

The background of the cover is a low-angle photograph of several modern skyscrapers reaching towards a clear blue sky. The image is overlaid with large, semi-transparent geometric shapes in shades of blue and white, creating a dynamic, architectural feel. The shapes are angular and layered, some appearing as if they are floating or attached to the buildings.

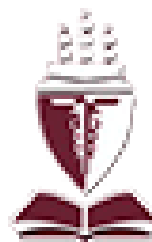
3rd International Conference on economics, accounting and finance

Book of abstracts

December 15, 2023



Scientific Center of Innovative Research
(Estonia)



WSHIU Akademia Nauk Stosowanych
(Poland)



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3rd International conference on economics, accounting and finance

December 15, 2023

Estonia

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THE PROGRAM
of the 3rd International conference on economics, accounting and finance (ICEAF)
(December 15, 2023)

Time	Name&Title
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Plenary session

10:00 AM	Welcome speech: Iryna Mihus Doctor of Science (Economics), Professor, Director, Scientific Center of Innovative Research (Estonia)
10:15 AM	Welcome speech: Dr. Paulina Kolisnichenko, Vice rector on international cooperation, WSHIU University, Poland
10:25 AM	Keynote speaker: "The importance of funding for scientific research" Sandeep Kumar Gupta Ph.D., AMET Business School, AMET University, Chennai, India
10:50 AM	Speakers: Grzegorz Konieczny, Iryna Chunytska, Paulina Kolisnichenko, Natalia Gomon TRENDS IN THE DEVELOPMENT OF GLOBAL CRYPTOCURRENCY MARKETS

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11:10 AM - 11:20 AM	DIGITALIZATION OF PAYMENT SYSTEMS - SECURITY AND RESILIENCE: CONVERGENCE OF SWISS-EU-UKRAINIAN APPROACHES <i>Tetiana Hudima, Vladyslav Kamyshanskyi, Mykhailo Shmyhov</i>
11:20 AM - 11:30 AM	SUBSTANTIATION OF THE CONCEPTUAL FOUNDATIONS OF ENSURING THE MILITARY-ECONOMIC RESILIENCE <i>Andriy Onofriichuk</i>
11:30 AM - 11:40 AM	DIGITAL DIVIDENDS: MEASURING THE IMPACT OF DIGITALISATION ON WELFARE OF THE COUNTRY <i>Kateryna Kovtoniuk</i>
11:40 AM - 11:50 AM	THE MAIN DETERMINANTS OF MANAGING THE SOCIO-ECONOMIC SECURITY OF AN ENTERPRISE IN MODERN CONDITIONS <i>Marta Kopytko, Oleksandr Sylkin, Anton Malanchuk</i>
11:50 AM - 12:00 AM	AN INNOVATIVE APPROACH TO THE FORMATION OF THE ENTERPRISE'S SECURITY POTENTIAL IN THE CONTEXT OF CRISIS SITUATIONS MANAGEMENT <i>Taras Moysa, Volodymyr Moysa</i>

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12:10 PM - 12:20 PM	THE MAIN FACTORS OF FORMING THE COMPETITIVENESS OF THE ENTERPRISE <i>Iryna Panasiuk</i>
12:20 PM - 12:30 PM	ECONOMIC SECURITY OF THE STATE AS THE BASIS STRUCTURE OF NATIONAL SECURITY: INVESTMENT MANAGEMENT TAKING INTO ACCOUNT THE IMPORTANCE OF THE DEVELOPMENT OF THE EDUCATION SYSTEM AT ALL LEVELS IN THE CONDITIONS OF THE POST-WAR RECOVERY OF UKRAINE <i>Mykola Denysenko, Svitlana Breus, Volodymyr Panchenko, Maksym Harnaha</i>
12:30 PM - 12:40 PM	PERFORMANCE MANAGEMENT OF AN INDUSTRY ENTERPRISE IN THE POST-WAR PERIOD <i>Anna Pazieieva</i>
12:40 PM - 12:50 PM	THE SEMANTIC WEB: THE ROLE OF INFORMATION DATA IN THE INFRASTRUCTURE OF DIGITAL ASSETS <i>Danyila Oliynyk, Danyil Nizhny</i>
12:50 PM - 01:00 PM	EUROPE'S DIGITAL TARGETS FOR 2030 <i>Ellana Molchanova</i>
01:00 PM - 01:10 PM	THE CONCEPT AND ESSENCE OF THE ADAPTIVE POTENTIAL OF THE PUBLIC HEALTH ZONE IN THE CONTEXT OF CONFRONTING GLOBAL INSTABILITY <i>Alyona Shakhno, Aina Mamedova</i>
01:10 PM - 01:20 PM	THE ROLE OF LOGISTICS CONTROL IN THE BUSINESS MANAGEMENT PROCESS <i>Maryna Halkevych</i>

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01:20 PM - 01:30 PM	SYSTEMATIC APPROACH TO PLANNING AND MANAGEMENT OF ORGANIZATIONS' ACTIVITIES <i>Oksana Kyrychenko</i>
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01:50 PM - 02:00 PM	TAXATION OF SMALL BUSINESSES: CHALLENGES AND PROSPECTS <i>Olga Roeva</i>
02:00 PM - 02:10 PM	IMPLEMENTATION OF AUTOMATED CALCULATION OF SICK LEAVE IN ACCOUNTING SYSTEMS <i>Viktoriiia Adamovska, Polina Porosla</i>

02:10 PM - 02:20 PM	ADVANCING STATE FINANCIAL CONTROL: A COMPREHENSIVE APPROACH IN THE CONTEXT OF EUROPEAN INTEGRATION <i>Volodymyr Marchenko</i>
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03:10 PM - 03:20 PM	INFORMATION SECURITY: CHALLENGES TO THE GLOBAL INFORMATION SOCIETY <i>Nadiia Reznik, Valerii Kotliarov</i>
03:20 PM - 03:30 PM	WAYS TO IMPROVE THE INNOVATION MANAGEMENT SYSTEM ACTIVITIES OF THE ENTERPRISE UNDER MODERN CONDITIONS <i>Tetyana Kostina</i>
03:30 PM - 03:40 PM	TYPES OF PLANNING AND FEATURES OF THEIR APPLICATION TO INNOVATIVE ACTIVITIES <i>Serhii Dolynskyi, Lubov Dolynska</i>
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04:00 PM - 04:10 PM	MILITARY FINANCES AND FINANCIAL SUPPORT OF MILITARY PERSONNEL <i>Bohdan Hudenko, Oleksandr Hudenko</i>

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04:30 PM - 04:40 PM	INTRODUCTION OF THE INTELLECTUAL CAPITAL MANAGEMENT MECHANISM AT MACHINE - BUILDING ENTERPRISES <i>Zinaida Zhyvko, Maryna Derzhevetska</i>

04:40 PM - 04:50 PM	ANALYSIS OF THE CURRENT STATE OF THE DEVELOPMENT OF THE DERIVATIVES MARKET IN UKRAINE <i>Liudmyla Bohrinootseva, Olha Kliuchka</i>
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05:50 PM	Coffee Break
06:00 PM	<i>Iryna Mihus</i> Workshop "Funding for participation in international networking through the COST Actions"
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INTRODUCTION

The economic system is the basis of the development of any state. And economic relations between various subjects directly affect the development of society as a whole.

Economic crises that arise from time to time in various countries cannot be stopped without knowledge of economics, accounting and finance. Our conference is dedicated to these issues.

For the third year in a row, we organize and hold an online conference, presenting the results of research on an open access platform on our website.

During the 3rd International Conference on Economics, Accounting and Finance (ICEAF), the key speakers were academics who talked about the possibilities of using digital technologies in finance, public administration, economics, management and education.

The traditional continuation of the conference was the workshop "Funding for participation in international networking through the COST Actions", which allowed participants to acquire skills in submitting applications for funding for participation in scientific events.

I hope that our annual International Conference on Economics, Accounting and Finance (ICEAF) continues to bring together scholars from around the world as a platform to discuss contemporary challenges in economics, accounting and finance.

As the Chair of the International Conference on Economics, Accounting and Finance (ICEAF), it is my great honor and pleasure to welcome you all to the third edition of our conference!

*Iryna Mihus, ICEAF'2023 Chair
December 15, 2023
Estonia*

SECTION 1

Modern aspects of economic development of the state and enterprises

UKRAINE'S ECONOMY DURING THE WAR AND SOURCES OF FUNDING FOR ITS RECOVERY

Lyudmila Shemayeva¹

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Abstract. Ukraine started rebuilding during the war, as international experience in recovering from disasters and military conflicts shows that recovery should take place quickly and begin as soon as possible. This will give the economy resilience and flexibility and help it function in the face of security threats, providing the basis for winning the war.

In April 2023, Ukraine and international partners agreed to start implementing rapid recovery and reconstruction projects this year in 5 priority areas: energy recovery, humanitarian demining, restoration of damaged housing, restoration of critical, social and transport infrastructure, support for small and medium-sized businesses.

In order to rebuild the country post-war, integrate into the European space and global value chains, Ukraine needs to implement a large-scale recovery program.

The restoration of the destroyed economic potential should take place on the basis of consolidated strategically oriented attraction of financial resources from various sources, namely, own resources generated by Ukrainian economy, international aid funds under the direct control of international donors, funds of foreign investors in the recovery and development of sectors of the Ukrainian economy.

Among the key domestic sources of Ukraine's economic recovery are: agriculture, energy, trade and exports, development of extraction, development of resources and energy conservation, development of human capital.

A key condition for the country's economic recovery during the war is the intensification of the bank lending process. Empirical studies prove that lending by banks to corporations and households contributes to financial deepening and acceleration of economic growth: an increase in corporate leverage becomes a source of financing for additional investments and current costs, which mediates the growth of aggregate supply and determines the growth of aggregate demand in the economy.

The frozen assets of the Russian Federation should also become the foundation for further financing the restoration and reconstruction of Ukraine. During the summit in Brussels on October 26-27 this year, EU leaders approved the allocation of about 5 billion euros of profits from frozen Russian assets to help Ukraine. This is stated in the final document following the summit of EU leaders.

The source of compensation for business assets and property of Ukrainian citizens who were destroyed, damaged or expropriated by the enemy in the temporarily occupied territories due to the war should be the seized assets of the Russian Federation on the territory of Ukraine, funds transferred by countries that have assets of the Russian Federation on their territory, as well as special reparations imposed on the aggressor country in accordance with international law. To speed up the receipt of compensation, the issue of relevant securities should be introduced, the value of which will be guaranteed to issuers with funds seized from the aggressor country.

Keywords: Ukraine's economy, war, sources, recovery, economy resilience.

DIGITALIZATION OF PAYMENT SYSTEMS - SECURITY AND RESILIENCE: CONVERGENCE OF SWISS-EU-UKRAINIAN APPROACHES

Tetiana Hudima¹, Vladyslav Kamyshanskyi², Mykhailo Shmyhov³

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Abstract. The active pace of digitization in payment systems has a significant impact on changing the ways they operate. The increase in electronic payments and the implementation of technological innovations, such as central bank digital currencies, cryptocurrencies, blockchain technologies, etc., are expanding the capabilities of these systems, making them more accessible and productive. At the same time, these trends give rise to a range of risks, including cybersecurity threats, financial crimes (money laundering, terrorism financing, etc.), and finding ways to prevent them becomes particularly important.

The events in Ukraine intensify the relevance of the mentioned thesis. In particular, the temporary occupation of certain parts of Ukraine's territory, unstable power supply due to constant attacks on energy infrastructure, the growing threat of cyberattacks, and other cybercrimes, as well as the economic downturn due to the full-scale invasion of Russia into Ukraine, and the circumvention of economic sanctions by the aggressor country, pose a threat to the functioning of the financial payment system. It should be noted that this issue is not limited to the national level; it also has international significance due to the increasing interdependence between payment systems and their participants (various institutions servicing their activities). In particular, the dependence of these systems on third-party service providers, critical infrastructures, including at the international level, makes them more vulnerable to the mentioned threats.

The development of effective strategies, legal regulation to combat such threats

becomes an extremely important task for any country. Studying international experience, convergence of international approaches, and the implementation of best practices can become important sources of insights and solutions in this direction.

Considering this, countries are turning to the development of relevant legislation. The European Union (EU) and Switzerland stand out for their advanced approach in this direction. In Switzerland, known for its financial stability and advanced technological innovations, the digitization of payment systems becomes a key factor in ensuring the competitiveness of its financial sector. In fact, the country is home to the "Crypto Valley" in Zug, an active community of entrepreneurs and businesspeople in the cryptocurrency industry, established in 2013 (Crypto Valley Association, 2022). Since 2021, the country has had the DLT Act, adapting federal legislation to the development of distributed ledger technology (DLT), placing it at the forefront of regulating fintech companies and the cryptocurrency sector. Additionally, the country has a range of laws aimed at combating money laundering and terrorism financing, including the Swiss Anti-Money Laundering Act.

The EU is also launching a package to regulate the crypto industry. In addition to a DLT sandbox for financial market infrastructure and strengthening cybersecurity, it plans to regulate crypto-asset markets. The European Commission's proposal for a regulation on markets in crypto-assets, dated September 24, 2020, is part of a comprehensive package for digitizing the EU's financial sector. This package is aimed at promoting innovation and

the adoption of new financial technologies and is designed to ensure proper protection for consumers and investors. Its basis is the Digital Finance Strategy in the EU (the so-called Digital Finance Strategy), published by the European Commission in September 2020. It is based, among other things, on the EU's Action Plan on financial technologies from 2018 and previous public consultations under the title "Fintech: A more competitive and innovative European financial sector" in 2017. In its digital finance strategy, the Commission outlined four priorities, and one of these priorities is "promoting digital innovations for consumers and market efficiency".

The approaches of the EU are particularly relevant for Swiss cryptocurrency providers in practice (especially for cross-border provision of crypto services from Switzerland to the EU), financial institutions, and vice versa. This involves exploring the opportunities and risks that may arise from the planned EU regulation and Switzerland's existing regulatory framework.

Ukraine, in turn, also seeks to implement new technologies to improve financial infrastructure and attract investments. This includes the adoption of the Ukrainian law "On Virtual Assets" (although it has not yet come into force, and active work is currently underway to update it and align it with the EU's Markets in Crypto Assets (MiCA) Regulation) (National Securities and Stock Market Commission, 2023). Additionally, a bill has been registered proposing amendments to the Tax Code of Ukraine and other legislative acts to regulate the circulation of virtual assets in Ukraine (№ 10225 dated November 7, 2023), etc.

However, this also requires attention to the alignment of approaches with the European Union and Switzerland. This is

explained by (1) the signing of the Association Agreement between Ukraine and the European Union, Ukraine's recent status as a candidate country for EU membership, and the need to implement European approaches at the national level on this basis; (2) Switzerland's comprehensive support for Ukraine's digital transformation since 2015 and the signing of a Memorandum of Cooperation in the field of digital transformation after the Ukrainian Recovery Conference 2022 between the Ministry of Digital Transformation of Ukraine and the Swiss Agency for Development and Cooperation (Ministry of Digital Transformation of Ukraine, 2022). Moreover, as announced in the Swiss International Cooperation Strategy for 2021–2024 and the overall state approach, Ukraine is a priority country for international cooperation (Federal Department of Foreign Affairs, 2021).

Therefore, the convergence of approaches between Switzerland, the EU, and Ukraine in the digitization of payment systems can serve as a basis for exchanging experiences and establishing common standards. Such an approach will promote not only collaboration between countries but also enhance their competitiveness, strengthen readiness for cybersecurity challenges, create a transparent investment climate, ensure a high level of consumer protection, and enhance the resilience of financial systems to the negative impacts of external factors. Cross-sectoral coordination and interaction between financial and technological infrastructure will contribute to the development of payment systems, facilitating the effective implementation of innovations and creating a favorable environment for integrating digital tools (such as crypto assets) into the global financial system.

Keywords: digitization; payment systems; central bank digital currencies; cryptocurrencies; resilience; financial inclusion.

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SUBSTANTIATION OF THE CONCEPTUAL FOUNDATIONS OF ENSURING THE MILITARY-ECONOMIC RESILIENCE

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Abstract. The war becomes a special challenge for the stability of the national economy and, especially, the economic support of the country's defense, since there are threats specific to the war (large-scale destruction of productive capital and infrastructure, significant disruptions in the continuity of energy supply, human casualties and social losses, unprecedentedly large volumes of displaced persons (refugees), a sharp drop in GDP in the presence of the need for a significant increase in defense and social support spending, etc.), as well as systemic threats, consisting of a significant number of external and internal influences, which, when combined, acquire the character of chain reactions. The concept of national resilience and, in its composition, economic and military-economic stability, as well as their practical implementation in Ukrainian realities, is a potential solution to this security dilemma, an effective response to modern challenges.

The mission of the concept should be to form organizational and economic mechanisms and favorable conditions for sufficient financial and economic support for the state's armed defense of its own strategic interests, adaptation to a sharp increase in military-economic needs and reducing the country's vulnerability in the field of security and defense in conditions of limited financial resources.

The purpose of the concept is to form a mechanism and tools for ensuring the military-economic stability of the state (as the ability of the country's economic system to provide financial and economic support for the processes of armed confrontation,

adaptation and recovery after negative external influences, in particular, during a military conflict) through:

- ensuring an appropriate level of readiness of the state and society in the military-economic sphere to respond to a wide range of threats and dangers,
- timely identification of vulnerabilities that weaken the security potential,
- adaptive management and effective crisis management and interaction at all levels,
- creation of the necessary reserves and alternative strategies, planning of measures and implementation of universal protocols of concerted actions,
- dissemination of necessary knowledge and establishment of reliable communications, rational use of limited resources, etc.

The objectives of the system of military-economic stability of the state are:

- monitoring, assessment and forecasting of threats and opportunities to ensure military-economic stability, modeling of possible scenarios and preparation of counteraction scenarios in order to prevent dangerous developments of events and/or timely response.

This makes it possible to effectively respond to threats of any origin and nature, including hybrid, to adapt to abrupt and unpredictable changes in the security environment, to maintain the sustainable functioning of the state before, during and after the crisis, and to quickly recover to the optimal level of equilibrium under certain conditions.

Keywords: economy, war, concept, military-economic, resilience.

DIGITAL DIVIDENDS: MEASURING THE IMPACT OF DIGITALISATION ON WELFARE OF THE COUNTRY

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Abstract. The digital revolution forced every economic entity to reinvent itself or at least rethink its operations. It transforms patterns of consumption and production, business models, preferences, and relative prices, and thereby entire economies. However, whether digitalization will deepen or reduce differences between economic entities is still being determined.

The study aims to measure digital transformation and estimate its impact on the country's economy. The object of the study is indicators (indexes) for assessing the level of digitalization and its effect on the economy ("digital dividends"). During the research process, the following methods were used: systematization and synthesis - identification and analysis of existing tools (indexes) for assessing the level of digitalisation of countries; econometric analysis to determine the impact of the level of digitalisation on the level of economic development of countries.

However, the scope and coverage for measuring the level of digitalisation vary considerably. One approach is to distinguish between the "digital sector" and the increasingly digitalised modern economy. The former approach covers the main activities in the field of digitalisation, on-line platforms, platform-enabled activities, or e-commerce. The latter system includes all activities that use digital data throughout the economy. Alternatively, efforts have been made to propose comprehensive measures of digitalisation for a single country and a large group of countries.

These include, in particular, the World Economic Forum's Network Readiness Index, the European Commission's Digital Economy and Society Index, the World Bank's Digital Transformation Index, and the International Telecommunication Union's ICT Development Index. These indices cover various aspects of the process, including infrastructure, access and use, affordability, level of integration and influence, relevant human skills, and regulatory environment. Although they are comprehensive, the disadvantage of these indicators is that they tend to be limited in terms of country and/or regional assessment, have short periods, and are often available only at low frequencies (e.g., annually). It dramatically complicates to carry out a dynamic assessment of the level of digitalisation of the economy and further creates obstacles to assessing the impact of digitalisation on the economic development of countries.

The impact of digitalisation on a country's economic development level can be assessed using the endogenous growth model, which reflects the relationship between GDP and capital, labour, and the digitalisation index, which was included in the model as an indirect indicator of technological progress. It should be noted that the digitalisation indices are compiled in accordance with the standard methodology for assessing the validity of the composite index, so the impact of each component of the index on the economy should be considered separately. In this case, it is possible to estimate the "digital dividends" for the economy fully.

Keywords: digital transformation, economic development, digital dividends.

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THE MAIN DETERMINANTS OF MANAGING THE SOCIO-ECONOMIC SECURITY OF AN ENTERPRISE IN MODERN CONDITIONS

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Abstract. Today, each socio-economic system is faced with difficult operating conditions, due to both an increase in the number of competing entities and a significant deterioration in external operating conditions caused by the pandemic consequences and the deployment of a full-scale war in Ukraine, started by the Russian Federation. This situation forces socio-economic systems to seek new ways of managing and solving new issues and problems. In modern development conditions, the issue of rational organization of the process of managing socio-economic systems becomes a key factor in their survival and ensuring further development. This is due to the fact that competitive operating conditions have led to significant strengthening and intensification of production capacity, which, in turn, requires the socio-economic system to form and actively implement new management mechanisms, which are aimed not only at the correct organization of the work and production process and solving problems tasks and goals of activity, as well as rational use and enhancement of the resource capabilities of the socio-economic system, as well as ensuring conditions for safe functioning and development.

The relevance of ensuring the socio-economic security of an enterprise in the modern world is very high, especially given the rapid changes caused by digitalization and the dynamics of the external environment. Modern enterprises find themselves in an environment where technological innovation and digital solutions open up new opportunities for business development, but also create new challenges and threats [1]. Digitalization has an impact on all aspects of an enterprise: from operational processes to

customer interaction and supply chain management. In this context, socio-economic security becomes an important element of strategic planning, as it includes not only financial sustainability and operational efficiency, but also protection from cyber threats, ensuring data privacy, and adapting to an ever-changing regulatory environment [2-3]. Thus, ensuring socio-economic security requires businesses to be flexible, able to quickly adapt to change and invest in advanced technologies and the skills of their employees.

Managing the socio-economic security of an enterprise is a comprehensive approach that includes identifying, analyzing and minimizing risks that may negatively affect the financial stability, reputation, legal compliance and overall ability of the enterprise to achieve its strategic goals. The purpose of such management is to ensure the sustainability and development of the enterprise in the long term, prevent potential threats and take advantage of opportunities that arise in a changing economic and social environment.

The process of managing socio-economic security begins with an assessment of the internal and external environment of the enterprise, which allows identifying potential risks and vulnerable points. This includes analysis of financial indicators, technological processes, market conditions, socio-political conditions and environmental factors. Based on this assessment, strategies and action plans are developed to strengthen weaknesses and optimize management processes.

