequences: Corporations that fail to address environmental, social, and global issues attentively can become the cause of significant problems in the future, including environmental pollution, human rights violations, and social conflicts.

These hazardous practices in corporate governance can pose threats to the stability and success of the enterprise, as well as impact the trust of consumers, investors, and society as a whole.

Keywords: Ukraine; security; corporate governance; dangerous; organizing; essential elements.

References:

1. What will be the systems of risk management, internal control and corporate governance in the non-banking market - a public discussion will start. URL: <https://bank.gov.ua/ua/news/all/yakimi-budut-sistemi-upravlinnya-rizikami-vnutrishnogo-kontrolyu-ta-korporativnogo-upravlinnya-na-nebankivskomu-rinku--startuye-gromadske-obgovorennnya>

How to cite:

liashenko, O. (2023). Security of corporate governance in times of war. *International Conference on Corporation Management*. DOI: <https://doi.org/10.36690/ICCM-2023-143-144>.

Copyright © 2023, Scientific Center of Innovative Research OÜ

Printed by: Scientific Center of Innovative Research OÜ, Ida-Viru maakond, Lügánuse vald, Püssi linn, Viru tn 8-33, 43221, Estonia

Number of copies: 300

First printing: June 29, 2022

Distributed worldwide by Scientific Center of Innovative Researches OÜ, office@scnchub.com

Full text available online at <https://mono.scnchub.com/index.php/book>

DOI: 10.36690/ICCM-2023

ISBN 978-9916-9739-9-8

The papers published in this book compose the Book of abstracts of 3rd International Conference on Corporation Management (ICCM) (June 29, 2023). Papers were selected by the Conference Committees to be presented in oral or on-line format and were subject to review by the editors and program committee. They are exclusive responsibility of the authors and are published herein as submitted, in interest of timely dissemination.

The authors of this book, the academics of higher education institutions and businessmen, the organizers and sponsors of the 3rd International Conference on Corporation Management, none of them, accept any responsibility for any use of the information contained in this book. All rights reserved. Permission to use is provided if appropriate reference to this source is made, the use is for educational purposes and no fees or other income is charged.