Prospects for further research in the field of managing the socio-economic security of an enterprise can be multifaceted and

relevant, especially taking into account dynamic changes in the global economic and social environment. One direction could be to study the impact of digital technologies on enterprise security, especially in the context of growing cyber threats and the need to protect data. Another important aspect is the

analysis of the interaction between socio-economic security and sustainable development of enterprises, studying how security management practices can contribute to the achievement of sustainable development goals.

Keywords: socio-economic security; enterprise; management.

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AN INNOVATIVE APPROACH TO THE FORMATION OF THE ENTERPRISE'S SECURITY POTENTIAL IN THE CONTEXT OF CRISIS SITUATIONS MANAGEMENT

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Abstract. The relevance of an innovative approach to the formation of the enterprise's security potential in today's dynamic business environment cannot be overestimated, especially given the unpredictability of crisis situations. In today's world, where changes occur at an incredible speed, the ability of an enterprise to quickly adapt and respond innovatively to challenges becomes the key to its survival and success. An innovative approach allows not only to effectively respond to current challenges, but also to predict and prevent potential crises. This means not just applying the latest technologies or methods, but also creating a flexible, innovative culture within the organization [1]. The implementation of innovative methods of risk management, cyber security, data analysis and forecasting allow the enterprise to effectively identify and minimize potential threats. It also involves developing creativity and critical thinking among employees, which is essential for identifying and solving problems at an early stage. Therefore, an innovative approach to security not only contributes to the stability and development of the enterprise, but also forms the basis for its stability in conditions of constant change and uncertainty [2-3].

An innovative approach to building an enterprise's security potential is to implement advanced, often non-standard solutions and strategies to protect and stabilize the business in an unpredictable and changing external environment. The main goal of this approach is to provide the enterprise with such flexibility and adaptability that it will allow it to effectively respond to various challenges and prevent crisis situations that could negatively affect its activities. This approach includes integrating innovation into all aspects of safety management, from using advanced technologies to monitor and predict

risks to developing an organizational culture that promotes continuous learning and adaptation. This means that the enterprise not only implements the latest technological solutions to protect its assets and data, but actively works to develop internal resources, such as creativity and innovative thinking of employees.

The specificity of the innovative approach lies in its focus on foresight and preventive activities, and not just on responding to emerging problems. This includes analyzing trends, examining potential risks and opportunities arising from globalization, technological change, socio-economic shifts and other external factors. Thus, an innovative approach allows an enterprise to be one step ahead of potential problems, effectively managing its security potential and ensuring sustainable development in the complex conditions of modern business.

The prospects for further research into innovative approaches to building enterprise security capabilities promise to be varied and profound, given rapid technological change and the growing complexity of the global business environment. One of the key areas of research is the development and implementation of advanced technology solutions such as artificial intelligence and machine learning for forecasting and effective risk management. This includes not only the technical aspects, but also the study of ethical and legal issues associated with the use of such technologies. Another important area of research concerns the development of corporate cultures that promote innovation and flexibility. Studying how various aspects of corporate culture and organizational behavior influence an enterprise's ability to adapt to change and effectively respond to

potential threats is critical to understanding and improving security strategies.

Keywords: innovative approach; business environment; security.

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LEGAL BASIS FOR ENSURING ECONOMIC SECURITY OF THE STATE: A SYSTEMATIC APPROACH

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Abstract. In the context of ensuring the economic security of the state, the establishment of an effective legal support system assumes paramount significance. This imperative stems from the system's crucial role in proactively responding to evolving economic dynamics, thereby upholding, and fortifying the state's economic stability. The design and implementation of this system necessitate a meticulous formulation of precise objectives and strategic directions within the framework of legal regulation. A judiciously crafted legal support system serves as a linchpin for maintaining the state's economic integrity and resilience in the face of emerging challenges and fluctuations.

Within the realm of economic security, the imperative for the legal support system lies in the prioritization of state bodies tasked with safeguarding economic interests. This entails the meticulous delineation of responsibilities through the formulation of legal norms, which distinctly outline the parameters of legal regimes governing economic security. The essence of this prioritization lies in fostering a harmonized and efficient response mechanism among state entities to effectively counter potential threats. Through the establishment of clear priorities and responsibilities, the legal framework achieves a level of comprehensiveness and organization vital for navigating the complexities inherent in economic security challenges.

A key facet of effective legal regulation lies in the meticulous delineation of legal regimes overseeing economic security. This involves the precise demarcation of boundaries dictating the permissible conduct of legal entities and the establishment of well-defined limits on acceptable behavior. Through the establishment of these parameters, the legal framework serves as a foundational structure for the assessment and mitigation of potential threats to economic

security. This nuanced approach ensures a systematic and comprehensive understanding of the legal landscape within which economic entities operate, fostering a proactive stance in addressing and averting potential risks.

A fundamental tenet of robust legal norms involves the formulation of specialized requirements, standards, and norms specific to the realm of economic security. These meticulously crafted guidelines serve as critical benchmarks, delineating the parameters for legal compliance. They play an important role in ensuring that entities operate within clearly defined legal boundaries, thereby contributing to the establishment of a secure economic environment. This strategic integration of specialized standards within legal frameworks fosters a structured and regulated economic landscape, enhancing overall resilience and mitigating potential risks to economic security.

Optimal preparedness in the domain of economic security necessitates the incorporation of alternative forecasts of economic and social development within the fabric of legal regulation. This sophisticated approach acknowledges the dynamic nature of economic landscapes, enabling the formulation of adaptive legal measures. By grounding legal frameworks in alternative forecasts, the system becomes inherently equipped to address a spectrum of potential challenges, fostering resilience and proactive response mechanisms. This forward-looking integration of diverse economic scenarios fortifies the legal infrastructure, ensuring a robust and anticipatory approach to economic security.

In response to the ever-evolving nature of economic activities, imperative measures include the fortification of legal and administrative regulation by the state. This entails the ongoing development, adoption, and implementation of legislative acts meticulously crafted to harmonize with the

fluid dynamics inherent in contemporary economic landscapes. The reinforcement of legal and administrative frameworks stands as a pivotal strategy to ensure the adaptability and efficacy of regulatory mechanisms in tandem with the dynamic economic milieu.

An all-encompassing legal approach to economic security necessitates a multifaceted strategy that extends beyond singular interventions. This entails orchestrating measures such as the meticulous coordination of economic development, the advancement of sustainable production practices, and the establishment of an environment fostering healthy competition. The amalgamation of these diverse measures constitutes a resilient

and comprehensive legal foundation, strategically devised to safeguard and uphold the economic interests of the state.

In conclusion, the assurance of economic security for the state mandates a specialized and adept approach by governmental authorities. This method entails not only the prevention but also the detection and neutralization of threats to economic security. Through these proactive measures, an environment conducive to the fulfillment of national economic interests is cultivated. This underscores the importance of a strategic and vigilant stance by state entities in preserving the economic stability and integrity of the nation.

Keywords: economic security; state; legal infrastructure.

THE MAIN FACTORS OF FORMING THE COMPETITIVENESS OF THE ENTERPRISE

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Abstract. In modern economic conditions, when Ukrainian enterprises enter international product markets, the issue of competitiveness is particularly relevant and timely.

It is worth noting that the meaning of competition is to win specific consumers who use the services of competitors, and not to act against competing companies. But in order to win in the competition, you need to have a certain advantage in the market, to be able to create factors of superiority over competitors in the field of consumer characteristics of the product and means of its promotion on the market.

The market environment is highly competitive, and this necessitates the development of approaches to managing the competitiveness of the enterprise and its products. The process of creating competitiveness is complex because it combines elements of both the internal and external environment, so it is important to identify the factors that influence competitiveness management.

In order to determine the factors affecting the competitiveness of the enterprise and to shape it, first consider the essence of competitiveness as an economic and managerial category.

The success of individual enterprises in the competitive struggle in a highly competitive market depends on the conditions prevailing in the country. The correctness of this position is proved by the fact that, having

long-term stability, enterprises (firms, corporations) in such countries as Japan, Germany, France, the USA, South Korea and others achieve great success in certain sectors of the economy. But at the same time, it is the industry specifics that allow the enterprises of these countries to create and maintain competitive advantages in their market.

At the same time, several world leaders in this field work in the country at the same time. Examples include Japanese firms in consumer electronics, robotics, photo and copier equipment, Swedish heavy truck and mining equipment firms, French perfumery and cosmetics companies, Swiss pharmaceutical companies, and more.

Therefore, taking into account national and sectoral, and in some cases, regional characteristics, the ability of the enterprise to create and maintain competitive advantages at the international level is determined. This fact is also quite important for the economic growth of the country, since the standard of living in the country ultimately depends on the competitiveness of individual enterprises, their ability to achieve better quality and increase production efficiency.

Thus, the company's competitiveness should be ensured by indicators such as high production efficiency, which is realized thanks to modern equipment, technologies, qualified employees and the ability to win and maintain a stable position in the market for a long time, which is ensured by the effective use of marketing management principles.

Keywords: enterprise; management; competitiveness.

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ECONOMIC SECURITY OF THE STATE AS THE BASIS STRUCTURE OF NATIONAL SECURITY: INVESTMENT MANAGEMENT TAKING INTO ACCOUNT THE IMPORTANCE OF THE DEVELOPMENT OF THE EDUCATION SYSTEM AT ALL LEVELS IN THE CONDITIONS OF THE POST-WAR RECOVERY OF UKRAINE

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Abstract. Russia's war against Ukraine (and in particular a full-scale one) took many human lives, led to catastrophic destruction of infrastructure, objects of cultural heritage, caused enormous damage to all spheres of social life, including education at all levels. Taking into account the processes (their increase creates prerequisites for the emergence of threats to the economic security of the state as the basis of the basic structure of national security), which are currently being observed, fundamental changes are taking place in the worldview and positioning of people, citizens of Ukraine and all representatives of civilized society. Russia's war against Ukraine is permanent and takes place continuously on all fronts (in particular, geopolitical, informational and civilizational), in connection with which the requirements for ensuring economic security are being reformatted to a certain extent, taking into account the needs of the labor market, the requirements of the economy and employers regarding the definition and ranking, updating and forming a set of, so to speak, updated key performance indicators (KPI) at the state level, as well as those that can be considered indicators of the success of the country's existence as an a self-contained independent state and the formation of its own information and analytical system of education and management in modern realities. In general, the above indicates the

expediency of developing measures adequate to modern realities and making balanced management decisions, in particular regarding increasing the return on investment in human capital and, as a result, managing investments, taking into account the importance of the development of the education system at all levels in the conditions of the post-war recovery of Ukraine.

Since the beginning of the full-scale invasion, 793 educational institutions have suffered from bombings and shelling, and 365 of them have been completely destroyed (Education in times of war challenges and prospects for Ukraine, 2023). According to preliminary estimates (Zhyrii, 2023), the total direct losses of enterprises (including state ones) amount to 13 billion dollars. USA, and the total indirect losses are estimated at more than \$33 billion. Almost \$25 billion is needed to restore enterprises. USA (Zhyrii, 2023). These data also correlate with information about migration processes that occurred as a result of full-scale war. According to the estimates of the CES, the Center for Economic Recovery and the Institute of Demography, there will be a shortage of 3.1-4.5 million workers by 2032 due to the departure of citizens of the country. As a result, economic losses during this period may reach \$113 billion (Vinokurov, 2023).

Considering the above, it should be noted that an important role in the development and recovery of the economy of

Ukraine in the post-war period will be played by the presence and development of so-called "hard skills" and "soft skills" and, accordingly, an increase in the volume of investments in human capital. In connection with this, the formation and development of the management potential of leaders, managers, leaders, scientists, scientific-pedagogical and pedagogical workers of all levels of education through the development of so-called "hard skills" and "soft skills" becomes important, which will contribute to the expansion of opportunities formation of the personnel potential of the state (Denysenko, 2013; Breus & Harnaha, 2023).

According to the results of various studies, in the practical activities of employees in general, leaders and managers in particular, the contribution of so-called "hard skills" and "soft skills" to their professional urgency has been determined:

- according to the results of a study conducted at Harvard University (Harvard University) and the Stanford Research Institute (Stanford Research Institute), the contribution of "hard skills" is only 15% of career success, and the other 85% is determined by "soft skills" (Filatova, 2018, p. 218);

- in a study conducted by the Boston Consulting Group, the contribution of "soft skills" is distributed as follows: communication skills occupy 79%, an active life position – 78%, analytical thinking – 77%, endurance – 75%, the ability to work in a team – 74%, focus on achieving set goals – 70%, ability to resolve conflicts – 54%, ability to inspire with new ideas – 54%, creativity – 43%, reliability – 42% (Koliada & Kravchenko, 2020, p. 140);

- according to the results of a study conducted by the Stanford Research Institute (Stanford Research Institute) together with the Carnegie Mellon Foundation (Carnegie Mellon Foundation) among the general directors (CEOs) of companies from the "Fortune 500" list, the long-term and stable success of company managers in their professional activities is 75% is determined by "soft skills" and only 25% by "hard skills" (Filatova, 2018, p. 218).

Taking into account the above, in the context of the research problem, it is considered appropriate to emphasize the importance of the formation and development of "hard skills" and "soft skills". There are three categories of professions that differ in the ratio of "soft skills" and "hard skills":

- when professional skills and knowledge are more important: they mainly include theoretical specialists, developers, designers, engineers, etc. The ability to communicate is sometimes not decisive at all;

- certain professions require a balance of "hard skills" and "soft skills": lawyers, economists, teachers, doctors. Their interaction with the environment is partly no less important than their professional competences;

- professions in which the leading position is occupied by "soft skills": sales, marketing, creativity. The ability to listen, speak, attract attention can guarantee up to 90% of success (Breus & Harnaha, 2023; What are hard skills and soft skills: how the employer evaluates us).

Taking into account the above, it should be stated that the intensification of efforts at all levels of management regarding investment management (Denysenko, Breus, Panchenko & Prytula, 2023), taking into account the importance of the development of the education system at all levels, in particular the implementation of the conceptual foundations of the New Ukrainian School in the conditions of the post-war recovery of Ukraine as a basis for training future specialists, will contribute to the recovery the broken connection between education, science and production in the context of meeting the needs of the labor market, the requirements of the economy and employers in the event of intensifying efforts to form and improve the so-called "hard skills" and "soft skills" of all employees (Breus & Harnaha, 2023; What are hard skills and soft skills: how the employer evaluates us), including leaders, managers, leaders, scientists, scientific-pedagogical and pedagogical workers of all levels of education. The implementation of the above will generally contribute to increasing the level of economic security of the state as the

basis of the basic structure of national security, in particular due to the improvement

of the opportunities for formation and effective use of their existing potential.

Keywords: economic security; state economic security; investments, investment management, New Ukrainian school, education, higher education, institutions of higher education.

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PERFORMANCE MANAGEMENT OF AN INDUSTRY ENTERPRISE IN THE POST-WAR PERIOD

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Abstract. In today's unstable conditions, in order to support economic growth, it is important for enterprises to systematically adjust to changes. And this requires adjustment, and possibly the development of new strategies. Strategies do not change so quickly, it takes time and a balanced approach. Today, when adjusting old strategies or developing new ones, the role of external factors increases, under the influence of which strategies become flexible and less stable. It is necessary to pay attention to the growing importance of scenario thinking, alternative plans and actions in enterprises in the future. There is a problem of the interconnectedness of these factors and the need to explain their impact on the development of strategies. As external factors increase, it is necessary to change the way interests interact and align interests with business partners in the value chain of a product or service: owners, investors, suppliers, customers and employees, which will be increasingly important in the future. Changes will also be needed within enterprises in the direction of increasing the efficiency, effectiveness and speed of implementation of the main processes at the enterprise.

The theoretical essence of the concept of economic efficiency of enterprise activity was studied by Baglaeva N.S., Momot O.I., Pererva P.G. and Kravchuk A.V. Danko V.V., Oliynyk N.M., Makarenko S.M. and others. devoted to the analysis of modern methodological approaches to the overall assessment of the effectiveness of enterprise management. However, the directions of improving the efficiency of gas production enterprises remain poorly researched.

The place of this enterprise in the production of the country, its financial condition, and competitiveness in the market depend on the solution of the problems of managing the efficiency of an industrial

enterprise. The quantity, cost, quality condition, efficiency of the use of fixed assets affect not only the final results of the activity of an economic entity, but also the economy as a whole. The state, nature of reproduction and the level of use of resources are the most important aspect of analytical work, since fixed capital is a material expression of the scientific and technological process – the main factor in increasing the efficiency of any production. This necessitates a rigorous analysis of all components of the state of the enterprise's economy. A more complete and rational use of fixed assets means the conservation of resources for production at the enterprise, which contributes to the growth of labor productivity. Thus, it is possible to reduce the cost of a unit of production, and as a result of increasing the efficiency of the use of fixed assets, there is a decrease in the cost of production and an increase in profitability. Therefore, the study of the effectiveness of management of an industry enterprise is relevant.

The purpose of this work is to analyze and develop measures aimed at improving the indicators of managerial efficiency of the enterprise. The goal is revealed by the following tasks:

- analyze the features of the company's functioning in modern conditions;
- to consider the essence of the efficiency of enterprise management and the problems of its evaluation;
- identify the components of the efficiency of the head of the enterprise in the context of the challenges and requirements of the modern system;
- analyze the organizational and economic characteristics and financial and economic diagnostics of the gas production enterprise;
- evaluate the quality and efficiency of the professional activity of the gas production company;

- to study the use of world experience in managing the efficiency of the enterprise;
- to propose tools and priorities for improving the efficiency of the gas production enterprise;
- to develop directions for improving the management efficiency of the gas production enterprise in the post-war period.

The subject of the study is the efficiency of the sectoral enterprise. The object of the research is the system of efficiency management of a sectoral enterprise. The practical significance of the obtained results lies in the development of recommendations for improving the economic activity of the enterprise.

According to the results of the study, it is found that the problem of management efficiency is a component of management economics, which includes consideration of:

- managerial potential, that is. the totality of all resources that the management system has and uses;
- management costs, which are determined by the content, organization, technology and scope of work on the implementation of the relevant management functions;
- the nature of the labor department;
- management efficiency, i.e. the effectiveness of the actions of employees in the process of the organization's activities, the realization of interests, in the achievement of certain goals [1].

The most effective is not just the activity that gives the maximum result at the minimum cost, but the activity that maximally implements the goal in the result obtained. Therefore, it will be considered that the effectiveness of management activity depends primarily on the degree of goal-setting, that is, on the relationship between the goal and the result.

Management efficiency is a relative characteristic of the effectiveness of a particular management system, which is reflected in various indicators of both the management object and the management activity itself (management entity). The efficiency of the control system should be expressed through the indicators of efficiency

of the managed system, although it may have its own particular indicators [2, p. 139].

Based on the above information, it can be concluded that the gas industry is a critical sector of the world economy, and the efficiency of the head of the gas company plays a significant role in the success of the enterprise. Effective leadership, strategic thinking, financial management, operational efficiency, innovation, and communication are essential to the success of a gas company.

In the case of the gas industry of Ukraine, there is a need for reconstruction and restoration of gas production management with the massive introduction of new control technologies. To achieve this, it is necessary to implement programs based on the experience of other businesses and using the latest scientific research.

In addition, research has shown that innovative technologies can contribute to improving the efficiency and productivity of the gas industry. Therefore, gas producers need to focus on the introduction of new technologies to improve their operations and maintain a competitive advantage.

Based on the analysis of the organizational and economic activities of the gas management department, it can be seen that the enterprise faces several problems, such as low production efficiency, insufficient use of resources, inadequate financial management. Diagnostics of financial and economic activities revealed the need to improve financial planning, management of production costs, diversification of sales markets. Assessing the quality and performance of a gas producer's professional performance also highlights the importance of investing in workforce training and development, as well as the need for better communication and coordination between departments.

To solve these problems, several directions for improving the efficiency of management of gas production enterprises have been proposed. This is the use of world experience in managing the efficiency of the enterprise, the introduction of new management technologies, the optimization of production processes, and the diversification

of sales markets. In addition, proposals were made on tools and priorities for improving the efficiency of the gas production enterprise, such as the introduction of effective contracts, the establishment of performance indicators and the development of effective incentive systems.

In the post-war period, Ukrainian gas producers may face various challenges, such as a shortage of qualified personnel, outdated technology, insufficient investment, and political instability. To improve the efficiency of the management of these enterprises, the following areas can be considered: technology modernization, which involves upgrading existing technology to improve efficiency and productivity. This is the introduction of new methods of gas production, processing, transportation and storage, modernization of drilling rigs, and optimization of production processes through data analysis, and the introduction of remote monitoring systems, and the introduction of automation technologies.

Personnel training and development: Ukrainian gas producers can invest in training and development programs for their employees to improve their skills and knowledge. This can be achieved through seminars, conferences, workshops, and other forms of training. **Improved governance and transparency:** By improving governance and transparency, producers can attract more investment and enhance their reputation. This can be achieved through the implementation of transparent and efficient management systems, sound financial reporting, and the implementation of best practices.

Cooperation and partnerships: Cooperation with other gas producers can create synergies and leverage each other's strengths. Partnerships can include joint ventures, research collaborations, and technology sharing agreements. **Safety and Environmental Management:** This area will inherently aim to improve the safety and environmental sustainability of gas production processes by introducing new technologies and processes to reduce emissions and waste, improve employee safety, and implement risk management systems to identify and mitigate potential hazards. **Diversification of revenue streams:** Ukrainian gas producers can explore opportunities to diversify their revenue streams beyond traditional gas production. This can include investing in renewable energy sources such as wind, solar, and hydroelectricity. **Focus on customer needs:** Gas producers can improve their efficiency by focusing on the needs of their customers. This involves improving customer service, quality control, and supply chain management.

Thus, the directions of improving the efficiency of management of a gas production enterprise in the post-war period are decisive for ensuring the sustainable development of the enterprise. The experience of other enterprises in the reconstruction and restoration of industrial gas production management with the mass introduction of new management technologies can be a valuable source of information for improving the activities of gas production enterprises.

Keywords: management; management efficiency; post-war period; gas production enterprise; new technologies; development.

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THE SEMANTIC WEB: THE ROLE OF INFORMATION DATA IN THE INFRASTRUCTURE OF DIGITAL ASSETS

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Abstract. Digitalization of the economy is one of the most important elements in creating sustainable competitive advantages of economic development. However, the distinction between business and technology functions is becoming increasingly blurred as traditional industrial structures and business models are disrupted.

The huge amount of digital data puts forward higher criteria for the new network architecture. As a result, the Semantic Internet is becoming increasingly intelligent, three-dimensional and decentralized from the point of view of economy, culture and technology, which allows solving the ownership of web data in accordance with distributed decentralization and introducing new methods of content production, organizational structure and economic forms. This article examines a comprehensive approach to the role of information data in the infrastructure of digital assets, focusing on semantic networks, which is based on the principles of uncertainty, complexity and relativity in the context of digital transformation.

The study analyzes the theoretical foundations of the formation of the future integrated Web 3.0 ecosystem based on digital technologies such as artificial intelligence, cloud computing, decentralized storage, blockchain, semantic networks and innovation ecosystems.

The study explores the priority directions of the evolutionary trends of the framework for the detection of spatial digital assets through global positioning system, geographic information system and other technologies. Using a number of theoretical concepts and practical considerations, the research article emphasizes the importance of implementing digital advances to support the recovery and rationalization of the system of

using digital resources in the conditions of the Russian Federation's war against Ukraine and the post-war revival.

The digital reforms implemented by Ukraine currently cover issues of access to information, public services, trust services, personal data protection, digital asset infrastructure, digitalization of the economy, protection of children's rights on the Internet, e-governance, Diya ecosystem projects, etc. Digital services of information data "Electronic payer's cabinet", the Unified portal of public services (with a mobile application) "Diya", software recorders of settlement operations, etc. significantly simplify the interaction of citizens and businesses with the state.

The developed e-government system, which is a network of information data, helps citizens gain access to public services through an online platform and applications on a mobile phone and which currently covers more than 14 million users. In this cluster, Ukraine achieved particularly positive results, in particular in the field of information society and media, in which the government carried out an in-depth sectoral reform and brought the legislation closer to the EU acquis regarding the single digital market.

However, in the conditions of a state of war, the national economy faces fundamentally new risks and threats that are not inherent in peacetime economies, which slows down economic development due to significant losses of industrial and infrastructural digital assets due to targeted destruction by the enemy, primarily in areas of active hostilities.

The system of restoration and rationalization of the use of digital resources for the distribution of data in a centralized, decentralized or distributed network and the

formation of compatibility with the current development.
web architecture should acquire further

Keywords: semantic network; digital infrastructure; digital assets; artificial intelligence.

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EUROPE'S DIGITAL TARGETS FOR 2030

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Abstract. The rapid development of socio-economic phenomena became an impetus for the active use of information and digital technologies. Penetration of information and digital technologies (Big Data, Internet of Things, cloud technologies, etc.) into all processes and spheres of society to optimize and automate them, increase productivity and improve communication interaction with users. Digital transformation as a new trend of global social development leads to an increase in the efficiency of the economy and an improvement in the quality of life. The intensive process of digital transformation generates the emergence of new digital technologies and solutions, and the specifics of their impact require additional scientific study.

The purpose of the study is to analyze the achievement of each goal until 2030, based on a cooperation mechanism consisting of a structured, transparent and joint monitoring system based on the Digital Economy and Society Index (DESI). The object of the study is The Digital Decade policy program, with concrete targets and objectives for 2030.

The research methodology is based on a dashboard of indicators summarizing Europe's performance across the four dimensions of the Digital Decade policy program: digital skills, digital infrastructure, digitalisation of

business and digitalisation of public services. The cooperation mechanism consists of a structured, transparent and shared monitoring system based on the Digital Economy and Society Index (DESI) to measure progress towards each of the 2030 targets. In DESI, aggregation of indicators by sub-indices, sub-indices in indicators of the DESI index, indicators in the general index was carried out from the bottom up, using simple average weighted arithmetic averages according to the structure of the index.

To calculate the DESI index, various indicators were selected, divided into thematic groups, which illustrate some key dimensions of the European information society (telecom sector, broadband, mobile, internet usage, internet services, e-government, e-commerce, e-business, ICT skills, Research and Development). These indicators allowed to compare progress across European countries, as well as over time.

Based on the results of the Digital Economy and Society Index study, relevant indicators of the effectiveness of digital technologies in Europe were summarized. The evolution of the EU member states in the field of digital competitiveness is analyzed. DESI indicators were compared with EC indicators. The value of calculating the index in Ukraine on the way to European integration is determined.

Keywords: European Union; indicators; DESI, the digital decade; policy program.

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THE CONCEPT AND ESSENCE OF THE ADAPTIVE POTENTIAL OF THE PUBLIC HEALTH ZONE IN THE CONTEXT OF CONFRONTING GLOBAL INSTABILITY

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Abstract. The modern world is characterized by absolute uncertainty caused by epidemics, climate change, as well as geopolitical conflicts, creating new challenges for the health care system. The internal process of reforming the health care system in Ukraine, military operations, the consequences of the pandemic and the upcoming global economic crisis require the heads of healthcare institutions to take effective measures to adapt the enterprises under their care to work in conditions of turbulence and uncertainty. In the conditions of the VUCA world and increasing competition, an important place in the management of public health protection is occupied by the development of the adaptive potential of the enterprise.

Adaptive transformations in micro-level business entities in the health care sector are also accompanied by the modernization of the entire health care system and objective structural transformations of the country's economic system.

The purpose of the work is to study the economic category "adaptive potential of health care institutions" and determine the directions of development of the adaptive potential of health care institutions in conditions of uncertainty.

The insufficient development of theoretical and practical aspects of the economic context of adaptation and adaptation potential has led to the need for specification and additional understanding of these economic categories. The object of the study is the process of determining the essence and developing the adaptive potential

of a health care institution (HPO) under conditions of uncertainty.

Despite the fact that modern science uses various approaches to understanding adaptation and the adaptive potential of an enterprise, the study of this issue in economic science began relatively recently. The theory of adaptation, in the form in which it is used in modern economic science, was developed within the framework of the general theory of systems, where it generalizes the experience of natural and social sciences in studying the problems of adaptability of complex self-organizing systems to the changing conditions of the operating environment.

In the economic literature there are quite a large number of definitions of the concept "adaptation". Initially, the concept of adaptation was formed in physiology, where it is defined as a set of reactions that ensure the body's adaptation to changes in internal and external conditions. In socio-economic research understand adaptation as the ability of a system to detect purposeful adaptive behavior in complex environments and the process of adaptation itself. Adaptation in cybernetics is the accumulation and use of information to achieve an optimal, in some sense, state or behavior of the system under initial uncertainty in changing external conditions.

When defining adaptation, it should be taken into account that it is understood both as a process and as a result: adaptation is used to refer to the process in which a system adapts to factors of the external or internal environment; adaptation is used to denote the relative equilibrium that is established between the system and the environment;

adaptation is understood as the result of the adaptive process of the system.

The author's research involves terminological ordering and identification of the essence of the category "adaptation potential" to eliminate and reduce the uncertainty and confusion that invariably arises when using the term in scientific circulation. The adaptive potential of a health care institution (HPO), according to the author, should be understood as the latter's ability to respond in a timely and effective manner to changes in the external and internal environment, due to the sum of the reactions of all component segments of the potential, aimed at realizing the goals, objectives and mission, in the interests of stakeholders in the best possible way.

The component segments of an enterprise's potential include: production, scientific and technical, logistics, innovation, personnel, financial, investment, information potential and other functional resource-generating areas of the enterprise's potential (Kyzyma O., 2021).

In order to assess the "adaptive potential of the Health Care Institution", we need to set the base level (equilibrium point) of each segment of the enterprise's potential under ideal conditions. Conduct a study to determine the key factors of the negative impact of global and local instability on each segment of the enterprise potential of the Health Care Institution and their conditional weight. In the future, investigate the change (reaction) of the equilibrium point under the influence of the above-mentioned factors, each segment of the company's potential and build an economic model to determine potential risk zones and opportunity zones.

This approach creates a framework for effective management of instability and maximizing opportunities for the

development of the enterprise's adaptive potential. By defining a baseline for each potential segment under ideal conditions and examining the impact of global and local volatility, we create a framework for risk and opportunity exploration. Analysis of factors that have a negative impact and their conditional weight allow us to focus on the main challenges. The response of each segment to these factors helps predict possible changes and respond to them. The application of the economic model allows you to determine practical ways of managing risks and using opportunities. The results of such an analysis will serve as a basis for strategic planning of the health care institution, which must be flexible in responding to changes.

The adaptation potential of the enterprise is a dynamic complex of qualities, resources and strategies that ensures constant development and improvement of needs (The Encyclopedia Americana, 1963).

Thus, from our point of view, in order to increase the adaptive potential of health care institutions and assess the adaptive capabilities of organizations, it is necessary to form a management strategy that provides:

- definition of the organization's goals system and strategic vision;
- formation of the mission of the organization;
- developing a management strategy and increasing the adaptive potential of health care institutions in conditions of global instability;
- management of strategy implementation and implementation of the results evaluation system;
- monitoring and adjustment of results.

The development of methodological approaches to assessing the adaptive potential of a health care institution is a complex and interesting process that has undeniable practical value.

Keywords: adaptation potential, healthcare facilities, globalization, instability, strategy.

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THE IMPACT OF GLOBALIZATION TRENDS ON THE ECONOMIC SECURITY OF THE STATE IN TIMES OF WAR

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Abstract. Globalization of economic activity is one of the main vectors of development in the modern world. Integration and globalization have a direct impact on all aspects of the internal and external life of countries, their economy, politics, social life, and culture. Integration and globalization are manifested primarily in the formation of an active mechanism of interconnections of individual elements: countries, industries that actively interact in the global system.

Globalization for the foreign economic activity of the industry has two main aspects: as a process of internationalization, integration, interaction of national economies and as homogenization of economic life, which is unified, gaining new features and standards in the process of exchange of goods, process and product innovations, means and technologies of production, political and cultural ties and forming common principles and values. The process of integration and globalization varies from country to country and occurs unevenly and at different rates. Accordingly, foreign economic activity carries threats and dangers associated with the processes of integration and globalization. This is primarily due to changes and deformations in the structure of capital flows and threats of economic degradation.

Globalization has two main levels: at the first level, industry producers are searching for ways to minimize costs and form new forms of industry specialization and cooperation. At the second higher level, globalization is taking place at the level of forms of state and international cooperation, and the legal basis for interstate forms reflecting economic and social interests is being formed. As a result of these processes, various types of international institutions such as international associations, unions or transnational corporations have been formed and are operating [1].

The key factors of integration and globalization of foreign economic activity are economic factors, which consist in a significant concentration of capital formed by financial and industrial groups of a particular country's industry that are cramped within the country and need to enter foreign economic markets. In the context of globalization, the efficiency of national economic sectors depends on the results of domestic economic activity of industry-forming enterprises and on participation in global economic relations and the degree of integration of national industries into the world economy.

At the same time, the development of international economic interaction in modern conditions is determined by the categories of integration and globalization. The process of international integration is an objective process that includes economic, political and cultural integration, convergence of countries and their subjects in all spheres of human life on the basis of common human interests.

Globalization is a category that reflects the processes of exchange of capital, goods, services, and human resources that goes beyond state borders and takes the form of a growing international transformation of national economies. The growth of economic globalization processes is caused by the growing material and financial interest of countries and their enterprises in constant economic cooperation with other more developed countries (as a technology market) and less developed countries (as a sales market), active formation of a common world economic space and transition of most countries to a market economy; development of infrastructure that simplifies physical connections and interaction, improvement of transport systems, information communications, etc [2].

Thus, the links between the sectors of the national economy and enterprises of the

sectors with the world economy are carried out through the forms of economic relations that have been formed and function in certain international markets: international trade; international currency relations (regulation of exchange rates); - finance and international capital flows (investments, loans), as large corporations and banks operate internationally; international exchange of scientific and technical information, technical and technological developments, transfer of innovations, participation in international research, innovation and investment projects; world market prices and their regulation within the framework of international trade and cooperation; movement of labor force, labor migration.

The process of integration of domestic economic sectors into the international market is carried out through the activities of individual business entities of industry-forming enterprises in the international market and their participation in international cooperation processes. The processes of international cooperation in the world take place in certain areas of international cooperation and relevant international markets: international trade, capital, labor, technology and innovation, within the framework of currency relations and price regulation. The entry of domestic industries and their enterprises into the international market is associated with significant changes in the conditions of the external and internal economic environment, increased negative impact of destabilizing factors, since enterprises of the industries are affected by both external and internal economic production and resource factors when entering external international markets [3].

Thus, the purpose of strategic planning in ensuring the economic security of the industry is to ensure the security and increase the efficiency of the industry and its enterprises in the process of their domestic economic and foreign economic activities. At the same time, the realization of this goal depends on the existing production, technical and resource potential of the industry and the enterprises that form them, the state and efficiency of the domestic market, which is

the material basis of the industry and forms its competitiveness both in the domestic and foreign markets.

According to the functional approach and in the context of modern economic European integration and globalization, competitiveness is defined as the ability of a country, industry and enterprises that form them to counteract the impact of international competition in the domestic market or in the external international market. The confrontation in the foreign and domestic markets and the increasing impact of destabilizing factors encourage business entities to activate internal resources and optimize the production and resource potential of the production system both at the industry level and at the level of individual enterprises [4].

Thus, the process of entering foreign economic markets and safe and effective international cooperation is impossible without systematic support of the integration process as interaction and improvement of international cooperation, which deepens international specialization and cooperation of production through the development of close and deep relationships and cooperation of production structures at various levels and forms of cooperation. At the same time, the current global environment and the intensification of globalization processes in the context of military operations emphasize the need to increase the competitiveness of domestic enterprises and enhance the security of their integration process when entering foreign economic markets. Economic sectors and the international market interact with each other through the ties of the national economy and the world economy, which are economic, political, social, cultural and educational in nature.

As part of the formation and implementation of strategic planning for integrated competitive development in ensuring economic security, the article proposes to apply system-structural, functional and integrated approaches to the formation of a model for analyzing and assessing the level of economic security of the industry on the basis of four systematically

interrelated functional component blocks: resource security, which includes components of information, financial, energy, personnel and investment security; production security block, which includes production and technological. The analysis and evaluation of the indicators of the components of these functional blocks allows determining the level of economic security and the main threats to the economic security of the industry. The next stage of the strategy is the formation of the main basic goal and promising strategic objectives that would ensure the realization of the main goal of ensuring economic security [5].

Implementation of strategic planning in ensuring the economic security of the industry is possible only if internal and external actors of economic security - enterprises of the relevant industries, industry associations and effective legislative and regulatory activities of state bodies and institutions, international economic organizations - actively cooperate. At the same time, external actors pursue their own economic policy and realize their own economic and political interests.

The mechanism of ensuring economic security in the context of military operations in the industry by its components is aimed at ensuring the economic security of the industry in the domestic market and when enterprises of the industry enter foreign economic markets. The mechanism for ensuring the economic security of the industry includes a set of methods, means and tools for ensuring economic security that can lead to the achievement of the goal set in the economic

security strategy. For the successful implementation of the process of ensuring the economic security of the industry, it is necessary to develop regulatory, legal, information, analytical, financial, logistical, and institutional support [6].

Thus, the effectiveness of ensuring the economic security of the industry depends on the effectiveness of strategic, tactical and operational planning in ensuring economic security, the effectiveness of organizational and managerial measures and the effectiveness of the mechanism for ensuring the economic security of the industry in the context of globalization. Strategic planning of integrated competitive development in ensuring the economic security of the industry is based on two main principles: increased competitiveness of the industry, its products and enterprises, which will increase the level of internal and external security of the industry and increased security of the integration process by ensuring the security of economic relations of the industry with external counterparties in the international market space. Thus, the planning and implementation of integrated specific development allows to define and implement a plan of comprehensive actions aimed at neutralizing potential and real threats to the internal and external economic environment in order to protect the enterprises of the industry from negative impact and ensure the security of the process of integration of enterprises of the industry into the international market in the current conditions of globalization.

Keywords: trends; globalization; economic security; state; foreign economic activity.

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FEATURES OF SERVICE MARKET TRANSFORMATION IN THE CONTEXT OF DIGITAL ECONOMY

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Abstract. Digital transformation worldwide is not a new phenomenon and has developed since the 1970s. However, recently this process has rapidly accelerated, and thus significantly improved network infrastructure and communication, hardware and software, which is increasingly able to supply services around the world. In addition, with the increase in digitization of information, an increase in the capacity of computing and the wider penetration of high-speed Internet connections, the ability of firms to collect, transmit and process information has increased significantly. The movement of information across borders has become an important component as a contribution to the production of goods and services and a key component of new types of data that is intensively used in international markets. However, the available trading barriers and the emergence risk reducing the benefits of digitalization, restraining innovation and creating obstacles to the movement of digital services across the border. This issue has been covered in great detail by OECD experts in the study "Barriers to trade in digitally enabled services in the G20".[1]

Digitalization has a comprehensive impact on the trade and openness of the market. Rapid technological developments contribute to the trade in services through digital networks, open up new opportunities due to the expansion of boundaries, which causes the emergence of more transactions. Information and communication technologies form the basis of a digital economy, providing the necessary network infrastructure and supporting the digitization of other types of services. Once the services can be digitized, they can be transmitted through electronic networks internationally. The rapid increase in data and the number of connected devices

increases consumer demand for fast and reliable communication networks. Therefore, a policy that encourages competition and investment in high -speed networks is important for disclosing all the potential of digital transformation [2].

The development of a digital economy in the country depends on how in the conditions of global trends of the gradual transition to post -industrial society, its transformational processes develop. Thus, in countries where post-industrial society is already formed, the transformation of the socio-economic system occurs in the conditions of development of financial markets and the lack of prospects of "explosive development". Other countries that are only in the construction of post-industrial society may have different prospects for the transformation of the national model of socio-economic system, depending on the directions, strength and speed of change of institutional environment and the availability of synergistic effects, including through the introduction of elements of digital economy.

The digital economy permeates all sectors by all categories: state and private; real, non -productive and financial; mining, manufacturing and service sector. From the one point of view, digitization are ways of bringing any kind of information into digital form [3, c. 259]. We agree with the statement of J.-P. De Clerk is that digitalization is to use digital technologies and data (digitized and digital form initially) for profit, business development, change/transformation which is based on the use of digital information [4].

In our opinion, in the context of digital transformation, the development of the services market depends on the nature of the service depending on its ability to digitalization (digitalization).

Accordingly, digital economy services can be divided into:

- Absolutely digital - services that can be created and consumed directly in a digital environment (online)
- partially digital - services that are created in a digital environment (online), and are consumed in the real environment (offline) or vice versa.
- services that cannot be digitalized (Non-Digital) - services created and consumed in the real environment (offline)

This ability of services to full or partial digitalization, or their inability to digitization, is due to the essence and key characteristics of the service as a subject of public exchange. It is impossible to fully digitize tourist services and tourism product, which is actually a comprehensive embodiment of tourist services, which combines no less than two such services, which are sold or offered for sale at a certain price, which includes transportation services, accommodation services and other tourist Services not related to transportation and placement (services for organizing visits to cultural, recreation and entertainment, sales of souvenir products, etc.).

Transport, hotel and restaurant services, beauty salons, medical services, etc. are not subject to digitalization, that is, those whose creation and consumption depends directly on the presence of the consumer at the place of their provision or on the presence near the consumer of the person who directly provides them, provided that the creation and consumption of the service is impossible outside the field of direct interaction of the consumer and service provider.

However, you can provide intermediary services for both complex tourism products and individual tourist and related services (reservations, consultations, payments, etc.) in full in the digital space. This process in the domestic national economy is significantly influenced by national features of digitalization. In the current conditions of

information technology development as a digital infrastructure of the tourism industry, it is enough for a few minutes to plan a journey: instantly book a plane, read a response about any restaurant, find and rent housing in any corner of the world. The technologies have done it all possible and raised to a new level. The development of a digital economy shapes the main trends of the development of the tourism market around the world, including in Ukraine. According to experts, the most important among them are: "Globalization of tourism business; active development of transnational Internet resources; convergence of tourist services and consumers; the appearance of new distribution channels; mass exit of offline companies on the Internet; changing the consumption model: personification of the approach in the organization of travel; using mobile app"" [4]. New technologies that are created allow the tourist to work directly with the tourist service manufacturer, which helps to provide the consumer with a better and inexpensive product, increasing the manufacturer's responsibility [5].

In fact, the digitalization of tourist services contributes to the management of the behavior of tourist services, since the purchase of tourist services is the acquisition of future positive emotions from travel and/or rest. It is this feature that distinguishes the consumption of tourist service and tourist product - this process is accompanied by a manifestation of emotions in the process of consumption.

Characterizing the services market in the national economy, a scientific and methodological approach to the classification of services in the digital economy, depending on the ability or inability of services to digitalization, which complements the existing approaches to the classification of services and allows to understand the nature of different types of services in the conditions of digital economy development.

Keywords: digital transformation; market; development; digital economy.

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THE ROLE OF LOGISTICS CONTROL IN THE BUSINESS MANAGEMENT PROCESS

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Abstract. Controlling logistics systems is a modern approach to managing and controlling processes in logistics. In the conditions of growing competition and the need to optimize business processes, controlling is becoming an increasingly urgent task for companies engaged in logistics activities. However, without the proper level of control and analysis, logistics systems can become inefficient and cause negative business consequences. Therefore, it is important to apply controlling methods that allow you to quickly identify problem areas and propose solutions for their elimination. The purpose of the research is the application of controlling in logistics to increase the efficiency of business processes and achieve competitive advantages of the enterprise in the domestic and foreign markets. The object of the study is the process of financial control of the enterprise using logistics controlling tools. The main methods of controlling in logistics were used for the research - benchmarking, key performance indicators, cost and profitability analysis. These methods and tools are an integral part of the logistics systems management process. The use of logistics controlling tools and methods will allow monitoring the current situation, identifying problem areas and developing strategies to improve the company's work.

Controlling logistics systems plays a key role in ensuring the efficiency of the enterprise. It allows performance analysis, inventory and transportation optimization, service quality control, and information systems integration. All this helps to reduce costs and improve the quality of the enterprise's logistics system. It is recommended to systematically conduct controlling, constantly improve processes and implement new technologies to achieve the best results.

Thus, controlling is an effective tool for improving logistics systems. Examples of the successful application of controlling show that the analysis of current processes, the development of optimization measures and the use of automation tools can significantly increase the efficiency of logistics and reduce the costs of the enterprise.

Keywords: logistic; development; management.

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SECTION 2

Financial, management and tax accounting: from theory to practice

SYSTEMATIC APPROACH TO PLANNING AND MANAGEMENT OF ORGANIZATIONS' ACTIVITIES

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Abstract. Effective development of the organization requires the development and implementation of the organization's management system and the coordinated planned work of this system in order to make the best and most optimal use of all available human, material, financial, technical and technological resources of the organization. As a result, the application of a systematic approach to planning and managing the activities of organizations is important.

Generalization of the conceptual foundations of the system approach to planning and management of organizations' activities was carried out in detail in the works of Appello Jürgen [1], T. Bozhydarnik [2], M. Vasylyk [3], L. Dykan [4], M. Butko [5] and other scientists.

The aim of the study is to generalize the conceptual foundations of a systematic approach to planning and managing the activities of organizations.

The object of the research is the conceptual foundations of a systematic approach to planning and managing the activities of organizations.

The methodological basis of the study was the application of systemic, structural system-structural scientific approaches,

methods of analysis and synthesis, generalization. It is researched that an organization is a social formation that is created to achieve a certain goal or mission, has clearly defined boundaries, acts on certain principles and requires the use of all necessary management functions; An important task of planning and management is the organization and direction of the activities of individual components of subsystems, elements of the system in order to ensure the interaction and overall functioning of the system and its components. Creation, development and functioning in organizations is carried out on the basis of a systematic approach as a leading scientific concept, as well as with the use of other scientific approaches, such as process, structural, functional, complex, quantitative, qualitative, resource, dynamic and others.

The obtained results and practical value of the study lies in the generalization of the conceptual foundations of the system approach to planning and management of the activities of organizations, determining its main features; integrity, divisibility, structurality, the complex application of which makes it possible to effectively manage the entire system.

Keywords: management; mechanisms; activities of organization.

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MANAGEMENT AND TAX ACCOUNTING ASPECTS IN ATTRACTING INVESTMENTS IN RENEWABLE ENERGY PROJECTS, FROM THEORY TO PRACTICE

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Abstract. The transition to renewable energy sources has a significant role for a sustainable future. An increasing number of countries are paying considerable attention to the impact of entities on the environment and are encouraging companies to develop electricity from renewable energy sources. With the global aim to reduce the human carbon footprint, the push for sustainable practices intensifies, and the focus on renewable energy projects has grown significantly. There is a development of local regulations to ensure that companies focus on energy efficiency and environmentally friendly policies. For instance, according to the Dutch civil code, entities that are enterprises of public interest must disclose in their financial statements the impact on the environment and the practical steps that companies are taking to reduce their negative impact on climate change. Some of the governments stimulates investments in renewable energy through a wide range of tax benefits, subsidies, and credits. This topic aims to familiarize users with the fundamentals of management and tax accounting aspects in attracting investments to renewable energy projects.

The theoretical basis of attracting investments to renewable energy projects requires the investee to delve into a comprehensive understanding of the unique challenges and opportunities inherent in the sector. A company aiming to attract investment for developing a renewable project must provide potential investors with strategic planning, a program of risk mitigation, and a nuanced comprehension of the regulatory landscape. It is likely that investors will require a sufficient level of internal rate of return (IRR) to cover all potential risks. In attracting investment, a company has to

discover the required level of IRR in the market and assess investors' risk appetite. Understanding and assessing investor risk appetite is crucial for portfolio managers to tailor investment strategies that align with the preferences and objectives of the stakeholders. The term the investors' risk appetite is defined as follows:

- Investor risk appetite refers to the willingness of investors to accept uncertainty and potential losses in pursuit of higher returns. It encompasses both the quantitative aspect, involving risk metrics and measures, and the qualitative aspect, which considers the investor's emotional and psychological readiness to withstand market volatility (Markowitz 77).

- Investor risk appetite is the psychological and financial disposition of an investor towards risk-taking. It reflects the investor's preferences for risk and the trade-off they are willing to make between risk and return (Kahneman 263).

- Investor risk appetite refers to the level of risk exposure an investor is willing to tolerate in their investment decisions. It is often influenced by factors such as the investor's financial goals, time horizon, and their emotional response to market fluctuations (Jegadeesh 65).

It is evident that different countries pose varying country risks. Specifically, in Ukraine, which has faced unprovoked Russian aggression, investors will require a substantial Internal Rate of Return (IRR) to cover their risks. In such a situation, the local government has to encourage investors to invest in defined sectors by providing tax benefits or grants. Considering Ukraine, before the full-scale invasion, the Ukrainian government played a significant role in supporting renewable energy investors.

Ukraine established a feed-in tariff for renewable energy projects tied to the UAH/EUR exchange rate. Additionally, the government allowed companies to use an accelerated depreciation method for energy equipment. In simple terms, companies were exempt from paying income tax in the initial stages of operating energy projects.

Credit export agencies (ECA) serve as another tool for attracting investment in the renewable energy sector. Different countries have established ECAs to support the local production of energy equipment. ECAs provide investors with insurance, which significantly covers various risks, including, but not limited to, political and military risks. However, they also require investors to use

defined national vendors in renewable projects. Companies seeking investment in renewable projects may collaborate with ECAs to achieve mutual goals: supporting national vendors while meeting investors' risk appetite.

The successful attraction of investments to renewable energy projects necessitates a holistic understanding of theoretical foundations coupled with practical insights into management and tax accounting dynamics. By adopting effective management practices and leveraging tax incentives, stakeholders can enhance the financial viability and attractiveness of renewable energy initiatives.

Keywords: renewable energy; sustainable future; environmental impact; electricity generation; global carbon footprint; energy efficiency; environmental regulations; financial disclosure; tax benefits; management; tax accounting; investment attraction.

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COST STANDARDIZATION AS A TOOL OF EFFICIENT MANAGEMENT AT INDUSTRIAL ENTERPRISES

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Abstract. Market relations constantly dictate new requirements for management accounting of production activities of industrial enterprises. Today, the management has a growing need for a variety of information about the costs of manufacturing goods and their sale, which are not distorted as a result of the allocation of costs. In connection with this, the requirements for rationing material and non-material resources and costs are also increasing, which require a scientific and practical approach to the development of new standards taking into account innovations and conditions of modern market relations.

The efficiency of the operation of the enterprise depends on the rational use of all types of resources and determines the need for a gradual transition to a unified cost management system. Today, enterprises need a comprehensive system that would combine planning, accounting, cost analysis of products (works, services) and control, and the effectiveness of which would be confirmed by a system of cost norms. The cost management system consists of such organizational subsystems as the search and identification of resource saving factors; rationing of resource costs; expenditure planning by types; cost accounting and analysis; stimulation of resource saving and cost reduction. The advantages of implementing such a system at industrial enterprises are: ensuring the competitiveness of products, works and services due to lower costs and prices; availability of high-quality and reliable information about the cost of certain types of products (works, services) and their position on the market in comparison with similar indicators of competing enterprises; the ability to assess the financial performance of each unit and make

effective, timely and well-founded management decisions.

Since the activity of the enterprise is primarily related to the use of resources (means of production, labor, capital, land, etc.), which contribute to the emergence of costs, the constant increase in the use of labor tools, the expansion of production volumes, the introduction of new basic funds and attracting investments require the use of more and more raw materials, materials, fuel and energy resources. Determination of the enterprise's need for various types of material resources is carried out on the basis of cost norms, which are developed either by the enterprises themselves or by branch research organizations on their order.

According to the dictionary of the economist and entrepreneur [3], the concept of norm means a legalized rule, a recognized mandatory procedure for carrying out certain actions; an established, documented value that determines the rate of resource consumption, revenue generation, profit, time consumption, production, and the material consumption rate is the maximum permissible amount of raw materials, materials, fuel, energy that can be used to produce a unit of products of a certain quality.

According to the definition of V.F. Pokropyvny, the rate of consumption of one or another type of material resources is the maximum allowable value of the cost of manufacturing products under specific production conditions, taking into account the need to use the most advanced technology and raw materials (materials) of the highest quality [1]. The cost rationing process assumes deep knowledge of the economic essence, the role and significance of various types of standards in production planning and its material and technical support.

The system of norms for the consumption of material resources includes a large number of various norms, which are classified according to certain characteristics. In business practice, three main methods of rationing the costs of material resources are used.

The rationing of the costs of material resources begins with the study of production conditions to understand the impact of the costs of material resources on a unit of manufactured products in order to optimize the choice of raw materials, materials, the introduction of advanced technologies and the choice of the most rational organization of production, and involves the observance of certain of its scientific principles. The most important of these principles should be: progressiveness, technological and economic reasonableness, dynamism and ensuring the reduction of norms.

By its content, the rate of consumption is an approximate average value. There are two types of norms: basic norms of expenditure, approved by orders at the level of relevant ministries (norms of consumption of fuel for special and specialized vehicles, electric energy, fuel, lubricants and operating materials, etc.) and norms developed by the enterprise for its own needs, which take into account the type of activity of a particular enterprise, its specifics of production, the technologies involved in the production process, the degree of wear and tear of fixed assets, the level of professional training of employees, the distribution chains of finished products, as well as the conditions of transportation, storage, operation, maintenance and disposal, etc. They are important factors in ensuring the austerity regime and affect the overall costs of the enterprise as a whole per unit of production.

Keywords: cost, management, industrial.

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The establishment of cost norms per unit of production occurs by summing up the cost norms for materials, raw materials, labor and general production costs. In practice, two approaches to determining cost norms are used. In the first case, the actual use of materials and labor is analyzed, and in the second, norms are established by calculation with the help of technical analysis. Actual (current) standards are developed for each type of parts, assemblies, blocks and other products, taking into account the level of technology, organization of production and labor at the enterprise. Spending rates should remain unchanged as long as deviations from actual spending are not significant.

As practice shows, the larger the volume of production and sale of products at the enterprise, the more carefully the working time norms for each stage of the production process (by transitions, operations, details, stages of the technological process, etc.) should be developed. Even slight excesses of the actual costs of working time against the cost norm cause a significant increase in the wage fund and cost price and a decrease in the profitability of production [2].

Therefore, a clear rationing of expenses, developed on a scientific basis, is the foundation for production management. With regard to products produced by an industrial enterprise, there are established requirements - approved standards that determine the consumer qualities of each product. However, even if the products meet current standards, this does not mean that production does not require cost control. Cost management on the basis of norms prevents unnecessary losses, allows management to make timely adjustments to production processes, increases production efficiency and improves financial results and competitiveness of the enterprise.

TAXATION OF SMALL BUSINESSES: CHALLENGES AND PROSPECTS

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Abstract. Given the dynamism of the Ukrainian business environment, the taxation system in Ukraine has undergone significant changes. Even in the most difficult periods of wartime, Ukrainian entrepreneurs show incredible resilience, continuing to work and develop.

One of the key challenges facing our country today is to make the tax structure in Ukraine as simple as possible in order to ensure the necessary stability of tax revenues to different levels of budgets. Tax policy should address the task of establishing optimal taxes that promote entrepreneurship and ensure sufficient budget revenues [4].

In today's realities, taxes are not used as a tool to increase the competitiveness of the state, and their regulatory function is not aimed at ensuring sustainable economic growth. And the simplified taxation system faces problems such as reduced motivation of entrepreneurship and lack of interest of entities to switch to the simplified regime, which limits development and reduces production rates - the costs of managing specific taxes exceed the budget revenues arising from their taxation. In addition, tax-related regulations are generally heavy and immature; moreover, some legislative provisions are sometimes inadequate and may be incompatible.

In order to optimize the tax burden on business entities, the Office of the President of Ukraine intends to implement a 10-10-10 tax reform, which provides for a reduction in tax rates: value added tax from 20% to 10%, personal income tax from 18% to 10%, and corporate income tax from 18% to 10% [3]. Experts estimate that if certain VAT exemptions are canceled, the tax rate could be reduced to 16% without loss of revenue [1]. Thus, the proposed model of VAT taxation can contribute to the creation of a stable tax system and reduce the shadow economy, having a positive impact on the state budget.

In general, the optimization of the tax burden involves the following measures:

- reduction of state expenditures for the maintenance of the tax system and the costs of taxpayers associated with the procedure of their payment;

- minimization of taxation as the main factor influencing the reduction of economic activity of the payer;

- creation of a tax collection system that, through the accumulation of financial resources, contributes to the implementation of economic growth and employment policies;

- Reform of the taxation mechanism, taking into account the impact on the distribution of income in order to ensure a greater level of fairness [2].

Measures that, in our opinion, should be implemented to improve the efficiency of taxation of business entities:

1. Simplify the taxation system. Ukraine's complex tax system, which includes more than 20 types of taxes and various exemptions and deductions, fosters corruption and fraud, so simplifying it could reduce the administrative burden and make it easier for taxpayers to fulfill their tax obligations.

2. Modernization of tax administration. The modern tax administration system requires innovation, including investments in technologies that support online filing and payment, to increase efficiency and reduce costs, while the government should strictly enforce compliance.

3. Enforcement of tax legislation. Ukraine has a serious problem with tax evasion, which requires increased penalties and intensified audits from the government to ensure compliance and optimize the system with regard to economic consequences.

In conclusion, the tax system needs to be reformed to become more efficient and transparent. It is also necessary to review the declarative nature of the principles of the tax

system in Ukraine, taking into account global international standards.
trends and ensuring harmonization with

Keywords: business; environment; tax; entrepreneurship; shadow economy.

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IMPLEMENTATION OF AUTOMATED CALCULATION OF SICK LEAVE IN ACCOUNTING SYSTEMS

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Abstract. According to the Law of Ukraine «About mandatory state social insurance» [1], the following indicators are taken into account when calculating the amount of sick leave: calculation period, average salary, insurance experience. It is easy to make a mistake in calculating such indicators and the calculation takes a lot of time. Therefore, it is recommended to implement automated calculation of sick leave in accounting systems.

Automated calculation of sick leave in accounting can lead to:

- Increased accuracy and speed of calculations: Automated calculation of sick leave can facilitate and speed up the determination of benefits for employees, reducing the possibility of errors that can occur with manual calculations.

- Saving time and resources: An automated process can free up resources and working time for other tasks because it will require less manual intervention.

- Increased control: An automated calculation system can provide greater control over sick leave, taking into account all calculations and requirements.

The implementation of automated calculation of sick leave can be useful, but it depends on the specific needs and characteristics of the organization. Here are some features of automated calculation that need to consider:

1. Privacy and Data Protection: Ensuring the protection of confidential

information is a key issue as it relates to employee health data.

2. Adaptation of personnel: Changing work processes may require adaptation and training of personnel.

3. Cost of implementation and maintenance: Depending on the volume and complexity, the cost of automation can be significant.

4. Individual characteristics: Each organization has its own needs and characteristics, so the decision whether to implement automated calculation of sick leave must be made individually for each case.

5. The need for accurate information: The ability to automatically calculate sick leave requires accurate and up-to-date data in the system. If the information is incorrect or out of date, it can lead to incorrect calculations.

Thus, the implementation of automatic calculation of sick leave can be useful, especially in large organizations, where manual calculation can be time-consuming and impractical. However, it is important to carefully consider all aspects and consider the individual needs of the company before making a decision.

The general rule is that the implementation of automated systems should be carefully planned and take into account the specific conditions of the organization. Also, it is important to ensure a high level of user support and staff training for effective use of the new system.

Keywords: sick leave, automated calculation, insurance payments, accounting, taxation.

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ADVANCING STATE FINANCIAL CONTROL: A COMPREHENSIVE APPROACH IN THE CONTEXT OF EUROPEAN INTEGRATION

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Abstract. In the present landscape of national public finances, there is a pressing need for carefully refining the legal, organizational, economic, and informational frameworks that support state financial control. This necessity arises from the evolving nature of economic governance, emphasizing the crucial importance of aligning control mechanisms with internationally recognized standards and practices.

The financial control paradigm within the European Union, epitomized by the operational framework of the European Court of Auditors, stands as an exemplar of effective governance. Notably designed to safeguard the interests of EU taxpayers, the European Court of Auditors operates autonomously, devoid of explicit legal powers, yet plays a pivotal role in fortifying the budget management processes of the European Commission. This model entails a multifaceted approach, encompassing meticulous auditing procedures, thorough inspections across entities handling EU funds, comprehensive reporting mechanisms, and collaborative engagements with diverse stakeholders. The intricacies of this model underscore the nuanced strategies employed to ensure fiscal transparency, accountability, and judicious utilization of financial resources within the European Union.

The EU Financial Regulation serves as a foundational framework dictating the principles and procedures governing the inception, execution, and oversight of the EU budget. Regular reviews, exemplified by the proposed amendments in 2022, underscore the commitment to adaptability in response to the evolving dynamics of the long-term budget. This regulatory cornerstone not only upholds transparency, protection, and flexibility but also signifies a continuous effort to refine financial regulations in tandem

with the ever-changing requisites of sound fiscal governance. The ongoing deliberations in 2022 exemplify the European Union's dedication to maintaining a robust regulatory infrastructure aligned with contemporary financial landscapes.

The process of accession to the European Union mandates candidate countries to undergo a comprehensive restructuring of their financial control mechanisms. This transformative endeavor aims to align these mechanisms with the fundamental tenets of good governance. During the pre-accession negotiations, candidate countries are tasked with establishing and fortifying internal financial control systems that adhere to international standards. The efficacy of these systems becomes paramount, directly influencing a country's accessibility to crucial EU funds. This meticulous process underscores the pivotal role that a robust financial control framework plays in facilitating the integration of nations into the European Union, emphasizing adherence to the principles of good governance and fiscal responsibility.

The concept of state internal financial control, as propounded by the European Commission, serves as a comprehensive blueprint grounded in international standards and the best practices of the European Union. This conceptual framework promotes a holistic approach that expressly discourages multi-level subordination and hierarchical closure within the financial control system. By advocating for transparency in the utilization of budgetary funds, the concept aims to provide objective information and establish effective control mechanisms for identifying and rectifying violations. Its overarching objective is to ensure the accessibility of European Union funds for candidate countries, underlining the commitment to aligning with international

financial standards and fostering a robust and accountable financial environment.

In the pursuit of advancing financial control mechanisms, a pivotal consideration lies in reevaluating the current paradigm governing various forms of financial control. Specifically, internal financial control, audit quality control, and tax control emerge as focal points requiring intensified scrutiny due to inherent organizational imperfections. Drawing insights from international experiences in financial control, particularly within the framework of European integration, should inform a nuanced approach to enhance these specific areas. This strategic recalibration aims to harness the collective wisdom derived from global best practices, contributing to the continuous refinement of financial control methodologies on both national and international fronts.

In the contemporary landscape of national public finances, the imperative to

refine the state financial control system is underscored by the need for adaptability to emerging challenges. A comprehensive implementation of the outlined measures, guided by international experiences, becomes paramount for achieving optimal results. The urgency to enhance the state financial control system is particularly accentuated by the imperatives of European integration, necessitating a harmonized approach to align with global best practices.

In conclusion, these proposed theses articulate a scientific and reasoned imperative for the enhancement of the state financial control system. Drawing insights from the European Union model and aligning with the principles of European integration, this multifaceted approach ensures the development of a robust, adaptable system capable of effectively navigating the evolving challenges within the realm of public finances.

Keywords: public finance; financial control; mechanism; management.

ECOLOGICAL TAX IS A TOOL FOR TAX INCENTIVIZING IN NEW INNOVATIVE TECHNOLOGIES

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Abstract. The ecological tax is a mechanism utilized to influence the economy, aiming to encourage the adoption of more environmentally sustainable technologies and consumption practices. It serves as a stimulus for innovation in the sphere of ecological technologies, the advancement of renewable energy sources, and the reduction of harmful emissions.

This study aims to identify the challenges of ecological taxation and devise new strategies for the implementation of a "green" approach in Ukraine.

The research focuses on the ecological tax and its functionalities.

Ecological tax is one of the tools utilized to incentivize the use of environmentally friendly technologies and reduce the negative impact on the environment. Environmental taxation aims to increase the cost of environmentally harmful products by imposing taxes on emissions, the use of limited resources, or other sources of pollution. Funds collected through ecological taxes should be allocated towards the development of environmental technologies, research, and innovation, encouraging enterprises to modernize their assets in an environmentally conscious direction.

The main purpose of the environmental taxation system is to stimulate sustainable development and reduce the negative impact on the environment through taxation of certain types of pollution or resource consumption. Environmental taxation is a system of taxes, discounts or other financial mechanisms aimed at reducing the negative impact of human activity on the environment and preserving natural resources. The taxation system is based on the principles of encouraging sustainable practices, implementing environmentally friendly technologies and increasing the efficient use of resources.

The ecological tax is a tool for influencing the activities of economic entities with the aim of preserving the environment, minimizing harmful impacts, and incentivizing the reduction of environmental pollution.

Ecological tax can be imposed on businesses based on the level of their environmental pollution. The higher the pollution, the higher the tax. This creates a financial incentive for companies to reduce their production of pollutants or transition to more environmentally friendly technologies.

Increasing the rates of the ecological tax raises the financial burden on businesses that pollute the environment. To avoid high tax costs, companies are compelled to reduce emissions and other negative impacts on the environment. This stimulates investment in environmentally friendly technologies and equipment modernization.

Increasing the rates of the ecological tax will help businesses align with the EU standards and norms regarding environmental pollution. Companies will be compelled to seek ways to enhance their technological processes and equipment to meet new, more stringent requirements.

From the standpoint of consumer demand, an increase in the price of products that include pollutants can reduce their demand. This may incentivize businesses to shift towards more environmentally friendly alternatives in the production of goods or services. The transition to alternative ecological technologies represents a social responsibility of businesses towards society, aiming for a more sustainable development.

The regulatory function of an ecological tax is determined by its ability to influence environmental behavior and pollution levels. The ecological tax can incentivize pollution reduction by taxing emissions and resource usage. The higher the tax rates on pollution,

the greater the financial motivation for businesses to reduce their emissions and seek more environmentally friendly technologies. Elevated rates of the ecological tax prompt businesses towards environmental innovations, the quest for new technologies, and production methods that contribute to reduced emissions and resource utilization. Governments can encourage companies towards environmental investments by providing tax incentives, reducing tax rates, or even offering additional subsidies for ecological projects.

In the face of growing consumer interest in environmentally responsible products and services, companies that already implement eco-friendly technologies may gain a competitive edge in the market and contribute to sustainable development.

One of the tax incentives for investing in ecological equipment for profitable enterprises is accelerated depreciation. Accelerated depreciation is one of the effective tax incentives that encourages companies to invest in ecological equipment. Depreciation involves reducing the value of assets over their service life. Accelerated depreciation allows companies to more quickly deduct expenses for acquiring ecological equipment from their tax obligations, reducing their tax expenses and increasing the availability of funds for other investments.

This stimulates companies to invest in new, more efficient, and environmentally friendly equipment since it allows them to gain tax benefits sooner. Such an approach can make investments in ecological equipment more attractive, lowering its initial usage costs.

The right of enterprises to use accelerated depreciation of environmental assets is economically justified.

Firstly, it allows reducing the tax burden on enterprises in the initial years of using environmental equipment when the costs of its acquisition might be high.

Secondly, the use of accelerated depreciation methods provides industrial enterprises with motivation to implement more efficient technologies to minimize the

negative impact on the environment. Investors are directly interested in funding enterprises utilizing environmental equipment as such enterprises can gain tax benefits through accelerated depreciation.

Through reducing the costs of environmental equipment, accelerated depreciation can incentivize enterprises to develop and implement new, more environmentally friendly innovative technologies. If the equipment has a short depreciation period, it means that the expenses for its purchase are recouped relatively quickly. This can make investing in ecological equipment more appealing to enterprises as they will receive returns on investment in the early stages of operation.

Furthermore, environmental equipment often has lower operational costs compared to regular equipment. Therefore, immediately after depreciation, the enterprise can anticipate reduced expenses on fuel, resources, maintenance, and repairs, which can positively impact their profits.

In general, accelerated depreciation methods can make investing in green equipment more attractive. Accelerated depreciation creates incentives for enterprises to replace outdated equipment with more efficient and environmentally friendly ones, which helps reduce emissions and improve the environment.

This way, companies can propose, when developing their accounting policies, to consider the interests of investors in environmentally innovative technologies. It is advisable to document the use of accelerated depreciation methods in the accounting policy directive in accordance with IAS 16 'Property, Plant and Equipment'. Investing in ecological equipment through accelerated depreciation aids in reducing the negative impact on the environment, as new equipment is typically more resource-efficient and reduces emissions of pollutants. New ecological equipment may enable companies to reduce costs on energy, resources, and avoid penalties for pollution, which can positively impact their economic efficiency.

Therefore, the environmental tax should serve as a step towards the rational use of

resources and incentivize taxpayers to engage in environmentally responsible activities. In Ukraine, it is necessary to develop an environmental policy that reflects the actual impact of enterprises on the environment. Depending on the degree of a company's impact on the environment, different tax rates should be established. This will help incentivize companies to reduce their negative impact. It's crucial to ensure transparency in environmental policy, the use of tax funds for actual measures to improve the community's environment. Establishing mechanisms for monitoring and sanctions for non-compliance

with environmental requirements is important to ensure the implementation of the stimulating effect. If companies do not adhere to environmental standards, they may face additional tax obligations.

The conclusions drawn ascertain that the ecological tax serves as an instrument to motivate companies in establishing infrastructure for the development and integration of innovative, environmentally friendly technologies. The government can foster innovation in this domain through the establishment of tax incentives, discounts, or even complete tax exemptions.

Keywords: ecological tax, pollutants, environment, rates.

FEATURES OF THE COMPANY'S LOGISTICS MANAGEMENT

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Abstract. The development of market processes in Ukraine conditions enterprises' search for innovative models of development and effective management. The most effective of them is the application of logistics management in the company's activities as a factor in increasing the level of competitiveness in the market.

The task of logistics in the company cannot be considered in isolation from the strategic goals of its business. In this sense, the concept of "mission" is often used, which defines the company's philosophy on the market for its products (services).

The mission is the foundation that determines all further strategic and tactical goals and objectives of the firm and the decisions made on their basis.

At the current stage of the development of market relations, for most firms, the missions they declare include the goal of maximum satisfaction of consumer demands regarding the quality of goods and services.

Companies are increasingly evaluated not only for the quality of their products and services, but also for their ability to deliver finished products on time in small quantities to the immediate point of consumption.

The purpose of logistics in the company is to ensure the overall management of material and service flows, as the basis for achieving long-term success in business.

The logistics mission should provide the company with a system of vision of high quality of its products and services, competitiveness, integration of supply, production and marketing strategy, be the credo of the company, positioning it in relation to the market and competitors [1].

Logistics management is the process of strategy formation, planning, management and control over the movement and storage of raw materials, materials, production stocks, finished products and the flow of information from the point of origin to the point of

consumption in order to effectively adapt and meet the needs of consumers.

The company's logistics management is a synergy of the main management functions, which include organization, planning, regulation, coordination, control, accounting and analysis, with complex logistics activities.

In the process of building modern micrologistics systems, it is of great importance to determine the place of logistics management in the general structure of the company's management and to determine the areas of interaction with other areas of management.

The object of logistics management is flows, any processes related to the movement of raw materials, materials, unfinished products and goods.

The company's logistics management system includes the following subsystems:

- management of the movement of goods (management of product purchases, work with suppliers; distribution of goods);
- management of information support and document flow (information support; document flow, that is, those types of documentation that relate to the process of customer service; software);
- logistics infrastructure management (ensures the functioning of the procurement, supply, storage and delivery system to the consumer);
- logistics cost management;
- customer service management (operations related to work with customers and orders) [2].

Thus, the peculiarity of logistics management is that it is related to all functional branches of management (investment, innovation, production, finance, information, personnel) in the processes of procurement management, both in terms of strategic and tactical (operational) goals and

objectives. material resources, production and sale of finished products.

Keywords: logistic; development; management.

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MANAGEMENT OF BUSINESS PROCESSES IN MODERN CONDITIONS

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Abstract. Business models are used in the context of e-business. The development of IT will fundamentally change the nature of the firm and the essence of innovation. The influence of the latest information technologies on various business models occurs in retail trade, the pharmaceutical market, tourist services, and electronic markets.

Management of business processes refers not only to certain types of activities, because it is management of end-to-end processes. Many of these processes will involve multiple departments, job functions, and IT systems. Defining business processes is the first step to control and optimize their productivity and efficiency. The identification process includes defining the scope of the process, the activities and actors involved, the relationships used to manage the work process, and the goal/outcome the process must achieve.

Business process design is more detailed than identification and is related to both existing and future processes. Design efforts often include a more detailed analysis of process flow, business rules, triggering events, decision points, data creation and use, and interfaces/transfers between process participants. Formalized Business Process Modeling Notation (BPMN) allows for consistent design of processes that can use for analysis and modeling, as well as for managing automated process execution.

Most modern business processes involve some level of technology, either to replace manual tasks or to support them. Business process automation is done for many reasons, including achieving digital transformation goals, improving service quality, increasing operational productivity and scalability, and cost containment. BMS can be as simple as automating individual tasks or as complex as automating end-to-end workflows through multiple integrations.

Business process implementation is the implementation of developed processes within operations. Process execution can include any combination of manual and/or automated tasks defined as part of process design, as well as any business rules that determine the flow of work within a workflow. Process execution is where the company realizes the value of the business processes and also where the costs arise. Some of the key factors for evaluating process performance are scalability, cost, lead time, effectiveness in achieving process goals, employee efficiency/productivity, product/output quality, and consistency of performance.

Process monitoring is the tracking and measurement of various processes in an organization to understand how well they are performed, how effective they are, and where improvements and optimizations are needed. Process management is the use of monitored information as a basis for initiating actions that ensure the functioning of processes.

Monitoring can take many forms and the approach used will depend on the nature of the business processes. Transaction monitoring allows you to get an idea of the progress of individual transactions (parts of work) within the business process. This type of monitoring shows the route of a transaction through a process's workflow and how much time it spent in various states to determine how efficiently the process is running.

Predictive monitoring of business processes using modern technologies such as machine learning and predictive analytics allows companies to reconcile past performance and environmental factors that affected the process. The degree of monitoring detail, frequency and level of monitoring automation depend on the level of technological process management. Processes that must be highly efficient (for cost reasons), operate in real time (for example,

online financial transactions), or those that must ensure a high level of quality and consistency (for example, medical processes) are likely to require more intensive and detailed monitoring .

Optimization of business processes is an aspect of continuous improvement of business process management. During process execution, monitoring data will identify opportunities for process improvement and tuning to improve process performance metrics (cost, speed, quality, consistency, and efficiency).

Optimization of business processes is an aspect of continuous improvement of business process management. Process optimization is a way to understand what actions need to be taken or changes made to achieve more desirable results. This often involves returning to the design and modeling phase of business process management to evaluate alternatives. Once a change has been implemented, the results of the change can be measured through ongoing process monitoring.

In situations where continuous improvement is not enough and/or changes in the business environment have led to a change in the goals, the achievement of which is entrusted to the processes, business process reengineering may be required. This may involve major redesign of an existing process, consolidation of several processes, and/or discontinuing some processes and replacing them with others.

The main advantages of business process management:

- Increased Business Flexibility Business Process Management provides companies with greater control and flexibility, allowing them to modify and reuse workflows or customize them to meet changing business needs.

- Cost reduction and revenue growth – financial performance improves through more efficient use of resources, reduction of waste, and faster introduction of new products and services to the market.

- Improvement of efficiency and productivity - management of end-to-end business processes allows to reduce the number of bottlenecks (queues) and increases the loading of production capacities.

- Better visibility-monitoring of business processes provides increased transparency of process productivity and the ability to quickly recognize problems and respond to them.

Compliance, safety-structured processes, and the ability to demonstrate adherence to processes are essential for compliance, as well as for the safety of employees and customers.

Customer Orientation - Business process design and modeling techniques are increasingly used to demonstrate a company's ability to meet customer needs, including the use of simulation and proof-of-concept.

Consistency of business process management processes helps in standardization of processes, creating a single way of performing tasks, actions, etc. within your organization. Consistent execution is the key to consistent results.

Keywords: entrepreneurship; business; business model; information technologies.

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CHALLENGES FOR THE BUDGETARY POLICY OF UKRAINE DURING THE WAR

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Abstract. Budgetary policy is a powerful tool for managing the country's financial resources and plays a key role in stabilizing the economy, functioning of the budget system, and coordinating its links for the effective use of its functions by the state, which is especially relevant during wartime. The full-scale invasion of the territory of Ukraine forced the government to review the previously set goals with the aim of reorientation towards increasing the financing of defense and social protection of the population, attracting international support. The purpose of the study is to substantiate the prerequisites and consequences that arose during the war and the tasks that are solved in the area of budget planning at the state level. The object of research is the organizational and economic processes of creating conditions for the development of the national economy in the conditions of hostilities. It has been proven that the budget policy requires the development of vectors of improvement in the conditions of war and in the direction of the development of a clear economic and budget strategy.

In times of war, budgetary policy becomes the main tool for managing the country's financial resources in the context of achieving strategic goals in conditions of instability and threats to national security. Ukraine, as a country that succumbed to Russia's unprovoked military aggression, faces complex tasks and challenges in the area of budget planning, which require an effective strategic allocation of resources to priority areas, including national defense, social support, and economic recovery.

Analyzing the course of military operations on the territory of Ukraine since February 24, 2022 and the peculiarities of economic development during this period, it

is worth paying attention to, in our opinion, important challenges for budgetary policy.

The first challenge is related to the physical decrease in the number of tax-paying enterprises, which definitely affected the amount of revenues to the state budget. In particular, at the end of February 2022, the Russian army actually occupied some territories of Kyiv, Chernihiv, Sumy, Kharkiv, Luhansk, Donetsk, Zaporizhzhia, Kherson, and Mykolaiv regions. Hundreds of enterprises, including industrial ones, operated on these territories.

According to the State Statistics Service of Ukraine, as of March 2022, 524,231 individual entrepreneurs and 105,661 enterprises were registered in these regions [1]. However, as of May 2022, control of the Ukrainian authorities was restored in the Kyiv, Chernihiv, Sumy, and Kharkiv regions, which created conditions for the return of business to these territories. The liberation of part of Kharkiv Oblast and Kherson Oblast in October-November 2022 also contributed to an increase in the number of enterprises, however, constant shelling of the front-line territories has a negative impact on business activity in the region to this day. In addition, it is worth noting not only the fact that the number of enterprises has decreased, but also the number of employees, which has led to a decrease in income to the state budget from taxes on the income of individuals.

Along with this, it is necessary to pay attention to the suspension of business operations throughout Ukraine at the beginning of the war, because according to the available sociological researches of the service "Diya" [2], it can be concluded that during the first three months of the war, about 46.8 % of business actually did not work. In addition, 24.6% of respondents said that their work was partially restricted, which could

mean running a business at a loss and paying minimal income tax. In general, it can be noted that in the first three months of the war, 71.4% of Ukrainian enterprises faced serious problems related to the demand for their products, availability of orders, logistics and other factors.

Missile attacks against energy infrastructure and power outages had an equally negative impact on business operations. Thus, according to a survey of enterprise managers, in November 2022, most entrepreneurs (86% of enterprises) were forced to temporarily stop production processes due to a power outage. On average, businesses lost 21% of total business hours due to power outages during November 2022. However, as of the second half of December 2022, nearly three-quarters of businesses (74%) reported that they had installed independent power sources. However, some respondents indicate that working on generators leads to business losses, or that conventional technical means cannot provide sufficient power for large-scale production [3]. Thus, problems in the functioning of Ukrainian business, caused by the consequences of the occupation and hostilities, can be considered one of the biggest obstacles to filling the state budget of Ukraine, which in general negatively affected the effectiveness of budgetary policy implementation.

The second challenge for the budget policy is related to the occupation and blockade of Ukrainian ports, the introduction of a no-fly zone, the congestion of ground logistics routes and the inconsistency of the railway tracks of Ukraine and Europe, which ultimately led to a change in the dynamics of foreign trade and the state budget not receiving funds from the taxation of foreign economic activities. The high rate of decline in export volumes continued throughout 2022, which indicates a reduction in the country's export potential and gives grounds for the conclusion of critical threats to the national economy after the end of the war, because the reconstruction of destroyed enterprises and demining of agricultural land may take tens of years. All this will be a significant burden on

the revenue and expenditure part of the state budget. The decrease in the volume of foreign trade negatively affected the revenues of the state budget of Ukraine, because the historical and structural features of the national economy caused the dependence of the state budget revenues on the value added tax on goods imported into Ukraine.

Long-term delay due to import dependence of the national economy led to significant losses of the state budget of Ukraine in wartime conditions, because in the structure of budget revenues, the value-added tax on imported goods in the pre-war period was 30%, while the value-added tax on manufactured goods was 6-12%. Therefore, the decrease in import volumes led to a decrease in revenues to the state budget of Ukraine from value added tax on imported goods.

In our opinion, the third challenge for the budgetary policy of Ukraine during the period of martial law is the introduction of a number of tax benefits aimed at supporting business development in wartime conditions. Thus, at the beginning of Russia's full-scale aggression against Ukraine, the Government made a decision to introduce a number of tax and customs benefits, namely:

- benefits regarding the payment of a single social contribution for individual entrepreneurs; a tax of 2% of turnover was introduced for businesses as an alternative to paying VAT and income tax;

- exemption from payment for land, environmental tax and real estate tax located in the territories where hostilities are (were) taking place or in the territories temporarily occupied by the armed forces of the Russian Federation;

- exemption for the period of martial law from taxation of goods and vehicles with import duty and VAT;

- exemption for the period of martial law from taxation with customs payments of transactions involving the import of goods, the final recipients of which are law enforcement agencies, the Ministry of Defense, the Armed Forces, voluntary formations, etc.;

–simplified procedure for exemption from VAT of medicines, medical devices and auxiliary means for them; simplified procedure for declaring goods by submitting a preliminary customs declaration, which contains all the necessary information for the release of goods.

The introduction of such tax and customs benefits shows the flexibility of the Government's response to the challenges faced by Ukrainian business during the war. The efficiency of such anti-crisis measures allowed enterprises to get quick access to preferential conditions, which contributed to the relief of their financial situation, preservation of jobs and competitiveness.

In general, the introduced tax and customs benefits have a positive impact on Ukrainian business, contribute to its recovery and development in a difficult situation, and also demonstrate the government's pragmatic approach to supporting the country's economy.

However, the implemented benefits also led to significant losses of the state budget of Ukraine due to a decrease in revenues from value added tax, customs duties and excise tax.

Nevertheless, we positively evaluate the budgetary policy in the context of the introduction of tax benefits, because at the beginning of the war, such a measure contributed to the prompt recovery of

business operations and the preservation of jobs. However, a problematic aspect in this context is the excessive duration of the use of tax benefits, because for the year 2022, business, on the one hand, has adapted to the state of war, and on the other hand, it needs much more resources and conditions for development than the result of savings from paying certain types of taxes.

The fourth challenge for the budgetary policy of Ukraine is the choice of the structure of state budget expenditures for the period of martial law. As a result of a full-scale war in 2022, there are problems with the implementation of most items of the expenditure part of the state budget. Given the need to ensure intensive combat operations and overall security of the country, defense expenditures were not completed for the reasons that the planned indicators of defense expenditures were revised several times during the year, and the actual amount of expenditures increased. However, taking into account the prolongation of the war, an important task of the budgetary policy should be the task not only of ensuring the financing of defense, but of creating conditions for the development of the national economy in the conditions of hostilities, because, in our opinion, it is our own financial and production resources that are the determining factor of victory.

Keywords: budgetary policy; tax benefits; customs benefits; foreign trade.

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INVOLVING EDUCATIONAL TECHNOLOGIES AS AN EFFECTIVE VECTOR OF MANAGEMENT COMPETENCIES

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Abstract. The transformational processes of society require from all social institutions a constant analysis of changing social situations, the formation, first of all, of a management mechanism for their regulation, which allows timely response to the social well-being of the population, competent and professional influence on the satisfaction of its vital interests. Solving this task is directly related to management education, and professional training of a new generation of managers - managers, in particular managers of the educational sector. The main tasks of a higher educational institution include:

1) implementation of educational activities of a certain direction, which ensures the training of specialists of the appropriate educational and qualification levels and meets the standards of higher education;

2) implementation of scientific and scientific-technical (for higher educational institutions of the third and fourth levels of accreditation), creative, artistic, cultural-educational, sports and recreational activities;

3) ensuring the fulfilment of state orders and agreements for the training of specialists with higher education;

4) training of scientific and scientific-pedagogical personnel and their attestation in accredited higher educational institutions of the third and fourth levels of accreditation;

5) studying the demand for certain specialties in the labour market and promoting the employment of graduates;

6) provision of cultural and spiritual development of the individual, education of persons studying in higher educational institutions, in the spirit of Ukrainian patriotism and respect for the Constitution of Ukraine;

Professional training of managers for the field of education in market conditions is characterized by contradictions: between the

orientation of priorities in modern social policy on investments in people, the development of the country's human resources and the underdeveloped system of professional training of specialists in the organizational and management activities of the educational sector; between the mass demand for a new, professionally trained corps of social sector managers and the educational system's unpreparedness to meet the demand for their high-quality training.

Project technologies, Internet technologies, educational training, case methods, three-way discussion, pedagogical coaching, and creative pedagogical workshops are the most effective in the formation of managerial competencies of personnel of educational institutions. Based on modern information resources, it is possible to distinguish three main educational technologies: case technology, TV technology based on the use of television technologies with consultations from teachers; network technology. network technology - is carried out on the Internet through the interactive interaction of teaching staff with students/students. Thus, case technology (educational and methodological materials are structured and appropriately compiled into a special set - "Cases", which are forwarded to students for independent study with periodic consultations with special teachers-consultants or instructors at regional training centres created for these purposes centres).

The motivation system characterizes a set of interrelated measures that stimulate an individual employee or the labour team as a whole to achieve individual and joint goals of the enterprise:

- Improving the quality of the work performed and the productivity of the company as a whole;
- Formation of a positive and friendly

atmosphere in the team;

- Long-term cooperation with the best employees (reduction of personnel turnover);
- Increasing loyalty and responsibility on the part of the staff;
- Formation of a sustainable corporate culture.

The direct type of motivation is divided into:

- Material incentives (premiums, financial bonuses, vouchers and other monetary incentives);
- Intangible incentives (certificates, new office, adjustment of work schedule).

The motivation system characterizes a set of interrelated activities that stimulate an individual employee or the labour team as a whole to achieve individual and joint goals of the enterprise.

The main principle of the modern management system states that the basis for improving management systems and mechanisms should be the rational and

productive use of the labour potential of employees. Along with financial and production capital, knowledge, skills, work skills, initiative, and entrepreneurship of employees are becoming an increasingly important resource for a higher educational institution. They form the so-called human capital, which today has a strategic character for most higher education institutions.

The interaction of the teaching staff with students/students given the current rapid social changes, the dynamics of the development of forms and methods of improving the professional and managerial competencies of the staff of educational institutions are observed.

Pedagogical technologies and teaching methods are aimed at the formation of a new thinking style of managers, which is characterized by openness, flexibility, reflexivity, the development of such personal qualities as critical thinking, communicativeness, mobility, independence, tolerance.

Keywords: development; management; education.

INFORMATION SECURITY: CHALLENGES TO THE GLOBAL INFORMATION SOCIETY

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Abstract. The transition to computerized systems affected state authorities. Electronic government was a big step forward in the information security system. Electronic public administration is not an addition to traditional public administration, but only defines a new way of interaction based on the active use of information and communication technologies to improve the efficiency of public service provision.

Information security includes a set of measures aimed at preventing and eliminating unauthorized access, processing, distortion, formatting, analysis, inconsistent updating, correction and destruction of data. Simply put, it is a set of measures, standards and technologies necessary to protect confidential data.

Each of us is increasingly aware that we are becoming increasingly dependent on information, information and communication technologies. Actually, it cannot be otherwise. After all, we live in a «technical» and «informatized» environment. The world of computers, mobile technologies, the latest multimedia, satellite communications, the famous information network «Internet» has become our everyday reality. They, together with other information technologies, contribute to the emergence of a completely new phenomenon – the formation of a global information society.

The latter is no longer a fiction, but a real collection of people who are united by their own interests. Society provides an opportunity for all of us to freely exchange information, has knowledge and has mutual tolerance and respect for each other. This is a completely different society, which is based not only on the private interests of people, their freedom, but also builds relationships on the basis of the information market, which

gives each person the opportunity to purchase what he wants to satisfy his own needs.

However, any society, including the information society, needs special approaches and its protection, including information security. After all, information is a very powerful resource and it should work for the benefit of all people and in no case against them.

The research is related to the study of different approaches to understanding the terms «security», «economic security», «strategic security» of the enterprise and the mechanisms of its provision.

The issue of national security planning has become especially relevant in modern conditions, when the tools of warfare have changed, it is necessary to take into account the hybridity of wars and multilateralism.

Conceptually, information security of the state includes:

- systematic classification of destabilizing factors and informational threats to the security of the individual, society and the state;
- substantiation of the main provisions on the organization of ensuring information security of the state;
- development of proposals and recommendations, including means and forms of ensuring information security.

The concept of information security, depending on its use, is considered from several perspectives.

In the most general case, information security is the state of protection of the information environment of society, which ensures its formation, use and development in the interests of citizens, organizations, and the state [1].

The information environment is understood as the sphere of activity of

subjects related to the creation, transformation and consumption of information. The information environment is conditionally divided into three main subject parts:

- creation and distribution of original and derived information;
- formation of information resources, preparation of information products, provision of information services;
- information consumption;
- and two supporting subject parts:
- creation and application of information systems, information technologies and their support;
- creation and application of means and mechanisms of information security.

The purpose of the information struggle is to ensure superiority in solving certain tasks of one side over the other due to the achievement of supremacy at the information level. This goal can be achieved in different ways:

1. Purposeful search for information about the current situation with strict requirements regarding its timeliness, quality, volume, completeness and pace of updating, assessment of the political (military-political, military, economic, environmental, etc.) situation based on this information. Solving this complex of tasks is complicated by the fact that it is carried out in the conditions of information countermeasures. At the same time, the analyzed information is characterized by uncertainty of an objective and subjective nature, incompleteness regarding some aspects to others, contradictions and the presence of partially destroyed and distorted information, including misinformation.

2. Targeted and comprehensive influence on the consciousness, information resources of the country at all stages of their production, distribution and use, as well as on the information sphere of mechanical and technical systems of the opposing (competing) party with the aim of imposing «desired» decisions and «behavior management». At the same time, it is not so much a destructive, but a purposeful, influential action to distort the content of information to secure one's interests in

various spheres of activity of the individual, society, and the state. In this context, the possibility of using information (information flows) as an effective means of forming a positive image of Ukraine on the international arena and the possibility of removing political, economic, social, military-political, especially military tension in relations with other countries, as well as in various regions of the state.

3. Protection of own information resources and the infosphere of mechanical and technical systems from the influence of the opposing party on them. Without diminishing in the slightest the importance of solving the tasks of technical protection of information, aimed mainly at ensuring its confidentiality, it is worth emphasizing the special importance of protecting the content of information from its intentional distortion or change, including the mechanisms for detecting disinformation. The same complex also includes the task of restoring the integrity of the content of partially destroyed or distorted text natural language information [2].

A more detailed formulation of information security is a state of protection of the information needs of the individual, society and the state, in which their existence and progressive development is ensured regardless of the presence of internal and external information threats [3].

It should be noted that the satisfaction of information needs to any degree leads to the acquisition of information about the surrounding world and the processes taking place in it, that is, awareness of the individual, society and the state. The state of awareness determines the degree of adequacy of the subjects' perception of the surrounding reality and, as a consequence, the validity of the decisions and actions taken.

Depending on the type of threats to information security, information security can be considered as follows:

- how to ensure the state of protection of the individual, society, and the state from the influence of low-quality information;
- information and information resources from improper influence of third parties;

- informational rights and freedoms of a person and a citizen.

In information law, information security is one of the aspects of consideration of information relations within the framework of information legislation from the standpoint of protecting the vital interests of the individual, society, and the state and focusing attention on threats to these interests and on the mechanisms for eliminating or preventing such threats by legal methods [4].

According to generally recognized approaches, the interests of the individual in the information sphere are:

- in the implementation of the constitutional rights of a person and a citizen to access information, to use information in the interests of carrying out activities not prohibited by law, physical, spiritual and intellectual development;
- in the protection of information that ensures personal safety.

The interests of society in the information sphere are:

- in ensuring the interests of the individual in this area;
- in strengthening democracy;
- in the creation of a legal social state;
- in achieving and maintaining public peace;
- in the spiritual restoration of the state.

The state's interests in the information sphere consist in creating conditions:

- for the harmonious development of the state information infrastructure;

- for the implementation of the constitutional rights and freedoms of a person and a citizen in the field of obtaining information and using it in order to ensure the inviolability of the constitutional order, sovereignty and territorial integrity of the state, political, economic and social stability, in the unconditional provision of law and order, the development of equal and mutually beneficial international cooperation.

Thus, among foreign and domestic scientists there are several approaches to defining the concept of information security: factor, value, and methodological. In particular, within the methodological approach, the concept of «national security» is divided into three groups: regulatory, doctrinal, and encyclopaedic [5].

The factor approach includes a set of factors affecting information security: globalization of the information space, telecommunication networks and information markets; transition of society to the phase of information development; formation of civil society.

And finally, the valuable approach is that the problem of information influence on individual, mass and public consciousness, culture and psyche of people should be considered not in the plane of ensuring information security, but as a matter of mental and spiritual security [6].

Keywords: information security; globalization, technologies; confidentiality; integrity; accessibility; security; threats; national interests; society.

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WAYS TO IMPROVE THE INNOVATION MANAGEMENT SYSTEM ACTIVITIES OF THE ENTERPRISE UNDER MODERN CONDITIONS

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Abstract. Despite the significant attention of scientists to innovative development, there is still ambiguity regarding the interpretation of the concept of innovation. This, in turn, creates problems in the research of innovative activity and the unanimous interpretation of research results.

The conducted analysis showed that, in general, approaches to the definition of the concept of "innovation" can be grouped according to the following directions [1]:

1. According to the ideological approach, innovation is the birth and practical use of a new idea, point of view, approach, result of intellectual work, or something new that came into use for the first time;

2. The process approach considers innovation as a process of creation, transformation, implementation, use and expansion of opportunities, ideas, means;

3. According to the effective approach, innovation is the final result of the creation, development and implementation of an idea, method, tool, process, embodied in a finished, ready-to-use form;

4. The transformational approach considers innovation as a qualitative elemental or radical change of an already existing idea, means, result, process, factor of production.

After analyzing and summarizing the existing research, we believe that "innovation" is an innovation that provides a certain benefit (technical, economic, social, ecological effects), and most importantly – a commercial effect.

Innovative activity is a component of the production and economic activity of the enterprise and is focused on improving production and organizational and economic relations at the enterprise [2].

The system of management of innovative activities at the enterprise involves

the selection and implementation of a set of methods, techniques and tools for the transformation of scientific research, development and the results of scientific and technical achievements into a new, improved, competitive product (technology) for further implementation on the market. Management of innovative activities should be continuous, purposeful, and systematic in order to achieve stability and long-term development of the enterprise.

It should be noted that in domestic economic theory and practice there was an awareness of the need for an innovative direction of development that would ensure sustainable growth of the economy.

However, the innovative activity of domestic enterprises still remains quite low. According to the results of 2018, 18.9% of the total enterprises in Ukraine are innovatively active (16.6% of industrial enterprises), which is the highest value of this indicator since 2000. In contrast, in the USA, Japan, Germany and France, the share of innovative enterprises is 70–80% of their total number [3]. Such disappointing statistics are mainly related to the lack of necessary resources in domestic enterprises, lack of free working capital for the development and implementation of innovations, lack of interest of owners to change something in the enterprise, insufficiently effective state policy, etc. As the statistics of the developed countries of the world show, financial resources from the state budget are actively involved in order to support innovative activities. Thus, in 2015, according to Eurostat, the average level of expenditure on scientific research and development in the EU–28 countries in GDP was 2.03%. The largest share of research and development expenditures was in Finland – 3.55%, Sweden – 3.26%, Austria – 3.07%, Denmark – 3.03%,

Germany – 2.87%, Belgium – 2.45% , France – 2.26%, Slovenia – 2.21% [4].

A threatening trend for Ukraine is the deterioration of the dynamics of the level of expenses for scientific and technical activities, the satisfactory value of which is considered to be 2% of GDP. The specific weight of the total volume of expenditures on the scientific and technical sphere in Ukraine in 2015 was 0.64% of GDP (2013 – 0.77%, 2014 – 0.66%), which is the lowest value of the indicator for the period since 2000 year [5].

As world experience shows, the improvement of the management system of innovative activity of the enterprise requires the implementation of theoretical and practical searches for the possibilities of its activation not only at the level of the enterprise, but also at the level of the state.

Thus, at the state level, the following main areas of improvement of the innovation management system can be identified:

1) implementation of effective state investment and industrial policy;

2) creation of favorable institutional conditions for innovative activity in the country;

3) improvement of financing mechanisms for innovative processes;

4) provision of targeted subsidies to enterprises that master new technologies;

5) improvement of legal support for innovative activities;

6) improvement of tax policy (for example, providing a tax discount for own investments in innovative activities).

It can be concluded that the primary task for the Ukrainian economy is the creation of favorable conditions for capital investments in the innovation sphere, the activation of available resources to increase the innovation potential, the wide use of technology transfers, the development of venture mechanisms for the development of innovations, etc.

At the enterprise level, the following main areas of improvement of the innovation management system can be identified [6]:

1) development of the enterprise's innovative strategy and its consistent implementation;

2) the use of a systematic approach during the implementation of technical rearmament and modernization of production, creation of unique technologies at all stages of production of products in order to increase its intellectual component and competitiveness;

3) introduction of innovative management into the system of internal company management;

4) search for sources of investment in innovative production development;

5) financing of innovative development and implementation of innovative projects;

6) introduction of new, progressive forms of labor organization, creation of an effective system of motivation for innovative activity;

7) investing in the development of labor resources and building up the enterprise's intellectual capital, etc.

Each of the above-mentioned ways of improving the management of the innovative activity of the enterprise, in turn, can be considered as a system that includes a set of measures that must be implemented by the enterprise to ensure increased competitiveness of production based on innovative development.

In the conditions of growing competition, active innovative activity at enterprises increasingly determines the success of entrepreneurial activity. New ideas and products, new technologies and organizational solutions bring enterprises out of crisis situations and guarantee them financial stability. The complexity and extremely high mobility of market processes, the appearance of new requests and changes in the positions of consumers, large-scale technological shifts, the rapid development of information networks, and therefore, the rapid distribution and acquisition of information, its availability not only complicate the work of enterprises, but also contribute to the emergence of new, often unexpected opportunities for business [7].

The mechanism of management of innovative activity is always aimed at achieving specific innovative goals by influencing the factors that ensure their achievement. This influence is carried out

with the help of the available resources of the organization, among which the leading place belongs to human resources. A person as a social being can be motivated to a certain activity, if such an activity is highly valued by society, if the social status and material well-being of the individual depend on its effectiveness. Improving the system of innovation management, it is necessary to introduce effective forms of organization, taking into account, first of all, economic, financial, social-psychological, organizational-management factors that affect the behavior of all participants in the innovation process.

Innovative activity is an integral component of the production and economic activity of modern enterprises and is aimed at updating and improving its production forces and organizational and economic relations. In the activities of domestic enterprises, insufficient attention is paid to issues of innovation management, there is no strategy and plans for the management of the innovation situation, no innovation management policy is formed, and the system of adaptation of management to the innovation sphere is poorly developed.

The use of innovations at the enterprise has not yet become the main factor for the majority of existing productions in Ukraine. The main reasons of which are: lack of necessary resources and lack of free working capital for introducing innovations at the enterprise.

An important factor is also the lack of interest of the new owners in the implementation of innovations, in particular foreign ones, as well as insufficiently effective state policy. Negative factors affecting innovation activity are caused by the annual reduction in the number of innovatively active enterprises, unstable institutional and legal support, the lack of a

favorable investment climate and ensuring access to information (legal, regulatory, reference, scientific and technological, commercial, etc.) as in the process the creation and functioning of enterprises, the inadequacy of the production organization system and the level of management to the task of innovative development, insufficient support for domestic science. Conditions have not been created that would facilitate broad involvement in the innovative sphere of off-budget investments, primarily from domestic commercial structures and banks [8].

When improving the management system of the enterprise's innovative activity, one should take into account theoretical and practical searches for the possibilities of its activation both at the level of the state and at the level of enterprises, which should be based on: the implementation of the state industrial and investment policy; creation of favorable institutional conditions for innovative activity in the country; improvement of financing mechanisms of innovative processes; improvement of legal support of innovative activity. The low innovation activity of domestic enterprises is due to various reasons.

Therefore, in order to carry out effective business activities, the enterprise constantly needs to develop and implement innovations, improving the management system of innovative activities.

An effective innovation management system can become an effective tool in modern competition and a source of enterprise development. Measures to improve the efficiency of innovative activities should be implemented not only at the enterprise level, but also at the state level, ensuring favorable investment conditions; improvement of innovative, economic and tax policy; improvement of legal provision in the country, etc.

Keywords: innovations; management system; management system of innovative activity of the enterprise; innovative activity.

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TYPES OF PLANNING AND FEATURES OF THEIR APPLICATION TO INNOVATIVE ACTIVITIES

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Abstract. The planning process forms a guideline for the future activity of the organization in particular planning is understood as a type of management activity (work processes) that determines the perspective and future state of the organization, the ways and means of its achievement.

The plan is a statement of a precisely defined goal and a prediction of specific, detailed events in the organization under study and its external environment. It fixes the ways and means of development in accordance with the assigned tasks, arranges the management decisions made. Its main distinguishing feature is definiteness and directness of tasks. Thus, in terms of prediction, it receives the greatest concreteness and certainty. The plan defines what should happen by the will of a person at the agreed time [1].

Types of plans differ in terms of goals, subject, level, content, and planning period. According to the target orientation, strategic, current and operational planning of innovations are distinguished.

Strategic planning as an element of strategic management consists in defining the organization's mission at each stage of its life cycle, forming a system of activity goals and a strategy for behavior in innovation markets. At the same time, in-depth marketing research, large-scale forecasting, evaluation of the organization's strengths and weaknesses, risks and success factors are carried out, innovative strategies are developed and questions of qualitative and quantitative characteristics of transitions to new products are weighed. Strategic planning is usually focused on a period of three, five or more years. The horizon of strategic planning depends on the branch affiliation of the

enterprise, associated with the cycles of technology change and the frequency of switching to a new product. In rapidly developing industries (electronic, computer, pharmaceutical), the planned period for developing strategic plans is usually shorter, and in industries more conservative to technological changes, this period can be longer (construction, agriculture) [2].

In the process of strategic planning of innovative activities, the following aspects must be taken into account:

- distribution of resources (funds, technologies, experience, management personnel, etc.);
- adaptation to the external environment (improvement of relations with the environment);
- internal coordination (reflection of the organization's strengths and weaknesses);
- awareness of technology development trends.

As a rule, strategic planning is carried out by a small (5-10 people) special planning department, and the strategies developed by it must be considered at senior management meetings once a year. Strategic planning is a complex process that includes several stages.

Stage 1. Information provision of strategic planning. It consists in the selection, classification and preparation for the use of information regarding the development of a strategy, which will provide a sufficiently complete and objective description of the factors of the external and internal environment, possible strategies, methodological support. Especially important is the need to use modern information technologies.

Stage 2. Defining the organization's mission and goals. The mission is a clearly expressed reason for the organization's

existence. The organization's formulation, awareness and declaration of its mission is an important reference point and criterion for evaluating its activities.

The mission may cover the following areas:

- care for employees;
- care for production;
- growth and financing policy of the company;
- production technologies;
- methods of entering and functioning on the market, searching for potential markets;
- satisfaction of consumer needs;
- public announcement of beliefs and values, etc.

Goals are a specific expected state of the organization. They are long-term (5 or more years), medium-term (1-5 years) and short-term (up to 1 year).

The goals cover all spheres of organizational, production and economic, economic functioning of the organization. When forming goal systems, it should be borne in mind that they should:

- be specific and measurable;
- cover all levels of the organization (hierarchical);
- have different durations (long-term, medium-term, short-term);
- be achievable and understandable;
- be complementary and mutually consistent, etc.

Stage 3. Selection of methods of analysis of factors of the external and internal environment.

At this stage, such research methods as comparison, expert evaluations, system analysis, statistical and sociological research, collective opinion of buyers, consumers, etc. are used.

Stage 4. Assessment and analysis of environmental factors. Its essence lies in the study of the presented factors. It is important to use a methodology that would allow quantitative assessment of the impact of each of them. For example, the influence of factors can be evaluated according to the stobal system. The maximum points for each of the groups of factors can be: economic – 20

points; political – 10; market – 23; social – 8; technical and technological – 12, etc. Positive or negative impact can be evaluated separately. On the basis of the obtained data, it is possible to derive an integral estimate.

Stage 5. Evaluation and analysis of factors of the internal environment. It involves studying the state of the factors of the internal environment of the organization (employees, goals, technology, tasks, structure, resources). This is done by researching the state of finances, accounting, rationing and remuneration, the cultural level of the organization, the use of labor, etc., as well as the opportunities of the organization in the market (marketing research), etc.

Stage 6. Calculations, justifications, project development. Its essence consists in determining the most important indicators (economic, social, technological, etc.), which most fully characterize the expected strategies and the identified trends of their change, as well as in the selection of the necessary project measures that ensure the formation of strategies. This requires a prepared methodological base, qualified personnel, and appropriate technical support.

Stage 7. Formation of strategy options (strategic alternatives).

The peculiarity of this stage lies in the development of possible variants of strategic plans for the organization, that is, basic strategies or individual components of one strategic plan.

Stage 8. Choosing the optimal strategy. It is the most important stage of strategic planning. It consists in choosing the optimal strategy of the organization based on the assessment of the following factors: expected efficiency, risk level, market situation, influence of past strategies, influence of owners, dependence on time factors, influence of internal and external environment, etc.

The task of current (medium-term, annual) planning of innovations is to find and coordinate the most effective ways and means of implementing the adopted strategy of the organization's development. It involves the formation of the product-thematic portfolio of the organization, the development of internal company calendar plans, budgeting, drawing

up business plans for individual programs, performing calculations of the necessary resources, means and sources of their coverage. The current planning of innovations has as its task the implementation of the potential) of the organization in the form of achieved profit, income, sales volume [3].

Operational planning is a logical development of current planning, a way of implementing the organization's strategy with the aim of affirming its mission.

Operational planning is a type of management activity, which consists in the implementation of a set of measures related to the development of an operational plan in order to implement the chosen strategy.

The task of current (medium-term, annual) planning of innovations is to find and coordinate the most effective ways and means of implementing the adopted strategy of the organization's development. It involves the formation of the product-thematic portfolio of the organization, the development of internal calendar plans, budgeting, drawing up business plans for individual programs, performing calculations of the necessary resources, means and sources of their coverage. The current planning of innovations has as its task the implementation of the potential) of the organization in the form of achieved profit, income, sales volume.

Operational planning of production is carried out by developing operational calendar plans (OCP) based on the approved current plans of the enterprise and aimed at managing production on a real time scale within the limits of a month, week, shift and even hours. For the inter-shop level, the planning period will expand from a month to a quarter. Operational management of production is now increasingly intertwined with technology and regulation (dispatching) of production and is carried out on the basis of continuous control with targeted influence on the collectives of shops, sites and individual workers to ensure the unconditional implementation of the developed OCP.

Strategic, current and operational planning are in a dialectical interaction and meaningfully complement each other in a single process of managing innovative activities.

Thus, the specified types of planning are necessary components of the continuous process of innovation management, because by complementing each other, they allow to create more clearly defined directions of technological development, which ultimately increases the efficiency of innovation activity [4].

Keywords: strategic planning; strategic management; innovative activity; planning of innovative activity.

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THE MAIN ASPECTS OF THE IMPLEMENTATION OF THE THEORETICAL MODEL OF THE MEDIATION PROCESS

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Abstract. The theoretical model of the mediation process is a subject of debate among scholars. However, scientists and practitioners agree that a distinctive feature of mediation is the structuredness of the negotiation procedure (process) [1]. That is, there is a clear sequence of steps that the mediator follows (action algorithm). In different countries, different schools call these steps differently –stages, phases, stages, but regardless of the name and their number, the negotiation algorithm is determined by the law and the contract between the parties to the dispute (conflict) and the mediator. It should also be noted that the terms "stage of the mediation process", "stages of the mediation process", "procedural actions", "mediation proceedings" are scientific concepts and not officially established in the Law. So let's consider them.

According to Art. 3 of the Law, its effect extends to social relations related to mediation in civil, family, labor, economic, administrative disputes (conflicts), as well as in cases of administrative offenses and in criminal proceedings with the aim of reconciling the victim with the suspect (accused) . In addition, it is provided that the legislation may establish the specifics of mediation in certain categories of conflicts (disputes). That is, the legislator proposes to classify social relations, regarding which a dispute (conflict) has arisen and which can be settled in the mediation process, into categories or groups depending on the sphere of their manifestation: family, civil, economic, criminal, administrative, labor, housing, inheritance relations , relations in the field of education, health care, etc.

We suggest that the above-mentioned public relations should be considered aspects of mediation proceedings, which should be understood as the set of procedural actions that the participants in the mediation process

perform in the order prescribed by law and the contract regarding the settlement of the dispute (conflict) in specific public relations, which are the subject and object of the mediation process . Therefore, among the proceedings in the mediation process, the following are distinguished: proceedings in the field of family disputes, proceedings in the field of labor disputes, proceedings in the field of inheritance disputes, proceedings in the field of economic disputes, proceedings in the field of health care, proceedings in the field of education, etc.

The next component of the theoretical model of the mediation process is proposed to consider the "stages of the mediation process." This topic is debatable among Ukrainian and foreign researchers. So, for example, Wikipedia uses the term "stage" instead of the term "stage", distinguishing five stages of mediation. However, most scientific sources refer to the "stages" of mediation, which consist of several stages (steps, phases, etc.). At the same time, researchers distinguish three to twelve stages of mediation [2].

For example, researchers are offered six stages of mediation, such as: 1) preparation for mediation; 2) introductory tense (immediate beginning of mediation); 3) negotiations between the parties, within which all disputed issues are identified; 4) formulation of proposals regarding dispute resolution methods; 5) assessment of these positions; 6) conclusion of a dispute resolution agreement (mediation agreement) [3].

T. Bilyk, R. Gavrilyuk, I. Horodyskyi, and others. prove that there are the following stages of mediation: "Preparatory stage", the tasks of which are: formation of the conflict parties' understanding of the mediation procedure, determination of the main organizational aspects, signing of the

mediation agreement. The stage "Collection of information and identification of topics for discussion", the task of which is: collection of information about the conflict (dispute); determination of topics for discussion important for all parties to the conflict (dispute); identification of common topics for discussion; determination of priority and sequence of topics for discussion. The mediator's task during information gathering is to carefully listen to all sides of the conflict, focusing on the most important points. At this stage of mediation, there is no investigation of the problem and its vision by the parties to the conflict, but preliminary information is collected, which is necessary to determine the topics for further discussion. The next stage is "Working with interests and needs". The main goals of the mediator in working with the interests and needs of the parties are: to help the parties recognize their true interests; create conditions for the free expression of one's emotions; make it possible to listen to each other and understand the interests of the other; to prepare the basis for finding conflict resolution options. At the "Search and evaluation of solution options" stage, the task of the mediator is to: create conditions for the parties to search and work out solution options; organization of discussion of solution options proposed by the parties; facilitating the development of a solution acceptable to both sides of the dispute; assessment of the decision from the point of view of their compliance with the interests of the parties, their realism, feasibility, etc. At the "Formation of agreements" stage, an "agreement based on the results of mediation" is concluded. An optional stage is the "Postmediation" stage. The main tasks of which include: discussion with the parties of the course and results of the mediation, its analysis from the point of view of compliance with the expectations of the parties; approval of the agreement based on the results of mediation (or its separate provisions) by a competent authority and giving it executive power at the mutual desire of the parties, if such a possibility is provided for by law; deciding the fate of the case consideration by other competent bodies, if mediation was

conducted during such proceedings; agreement on the procedure for the execution of the agreement based on the results of mediation and the procedure for informing about such execution; resolution of the issue of monitoring the implementation of the agreement based on the results of mediation; agreement on the procedure for providing the parties with informational support or assistance in overcoming difficulties with the implementation of the agreement in the future, if such support or assistance is needed [4].

Having carried out a scientific and practical analysis of the doctrine and legislation in the field of mediation, we will come to the conclusion that there are three main stages of mediation: 1) preparatory stage; 2) direct mediation procedure; 3) completion of the mediation procedure – concluding an agreement based on the results of the mediation and its implementation [5]. At the same time, each of the stages of mediation cannot begin before the previous stage ends. In addition, the next stage of mediation may not start, as the parties to the dispute (conflict) have the right to refuse the mediation process at each of its stages. Let's consider the main features of each of the stages.

Therefore, mediation begins with the preparatory stage, in which the main role is given to the mediator or the entity that ensures the conduct of mediation, which is entrusted with the obligation to carry out preparatory measures with the parties to the existing or possible conflict (dispute).

The preparatory stage of mediation is the foundation for the further course of the mediation process (for the transition to the next stages of mediation). The purpose of this stage is to create organizational conditions for conducting the mediation procedure. The tasks of this stage are: 1) establishing the will and valid intentions of the parties regarding the mediation process to resolve an existing or possible dispute (conflict); 2) explanation of the content, principles of mediation, as well as advantages of the mediation procedure; 3) determination of the mediability of the dispute (conflict); 4) resolution of the

organizational conditions for conducting the mediation procedure, for example, if it is necessary to invite the other party to the dispute (conflict) to settle relations through mediation, determine the composition of the participants in the mediation process, the location of the mediation, determine the time of the mediation, etc.; 5) concluding a mediation agreement.

We propose to highlight at the first stage of mediation such a stage as the "introductory speech of the mediator", during which the parties to the dispute (conflict) get to know each other, check their legal capacity and legal capacity, bring to their attention the principles of mediation, etc. In addition, at this stage it is advisable to talk about other stages of mediation, such as: "determining the mediability of the dispute (conflict)" (without assessing the mediability of the dispute (conflict), it is impossible to move on, to move to the next stage of the mediation process), "resolving organizational conditions conducting the mediation procedure" (regarding the date, time, venue, conducting online or offline negotiations, etc.), "involvement of other mediation participants in the mediation process", etc. The conclusion of a mediation agreement as an agreement on the provision of mediation services takes place between the participants of this stage of the mediation process (between the mediator and the parties to the dispute (conflict)) and is the final stage of the stage.

The second stage of the mediation process - the direct mediation procedure, consists in organizing and conducting a direct mediation procedure (negotiation process), within which the mediator must bring the parties closer to cooperation (reconciliation) and conclusion of an agreement based on the results of the mediation.

This stage is also divided into several stages of mediation, such as: "introductory speech" (if the stages take place in the same time interval (on the same day, for one or several hours of the same day), this stage ("introductory speech") can be combined with stage "introductory speech of the mediator" of the preparatory stage of the mediator), "speech (presentation) of the parties to the

dispute (conflict)", during which the parties express their positions on the dispute (conflict), justify their demands, exchange information. The stage "Gathering and sharing oral and written information" can occur in parallel with other stages of this stage of mediation. The purpose of the next stage - the stage of "determining the topic of negotiations (discussion)" is to agree on the subject of negotiations by the parties and outline the range of issues for discussion. At the stage of "working out proposals for resolving the dispute (conflict)", the task of the mediator is to: organize discussion by the parties of proposals for resolving the dispute (conflict); organizational assistance in working out a joint solution that would satisfy all parties; assistance to the parties in understanding the legal correctness of the proposals regarding the resolution of the dispute (conflict) and the legal consequences of the implementation of the decision; organizational assistance in fixing and clarifying the draft agreement based on the results of negotiations, etc.

The stage of "individual work with the parties to the dispute (conflict)" is also interesting. Individual work (caucus) with the parties to the dispute (conflict) is an optional stage aimed at removing obstacles and creating conditions for productive interaction of the parties in the mediation process. However, not every dispute (conflict), as well as the mediation stage, needs this optional stage. This stage is important when the parties at one or another stage of mediation cannot achieve positive results in negotiations. We draw attention to the fact that the mediator independently determines when it is appropriate to switch to the format of individual work, so that the mediation procedure is effective, and the parties do not refuse to settle the dispute through mediation.

The next stage is the stage of "conclusion of a draft agreement based on the results of mediation", at which the parties summarize and draw up a draft agreement based on the results of mediation. Therefore, the mediator must provide organizational measures for the preparation of the draft agreement, discussion of its content, etc.

Therefore, at this stage, we propose to highlight such procedural actions as: actions to summarize the positions of the parties, develop a draft agreement, discuss it and finalize the agreement. It should also be noted that procedural actions are carried out at each stage, which are a constituent element of the theoretical model of the mediation process.

The third stage of mediation is the stage of completion of mediation, which is associated with the signing of an agreement based on the results of mediation and its implementation, since according to Art. 17 of the Law, mediation is terminated as a result of the mediation parties concluding an agreement based on the results of the

mediation. That is, the purpose of this stage is to summarize the results of the mediation procedure, sign an agreement based on the results of the mediation, and fulfill the terms of the agreement. At this stage, the mediator solves such tasks as: organizing the signing of the agreement by the parties based on the results of the mediation; agreement on the procedure for informing the parties about the progress of the agreement; provision of assistance in the execution of the agreement (in case of application); cooperation with the parties when problems arise regarding the implementation of the agreement (if necessary), etc.

Keywords: mediation process; model; legal capacity; legal capacity; law.

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THE INFLUENCE OF INFORMATION TECHNOLOGIES ON THE PROFESSIONAL DEVELOPMENT OF THE RESEARCH AND TEACHING STAFF

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Abstract. The modern society, in which information is increasingly becoming a socially significant resource (together with material, energy, financial and other resources), needs highly qualified professionals who are fluent in information and communication technologies and use them effectively in their professional activities. In addition to professional and special knowledge, the work in the field of education requires advanced knowledge and skills of using information and communication technologies. To ensure the effective and efficient operation of universities, it is necessary to implement information technologies in the educational process, because the penetration of the Internet into all spheres of social life is a consequence of the rapid emergence and development of a global “information society”, which changes the usual way of life of people, forms and methods of study, work and communication. The Internet tools (its services) provide specialists with the opportunity to effectively organize the work, as well as to form electronic archives and databases in the interactive mode, to establish professional communications and joint projects with partners from different regions. The information technologies in the field of education is a kind of mechanism that ensures the whole process of effective and efficient work. After all, because of the information technologies, the educational process acquires a new meaning. It becomes more productive and more coordinated.

The article defines that the general processes of globalization, which have covered almost all spheres of human activity, stimulate the rapid development of an open

information society. The modern educator is objectively forced to be more mobile, informed, critical and creative, and therefore more motivated to self-study and self-development.

The research has proved that the effectiveness of the use of information technology in the professional development of educators depends on the success of solving problems of a methodological nature related to the information content and way of using automated learning systems.

The article has examined the influence of the use of information technology on the nature of scientific and cognitive activities of educators, intensification of their independent work with various electronic devices. The research has shown that the use of information technologies is the most effective tool for developing skills and abilities necessary for professional development.

The article has also determined the influence of information technologies on the fundamental character of knowledge, diverse and thorough study of the subject area, formation of knowledge necessary for a reasonable explanation of the cause and effect relationships of the studied processes and phenomena, and knowledge of the laws of nature.

The research has defined that the direct application of information technologies in the field of education will allow educators to form communication skills and communication culture, will help and teach to search for information and process it using various computer technologies.

The conducted research does not cover all aspects of the problem under study. The study of the role and practical significance of

information technologies in the conditions of a foreign language environment and taking into account the specifics of the subject

preparation of educators for distance learning need further research.

Keywords: professional development; research and teaching staff; information technologies.

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MILITARY FINANCES AND FINANCIAL SUPPORT OF MILITARY PERSONNEL

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Abstract. The aggression of the Russian Federation against Ukraine has not only resulted in an armed conflict in eastern Ukraine but also has a prolonged and complex impact on various aspects of the country's life. Firstly, the political aspects of this aggression have posed significant challenges to state governance and international relations. Ukraine has been compelled to consolidate efforts to defend its territorial integrity and sovereignty.

The economic impact of the aggression has also been negative. Losses in the occupied territories and a decrease in investment activity in the region have led to significant setbacks for the Ukrainian economy. Sanctions and restrictions in foreign economic relations have created additional economic pressure on the country.

In the realm of defense and security, Russia's aggression has brought about significant changes in the Armed Forces of Ukraine. The conflict in the eastern regions of the country necessitated the modernization and rearmament of the armed forces, as well as the development of tactics and strategies suitable for hybrid warfare.

The social impact of the conflict is equally crucial. Military actions have resulted in internally displaced persons, disrupted social structures, and inflicted trauma and losses on millions of Ukrainians. Reintegration of the occupied territories, support for veterans, and social programs for those affected by the war have become urgent tasks.

Thus, the financial readiness of the Armed Forces of Ukraine is linked to the comprehensive impact of Russia's aggression on Ukraine. To ensure the country's security and support military operations, Ukraine must adapt its financial system and budget

allocations to the needs of national security and defense. Additionally, it is crucial to continue developing diplomatic and peacekeeping initiatives to resolve the conflict and restore the country's territorial integrity.

In the pre-war period and especially during specific situations, the demands for resources typically exceed the available capabilities of the state. This mismatch between needs and the actual financial support for the Armed Forces of Ukraine is primarily due to imbalances in resource provision, particularly financial resources required for conducting military operations and sustaining the functioning of the Armed Forces.

It's essential to consider that the funding for the Armed Forces of Ukraine, meeting their needs, as well as their life, training, and personnel maintenance, the development of armaments and equipment, is financed through the State Budget. Expenditures for the maintenance and development of the Armed Forces are determined based on approved budgets of the Ministry of Defense, which are part of the State Budget of Ukraine. Some expenses related to the acquisition of armaments, equipment, military property, and food for the Armed Forces are directed to various sectors of the national economy. In such cases, calculations are conducted by the relevant departments of the Ministry of Defense through the Department of Finance [1].

Another portion of the funds allocated in the budget of the Ministry of Defense is transferred to the commanders of military units for expenditures related to training, maintenance, and humanitarian assistance to personnel, as well as for the operation and repair of weaponry and equipment. Thus, the financial support of the Armed Forces of

Ukraine is carried out through the allocated funds and limits specified in the budget of the Ministry of Defense of Ukraine.

It is important to note that ensuring financial resources for the Armed Forces of Ukraine is a critically important aspect of national security and resistance to aggression. The conditions of prolonged conflict and the complex international situation pose challenges that require a constant and balanced approach to the management of financial resources. Military expenses must be well-balanced and consider not only the needs of the Armed Forces but also the social and economic aspects of the country's development.

To ensure the effective use of resources to support sovereignty and territorial integrity, Ukraine must constantly improve its financial management system and control over the allocation and use of funds. This means that the country's leadership must always be prepared to respond to changes in the situation and develop adaptive financial strategies to support Ukraine's defense capabilities.

Transparency and openness in financial management for the Armed Forces are also crucial. This will help eliminate corruption and inefficient spending, ensuring that every hryvnia is directed towards strengthening the country's defense capabilities.

To a large extent, the successful provision of financial resources for the Armed Forces of Ukraine will depend on the collective efforts of the government, parliament, financial institutions, and civil society. The use of financial resources to support national security must be a national priority and requires careful analysis and discussion at all levels of government and society. Only in this way can Ukraine effectively respond to the challenges and threats posed by the prolonged conflict.

Therefore, one way to meet the needs of military units is the provision of armaments, equipment, and property in physical form. Another portion of the funds specified in the budget of the Ministry of Defense is transferred to the commanders of military units for expenditures related to combat and

humanitarian training and the maintenance of personnel, as well as for the servicing and repair of weaponry and military equipment. Military units are allocated funds for the payment of monetary allowances and salaries to personnel, as well as for the payment of services and the purchase of property and materials that cannot or should not be centrally procured.

It is necessary to emphasize that the financial readiness and provision of the Armed Forces of Ukraine are critical factors for effectively countering armed aggression and ensuring the country's national security. In the conditions of the prolonged conflict with Russia, ensuring adequate financial resources for the army is a vital task, as the situation can change rapidly, and military operations require significant expenditures on weaponry, equipment, military training, infrastructure, and other needs.

To ensure reliable funding for the Armed Forces, the country must continually improve the mechanisms of financial management and control. This includes budget development, financial flow planning, expense control, and ensuring transparency and openness in financial management.

Additionally, it is essential to consider the social aspect of financial management for the Armed Forces. Providing for servicemembers and their families, including medical care, housing, and social support, is also crucial for supporting the military during the conflict.

Securing national security and sovereignty in the conditions of a prolonged conflict requires the country's constant readiness and adaptation to changes in the situation. Financial readiness for the Armed Forces plays a crucial role in ensuring stability and security in the country and demands a careful and reasoned approach to resource management.

For this purpose, it is necessary to continuously analyze and improve the financial management system and control over the allocation and use of funds for the needs of the Armed Forces, including the acquisition of modern weaponry and equipment, training and maintenance of

personnel, and the development of Ukraine's defense industry and military-industrial complex.

In conclusion, it can be stated that the financial readiness of the Armed Forces of Ukraine significantly influences their ability to effectively resist aggression and ensure national security in conditions of prolonged conflict with Russia. Continuous improvement of the financial management and control system, transparency, and openness in the allocation and utilization of funds are key aspects of ensuring the efficient use of resources for the defense capabilities of the country.

Collaborative efforts of the government, parliament, financial institutions, and civil society are essential for the successful provision of financial resources for the Armed Forces. Conditions of prolonged conflict

require constant readiness and adaptation to changes in the situation, including the development of adaptive strategies and resource management in accordance with the needs of national security and defense.

It is important to emphasize that financial provisioning has not only a military aspect but also considers social and economic aspects of the country's development. Ensuring support for military personnel and their families, as well as maintaining social assistance, is crucial for supporting the military during the conflict.

Therefore, to ensure national security and sovereignty in conditions of prolonged conflict, Ukraine should continuously improve its financial management system and conduct a thorough analysis and discussion of strategies for utilizing financial resources for the needs of the country's defense capabilities.

Keywords: military personnel, finances, martial law, defense.

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SECTION 3

Financial levers of development of enterprises and institutions

TRENDS IN THE DEVELOPMENT OF GLOBAL CRYPTOCURRENCY MARKETS

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Abstract. Currently, the global financial system is undergoing irreversible transformations, giving rise to an entirely new type of economic relations. This is characterized by the integration of new technologies, the emergence of new knowledge, and the development of decentralized information networks. Issues related to excessive centralization in financial markets necessitate the transformation of the existing system of international cooperation and the logistics of financial flows. This justifies the relevance of studying trends in the development of global cryptocurrency markets, as cryptocurrency activities serve as an alternative solution to this issue.

There are hundreds of cryptocurrency exchanges worldwide, with the most well-known being: Binance, Kraken, Bitfinex, Bitstamp, Bitflyer, Coinbase, itBit, Gemini, Bittrex, and Poloniex.

To assess the trends in the development of global cryptocurrency markets, it's worth comparing the S&P-500 stock index (SPX), which includes stocks of 500 companies traded on the US stock exchange and has the highest capitalization, with the forex index USDXY (DXY), showing the USD's relationship to a basket of six major currencies of the US's main trading partners.

On the dynamics chart of the S&P-500 index, significant fluctuations are evident, influenced by various factors, including:

- The global financial crisis of 2008, acting as a conditional trigger for the development of alternative currencies.
- The COVID-19 pandemic in 2020, marking a peak in its spread.

- The unfolding of full-scale military actions by Russia on Ukrainian territory since February 2022.

A significant decrease in the S&P-500 index is observed during the 2008 global financial crisis, dropping by 900 points. Afterward, a stable rise ensues, reaching new heights and increasing the index price sevenfold. The COVID-19 pandemic then leads to a decrease of 400 points. However, rapid growth immediately follows, halted by the events of February 2022 when military actions began in Europe.

This index reflects the relative stability of the dollar compared to other currencies: the euro, pound, Canadian dollar, yen, Swedish krona, and Swiss franc. The volatility of the index over the past few decades fluctuates around 80-100. The historical minimum occurred during the 2008 global financial crisis. Similarly, a decline is observed during the COVID-19 pandemic, while an increase is noted in times of war.

In today's world, Bitcoin is the dominant cryptocurrency asset, constituting 70% of the total cryptocurrency market capitalization. Therefore, let's examine the dynamics of Bitcoin's exchange rate volatility.

The extraordinary rise in the value of bitcoins is driven by various factors, with demand for this asset being a primary contributor. It's worth noting that stablecoins also exhibit volatility. An illustrative case is the situation with the USDT stablecoin, where in 2022, the USDT/USD rate momentarily dropped below 0.94 USDT per USD. The involvement of the banking sector in blockchain technologies is considered to

enhance the efficiency of monetary flows, financing projects, and countering illicit cryptocurrency users.

Recently, some companies worldwide have begun accepting cryptocurrency as payment for goods or services. For example, Microsoft allows the use of bitcoins to replenish personal accounts, Wikipedia accepts contributions in bitcoins, and the American travel agency "Cheapair" accepts online bitcoin payments. KFC Canada even sells a "Bitcoin Bucket" for bitcoins.

Currently, the most widespread method of acquiring cryptocurrency is mining, utilizing the computational power of computer hardware. Miners need to find the correct hash code from millions of combinations, forming a block header in the blockchain. Once the required number is generated, the block with all transactions is sealed, and miners move on to finding the next. Miners receive a reward of 12.5 bitcoins for the correct hash code. Another popular method worldwide is forging, a specialized form of mining with voting.

Key factors contributing to the high liquidity and volatility of global cryptocurrency markets include:

- The relatively small size of the cryptocurrency market.
- Dependency on technological developments.

- Formation of cryptocurrency prices solely based on supply and demand without backing by real assets.

- Speculative nature of the cryptocurrency industry, recognized as the primary source of earnings where large players manipulate the market, holding 80% of crypto assets.

- Low entry barriers to the cryptocurrency market and exchanges, enabling activity with an investment as low as \$10.

- Market sensitivity to various factors.

Therefore, it can be concluded that the global cryptocurrency market is evolving each year. Bitcoin, as the first cryptocurrency, has the largest capitalization, though other cryptocurrencies also demonstrate effective functioning and popularity among users. The efficiency of the global cryptocurrency market depends on its structure, interaction, and coherence of elements. It's a complex process. The features of cryptocurrency operation, its issuance, and acquisition significantly differ from the functioning of traditional currencies. Despite some doubts, consumers from various countries continue to invest in cryptocurrency increasingly each year, thereby boosting its level of capitalization.

Keywords: global financial system; cryptocurrency markets; development.

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RAISING FUNDS USING CROWDFUNDING PLATFORMS

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Abstract. Crisis phenomena in the financial, in particular, banking system, caused primarily by the COVID-19 pandemic and the war, led to the rapid development of alternative financing models operating on the basis of online platforms. Modern crisis phenomena also lead to increased pressure on public finances and public dissatisfaction with the existing tax planning (Pylypenko, Matviienko, Putintsev, Vlasenko & Onyshchuk, 2022). Under the influence of the general digitalization of the economy, the transformation of the financial sector is also taking place. Crowdfunding platforms currently have a fast pace of development due to their three main advantages, such as speed, simplicity and availability of attracting financial resources. Until recently, it was believed that there is practically no alternative to the traditional forms of attracting financial resources. Therefore, it is important to investigate the advantages and disadvantages of different models of alternative financing for more active implementation in the practical activities of subjects.

The purpose of the work is to research the features of raising funds using crowdfunding platforms.

Dynamic technological development and the increase in the possibilities of using information technologies in the market of financial services. The development of innovative financial technologies and relevant financial and technological startups ensure consumers to receive a number of financial services online without the involvement of traditional financial intermediaries (Rumyk & Melnichenko, 2023).

The innovativeness of online financing models consists in the use of special technical means and online platforms, and not only new sources and ways of attracting financial resources. They are not only a financial innovation, but also primarily a technical one, the emergence of which would be impossible

without the modern level of development of information systems. It should be noted that alternative financing platforms provide access to financial resources by passing the banking system or traditional non-bank financial intermediaries.

The main variety of alternative financing models implemented through online platforms is crowdfunding. It is aimed at financing startups, enterprises and ideas in the early stages of project development. By its essence, crowdfunding is a voluntary association through an online platform of financial or other resources of a large number of individual and institutional investors in order to support the efforts, ideas and projects of other people, organizations or individual communities (Petrushenko, 2014).

The most common feature by which crowdfunding platforms are classified is their division depending on the reward that the investor receives from participating in the project. The following types of crowdfunding are distinguished:

- crowdfunding with a financial reward (stock crowdfunding, crowdfunding on the terms of participation in profits);
- crowdfunding with non-financial reward;
- crowdfunding with no reward.

The most common model in terms of the number of online platforms created today is crowdfunding with a non-financial reward. This is due to the fact that it makes it possible to effectively attract funds for almost any project and in the interests of any entity. With the help of this type of crowdfunding, individual entrepreneurs, small and medium-sized businesses, high-tech companies, transnational corporations, individual individuals, etc. can raise funds (Belleflamme, Omrani & Peitz, 2015).

A feature of crowdfunding with a non-financial reward is the absence of monetary payment for the use of financial resources.

Donors can expect the following forms of non-financial reward:

- meeting with conceptual developers of the project;
- participation in product development;
- obtaining a sample of the manufactured product;
- advertising and mention in the film;
- invitation and participation in a concert on the occasion of product presentation.

A common variant of this is also participation in the pre-sale order of the product. This is extremely profitable, because the donor has the opportunity to be the first to

test and use the product after its production, receives it at a better price, with a significant discount or even for free.

Another important feature of crowdfunding platforms with non-financial rewards is that they can be used for researching a specific market, and not just for raising start-up capital. This "study" of the market is manifested in determining the potential demand for products, obtaining confirmation of the social significance and importance of the project, attracting customers, and establishing partnership ties.

Keywords: alternative financing models; online platforms; crowdfunding; donors; crowdfunding with a non-financial reward.

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IMPLEMENTATION OF CONTROLLING INTO THE LOGISTICS SYSTEM OF THE ORGANIZATION

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Abstract. Managers responsible for planning were faced with the challenges of minimizing inventory, accelerating the movement of payments and delivering goods on schedule. Service sectors such as trade, transport companies, organizations working in the field of finance and government services require effective regulation of the volume of products and services, and the use of logistics controlling is crucial here. The purpose of the study is the methodological and practical basis for the development and implementation of controlling in logistics systems. The object of the study is the most important aspects of logistics controlling from the standpoint of an integrated management decision support system. During the research process, the following methods were used: systematization and synthesis - for the theoretical basis; forecasting and economic-mathematical - for developing a project of a controlling system. Proper use of existing controlling tools will improve the state of the logistics system of organizations through the optimal organization of commodity flows, including cargo processing and storage, customs

clearance, information services for rational decision-making.

The introduction of logistics controlling in an organization will combine planning, regulation, accounting and support of business processes into an organized system that will be aimed at eliminating bottlenecks in logistics activities, ensuring positive results in the implementation of the organization's strategy and its main goal. The main tasks of logistics controlling are: moving the emphasis of control from the past state to the future; quick response to external and internal changes; development of a strategy for logistics activities; providing this system with information support.

Thus, the main task of controlling in logistics systems is to implement operational control over the efficiency and optimal flow of goods flows. The maximum effect can be achieved only by using logistics controlling, where the controller closely interacts with managers, acts as an internal consultant, analyzing the effectiveness and efficiency of managers, encouraging them to solve problems correctly.

Keywords: controlling; management; organization; finance; government.

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INTRODUCTION OF THE INTELLECTUAL CAPITAL MANAGEMENT MECHANISM AT MACHINE - BUILDING ENTERPRISES

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Abstract. In the structure of Ukrainian industry, the machine-building is one of the main branches of national economy, reflects the level of scientific and technical condition and defense capabilities of the country. Specificity of activity of the machine-building enterprises, high level of knowledge intensity and complexity of their manufacture, the qualitative requirements shown to production of branch in the domestic and international markets, condition an urgency of demand for studying of a question of the intellectual capital of the machine-building enterprises and search of new modern methods of management of it. Besides, in spite of the increased attention which is given to scientific bases of management of intellectual capital of the industrial enterprises, in particular the enterprises of mechanical engineering, absence of unity in definition of its substantial structure, underlines the second component of an urgency of a theme of research - an urgency of the offer.

The article studies the structure of intellectual capital, the main approaches to defining the structure of intellectual capital.

The analysis of various intellectual capital management systems has allowed to offer such a system of intellectual capital management of an engineering enterprise, is considered from the point of view of a combination of formalized elements, actions which are a part of a subsystem of management of structural internal and external (relational) capital and a subsystem of management of human capital.

Introduction of cyber - physical systems into practice of functioning of machine-building enterprises and their subsequent association into a uniform network is considered. Such association is a key stage of creation of industrial SMART-enterprises

within the limits of the fourth industrial revolution.

Considering that management of intellectual capital is one of elements of management of a structural capital, formalization of the basic elements and processing of the data of these elements is provided by use of corresponding mathematical models are investigated.

By means of analytical and simulation modeling have come to the conclusion on necessity of the scientifically-practical approach to introduction of the mechanism of intellectual capital management at the machine-building enterprises. It is offered to modernize the algorithm of acceptance of operative decisions on the basis of the analysis of dynamics of the basic indicators of financial condition of the enterprise, and also components of intellectual capital that can lead to necessity of reconstruction of modes and forms of work of all enterprise.

The organizational and information support of the mechanism of intellectual capital management at machine-building enterprises has been improved and expanded.

In the process of research the elements of management system of intellectual capital of machine-building enterprises were formalized and the mechanism of management of intellectual capital of machine-building enterprises was improved.

The improved mechanism of management of intellectual capital of the machine-building enterprise causes perception of intellectual capital as an integral value, which components are interconnected elements of intellectual capital, management of which requires an integrated approach. It includes subjects of management, goals and objectives, functions, principles and elements of management system, approach to

assessment of management efficiency, which contributes to the implementation of measures to increase the level of intellectual capital and,

on this basis, the efficiency of the entire machine-building enterprise.

Keywords: intellectual capital; informatization; indicator; cyber-physical systems; structural capital; intellectual capital assessment; intellectual capital management mechanism.

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ANALYSIS OF THE CURRENT STATE OF THE DEVELOPMENT OF THE DERIVATIVES MARKET IN UKRAINE

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Abstract. In the contemporary world of global financial transformations and the expansion of risk management tools, the derivatives market is gaining progressively more significance in the financial system of Ukraine. In the last decades with distinguishing rapid changes and innovations the derivatives market has become an essential component of the effective functioning of the economy and of ensuring the stability of financial institutions' operations.

The derivatives market in Ukraine consists of financial instruments such as forwards, futures, options, and swaps. The market attracts a variety of subjects for participation, including commercial banks, investment funds, corporations, and other financial institutions. Individual and institutional investors also become active players, using derivative instruments to hedge risks and generate additional income. Derivatives provide market participants with the ability to effectively manage risks associated with fluctuations in asset prices and exchange rates. The growth in market capitalization and trading volumes suggests a certain level of investor confidence in the market. However, there are certain arising challenges that affect the functioning and development of the derivatives market.

The main factors that affect the derivatives market include the following:

1. Macroeconomic conditions and global trends. Macroeconomic factors such as changes in economic growth, inflation rates, discount policy rates, and global economic trends have a significant influence over the development of the derivatives market. For example, an increase in interest rates can

affect the value of financial assets and determine risk management strategies.

2. Technological innovations and digital technologies. The development of technological innovations, including blockchain technologies and artificial intelligence, can significantly revamp the landscape of the derivatives market. The implementation of digital technologies can improve liquidity, reduce transaction costs, and mitigate exchange risks.

3. Psychological factors and market participants' convictions. Market psychology, investor perspectives and their expectations can significantly influence market dynamics. Phenomena such as "irrational excesses" or significant shifts in market participants' attitudes can lead to unforeseen price fluctuations.

4. Geopolitical events and risks. Global geopolitical events, such as conflicts, trade wars, or economic sanctions, can be important determining factors in the derivatives market. Instability on the international stage can cause disruption among investors and lead to risky behavior in financial markets.

5. Market liquidity. The level of liquidity in the derivatives market is determined by the availability of financial instruments for buying and selling without significant price increase. Insufficient liquidity can lead to diminution of market participants' opportunities and increase in transaction costs.

6. Political and regulatory influence. Changes in politics and regulation can significantly impact the derivatives market. The introduction of new regulations, changes in the regulatory environment, or political

instability can cause price fluctuations and alter the strategies of market participants.

The last of the aforementioned factors currently has the most extensive impact on the development of the derivatives market in Ukraine, as the full-scale invasion in 2022 adversely affected derivatives trading. While new types of derivative financial instruments used for both risk hedging and speculation are emerging in the global market, the Ukrainian market has shown a tendency to contract in 2022 compared to 2021.

One of the crucial aspects of market development is the regulatory and supervisory system. The National Securities and Stock Market Commission of Ukraine plays a key role in ensuring fairness and transparency in the market by developing and implementing relevant legislation and standards. Domestic regulations have already embarked on the path of developing, adopting, and implementing legislative acts adapted to European and global standards. In particular, the year 2020 was marked by the adoption of the Law of Ukraine «On Capital Markets and Organized Commodity Markets». This law establishes a more transparent and systematic legislative framework for regulating issues

related to the execution of operations with derivative securities [2].

The founding of an appropriate regulatory framework, as well as the implementation of regulatory measures similar to those of countries with developed financial markets, serves as evidence of an effort to stimulate the development of the derivatives market in Ukraine.

In order for the derivatives market in Ukraine to function effectively, it is imperative to:

- improve the regulatory framework to clearly define operations with derivatives.
- establish educational centers that would focus on teaching Ukrainian citizens how to use derivative securities, as they act as a hedging tool that helps mitigate risks and generate profits.
- observe and learn from international experience regarding operations with derivative securities and their regulation.
- provide consultations to buyers on the potential uses of derivatives.

The improvements in the derivatives market will have a positive impact on the development of the domestic financial market, the financial system of Ukraine, and the national economy as a whole.

Keywords: development; derivatives market; risk management; financial instruments.

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IMPACT OF INTERNATIONAL PARTNERS AND FINANCIAL ASSISTANCE ON THE PROCESS OF ECONOMIC RECOVERY IN UKRAINE

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Abstract. The impact of international partners and financial support on the process of economic recovery in Ukraine in the context of globalization and economic challenges is considered in this study as a key aspect, which is complex and important. The country, going through a difficult period of economic transformation and reforms, actively interacts with global partners and uses external financial assistance to restore its economic potential.

Given the need to maintain the stability of its own economy, especially in the face of a full-scale war and a growing debt burden, the problem of debt security has become extremely urgent for Ukraine since its independence in 1992. Failure to solve this problem leads not only to a slowdown in economic growth, but also to the threat of losing the country's sovereignty.

The current economic dynamics in Ukraine reflect a number of problems that complicate its long-term development in the context of the chosen European integration course. Excessive attraction of loans and their irrational use hinder the achievement of stable economic growth.

The main factors of negative indicators of debt security are the annual budget deficit and balance of payments, a significant excess of exports over imports, the crisis of the pension system, an unfavorable investment climate for investors, high dependence on imported energy carriers and an insufficiently clear debt management policy. Unfortunately, a full-scale invasion of the Russian Federation was added to these factors, which greatly aggravated the situation.

Experts identify different approaches to economic and infrastructure recovery after a long period of conflict. The modern concept of reconstruction of the country involves the choice of optimal actions and the development of a specific plan aimed at prompt implementation [1].

When forming a plan for the restoration of Ukraine, it is necessary to take into account the economic, geopolitical, social, cultural characteristics of the country and the requirements of modern urbanism. It is important to understand exactly what role rich countries play when providing financial support or investing in the development of the Ukrainian economy.

However, financial assistance should be accompanied by systemic reforms in the economy and public administration. The proper allocation and efficient use of financial resources, the fight against corruption and the implementation of effective economic development strategies will be important elements for the successful implementation of recovery programs.

Analysis of the experience of other countries, advice from urbanists and architects, new approaches to urban design and taking into account military experience will allow building safe, functional, inclusive and attractive territories if you can choose the right strategy and invest wisely.

Consequently, cooperation with international partners and financial support become catalysts for the recovery of the Ukrainian economy, contributing to sustainable development and improving the quality of life of citizens. However, the success of this process will depend on the effectiveness of reforms and their impact on all areas of the country's economic life, and not just on the amount of financial resources attracted.

We can note that the priorities of Ukraine's reconstruction should take into account the specifics and needs of individual regions, taking into account their resources and capabilities. Because today, researchers express different views on the restoration of infrastructure and the economy after a long war.

The current understanding of the process of State reconstruction consists in choosing the optimal course of action and developing a specific plan for its rapid implementation. The formation of a plan for the restoration of Ukraine requires attention to the economic, geopolitical, social, cultural features and requirements of modern urbanism. Thus, it is important to understand the role of more developed countries that provide financial assistance or invest in the Ukrainian economy, which encourages the development of various industries and improves the quality of life of the population [2].

It is important to take into account that financial assistance should go hand in hand with systemic reforms in the economy and public administration. The allocation and efficient use of financial resources, the fight against corruption and the implementation of

effective economic development strategies are critical aspects of the successful implementation of recovery programs. Analysis of the experience of other countries, advice from urbanists and architects, new approaches to urban design and taking into account military experience will allow building safe, functional, inclusive and attractive territories if you can choose the right strategy and invest wisely.

Therefore, interaction with international partners and financial support act as catalysts for the recovery of Ukraine's economy, contributing to sustainable development and improving the lives of the population. However, the success of this process depends not only on the number of financial resources received, but also on the effectiveness of reforms and their impact on all aspects of the country's economic life.

Keywords: international partners; financial assistance; economic recovery; debt security; systemic reforms; effective governance; corruption; sustainable development.

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PERSONNEL SECURITY AS A KEY ELEMENT OF ECONOMIC SECURITY AT THE ENTERPRISE

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Abstract. Personnel ingredient economic security enterprises is one of the key ones components this process. Effective personnel management can to determine success or failure activity enterprises.

The main purpose of ensuring the economic security of the enterprise is:

- ensuring a high level of competitiveness of the enterprise;
- protection of the technological level of security of the enterprise;
- protection of all aspects of business activity in the regulatory and legal sphere;
- ensuring mandatory protection of information and commercial secrets;
- personnel training on issues of preserving the confidentiality of business activities;
- construction of a system of economic security to preserve the capital and property of the enterprise;
- protection of commercial interests of the enterprise.

Therefore, the main goal of the economic security of the enterprise is to achieve a high level of competitiveness and protect all aspects of its activity, including information and trade secrets [2].

One of the important problems is that many companies do not show a desire to provide their employees with a loyal attitude. Instead, they "go out" as much as possible at the expense of their staff and try to keep costs to a minimum. Few people pay attention to the fact that it is more efficient and cheaper to increase the wages of their employees or to provide flexible working hours for parents than to find and hire new employees and conduct their training. Private entrepreneurs are not interested in solving personal problems of their staff, they believe that it is beyond their responsibility. Each person has

his own level of stress resistance, and when he reaches a certain point, from a psychological point of view, he begins to pour out his negativity on those who are nearby. Sooner or later, this will lead to a deterioration of the working atmosphere, deterioration of the quality of work and even to losses for the enterprise. In some cases, it may be a deliberate desire to harm the enterprise.

Among the many negative factors affecting the formation of economic security of the enterprise, the insufficient level of qualification of employees in any structural unit of the enterprise should be singled out. This problem can arise both accidentally and bring maximum benefit, and a deliberate desire not to work better for the dynamic development of the enterprise.

There are several reasons for this phenomenon: first, low level of personnel management; secondly, it may be due to limited financial resources or inefficient spending, which may lead to unfair remuneration of labor or the impossibility of improving the qualifications of employees. Unqualified personnel can unintentionally cause damage to the enterprise by disclosing confidential information or carelessly using equipment, which leads to material losses.

It must be borne in mind that staff turnover is inevitable, as there are many factors that determine it. However, it is important to select personnel qualitatively and reasonably. One of the methods of determining the loyalty and interest of an employee – is a trial period.

The trial period is the period during which the company and the candidate who received a vacant position have the

opportunity to finally decide whether it is worth continuing cooperation [4].

The trial period is no different from the normal workflow, except that everyone realizes whether they are satisfied with the cooperation. Also during this period there is a simplified dismissal process in relation to working time. A probationary employee is subject to the same requirements and guarantees as colleagues, in accordance with positions, labor legislation and internal company documentation. Information on wages is specified in the employment contract [5].

This approach allows you to keep the employee in tension and gives both you and him the opportunity to assess whether he is suitable for the position. The process of hiring personnel is extremely important, requiring a careful review of documents, recommendations and other information that indicates the reliability of the applicant for the position.

Keywords: personnel security; economic security; effective personnel management; competitiveness; stress resistance.

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Control by the administrative apparatus is also one of the methods of ensuring economic security at the enterprise. It is aimed at checking the implementation of regulations, prescriptions, regulations and other rules adopted by the enterprise. These measures contribute to the formation of corporate and ethical norms among employees, which are necessary for the successful operation of the company [1] .

Personnel security of the enterprise, as a subsystem of economic security, enables the enterprise to achieve economic growth through the application of knowledge, skills, experience, cognitive and spiritual abilities of its employees, their intellectual level and other components that ensure the security of the enterprise in general [3].

Therefore, personnel security is achieved only when – highly qualified and reliable specialists work at the enterprise.

DIGITIZATION OF SOCIAL SECURITY IN TERRITORIAL COMMUNITIES: STRENGTHS AND WEAKNESSES

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Abstract. In the context of the intense conflict between Russia and Ukraine, the social security of territorial communities, recognized by the UN as a crucial component of human security, finds itself in a dual state. This article explores the dual nature of social security during times of war, serving as both a pillar of national security and facing modern challenges, with a significant focus on digitization. This section provides an overview of the impact of intense digitization on the social security of territorial communities, emphasizing its dual role in the current geopolitical landscape. The social security of territorial communities, recognized by the United Nations as a crucial component of human security, exists in a dual state amid the harsh conflict initiated by Russia against Ukraine. On the one hand, it serves as a "pillar of support" for national security, while on the other hand, it grapples with contemporary challenges, with digitization being the most significant.

The fundamental requirements for ensuring social security for individuals, including territorial communities, are defined by international documents such as the International Covenant on Economic, Social and Cultural Rights, the European Social Charter, the Constitution of Ukraine, as well as relevant domestic social standards and statutes of territorial communities. The relevance of this issue is affirmed by strategic program documents. For instance, in the 1994 Annual Human Development Report by UNDP, dedicated to the theme of human security, key components were highlighted, including community safety such as the safety of families, territorial communities, ethnic groups, and more [1]. In 2016, the UN published a guide on forming human security policies, where community safety holds a prominent place among the criteria for achieving Sustainable Development Goals

[2]. Since 1927, the International Association of Social Security, coordinating the activities of international organizations and states in the sphere of social security, has been identifying challenges and tasks at the level of local communities [3].

In 2016, it identified 10 challenges to social security in the 21st century, including: a decrease in engagement levels, rising inequality, an aging population, issues of youth employment, the transformation of the labor market and the introduction of the digital economy, deteriorating health and the need for long-term care, new risks, shocks and extreme events, the necessity for the protection of labor migrants, technological transition, and heightened societal expectations [4]. In the 21st century, with digitization holding a particular significance.

Legal Framework and Relevance: Discussing the foundational requirements for ensuring social security, the article delves into international agreements such as the International Covenant on Economic, Social, and Cultural Rights, the European Social Charter, and Ukraine's Constitution. The relevance of this topic is underscored by strategic programmatic documents and reports, including the UN Human Development Report and the UN Handbook on Human Security.

Criteria for Social Security: The article refers to O. Ilyash's criteria for social security, emphasizing the need for indicators that quantitatively reflect threats at various hierarchy levels, exhibit high sensitivity to societal changes, and interact as a comprehensive set of indicators [5].

Challenges and Opportunities of Digitization: Discussing the challenges and opportunities presented by digitization in the context of social security, the article highlights the following:

Strengths:

Efficiency and Automation: Digitization enhances the efficiency of social security systems through process automation, simplifying data management and reducing bureaucracy.

User Convenience: Modern digital solutions streamline citizens' access to social services, reducing the time required for obtaining necessary information.

Analysis and Prediction: Data collected through digital tools can be used for analyzing and predicting needs and trends in the field of social security.

Weaknesses:

Confidentiality Issues: The implementation of digital systems may raise concerns regarding confidentiality and the protection of citizens' personal data.

Economic Constraints: Not all territorial communities have sufficient resources to adopt modern technologies, leading to inequality in access to digital social services.

Low Computer Literacy: Some segments of the population may struggle with the use of digital tools due to a lack of necessary skills.

The article concludes by emphasizing the need for a balanced approach between implementing digital solutions and ensuring social justice and equality. A more in-depth analysis of the strengths and weaknesses of digitizing social security will enable the formulation of recommendations for optimal technology implementation in specific territorial communities, strengthening their social security.

Keywords: national security; social security; digital solutions.

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BIOECONOMIC VECTOR OF AGRO-CONSTRUCTION CLUSTERS DEVELOPMENT UNDER WARTIME AND POST-WAR RURAL ECONOMY RECONSTRUCTION

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Abstract. The functioning of the rural economy under wartime conditions is inextricably bound up with the reaching of a synergistic effect from the various market actors interaction, the agility of the established state regulation systems to new challenges and threats coming from the Russian military invasions of the Ukraine territory, the rural sector reformatting, paradoxically though it might sound, towards agro-construction clusters [1], which consist of actors of the economy rural and construction sectors, united by the spirit of bioeconomy, indestructibility and recovery rate of losses caused by the shellfire of critical and food infrastructure done by the Russian Federation as an aggressor country [2–3]. Under the military conditions for the rural economy functioning, the cluster approach identifies the optimal methodological framework of the general integration principles combination, cooperation and specialization of the rural sectors, processing industry and construction sectors, taking into account their adaptation to the fundamental notions of the economic systems management (rural – construction – processing economies) under the wartime conditions. In this respect, the creation of favorable infrastructural and institutional conditions for the generation of cluster initiatives in the rural and construction sectors is considered as the most solid foundation for the formation and development of fully-featured agro-construction clusters capable to unite various actors into a single cycle of products promotion from the manufacturer to the final consumer, taking into account the necessity for both active and passive security of the agri-food value chains activities, increasing the speed of restoration works by rural construction instruments.

The aim of the investigation is to substantiate the theoretical and methodological notions for the cluster approach implementation in the rural and construction sectors of the Ukrainian economy, to elaborate practical recommendations for the agro-construction clusters formation and development on the bioeconomy basis.

The methodological background of the investigation was economics; the scientific papers of economic classics, the scientific papers of domestic and foreign academic economists, who gave the methodological grounding for the cluster development of rural and construction economy, and formed the fundamental framework of their collaboration on the bioeconomy basis.

In the modern world all positive changes are associated with the effective usage of methods and means of the management systems competitiveness promotion at the macro- meso- and micro levels of business function. The level of rural areas (meso) is noted distinction in that, acting as a link between the macro- and micro- management levels, it maintains a key role in determining the strategy and tactics for the socio-economic reforms' implementation aimed at achieving the parameters of sustainability, competitiveness and balanced development of the national economy upon the whole. Wartime formed new mechanisms, approaches, concepts and models of bioeconomic growth of rural areas, based on the collaboration of the rural and construction sectors of the national economy, thereby a synergistic effect from the interaction of various structural elements and units is achieved. The latter, against the backdrop of an unprecedented aggravating of food security

problems, breaking the chains of value-added formation, stagnation of the construction industry and reaching a new level for the rural construction institution, actualize the task solution of implementing the cluster approach in the rural and construction sectors.

Cluster and bioeconomic principles of the agro-construction clusters functioning under wartime conditions should be implemented on the basis of vertical integration, the actualization of long-term bioeconomic goals of the Ukraine Recovery

Plan [4] and the Ukrainian Fund program [5], and the effective usage of the collaborative potential of agriculture and construction areas. The working out of a conceptual model for the agro-construction clusters formation and development, taking into account the best practices of countries that were or still are in the military or civil conflicts, is the pivotal point of the agro-construction clusters formation and their transition to a bio-economic framework of their activities.

Keywords: bioeconomy; agro-construction clusters; post-war reconstruction; rural economy; rural areas; wartime; rural construction.

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