

# 4th International Conference on Relationship between public administration and business entities management

BOOK OF ABSTRACTS

2024, November 29





**Scientific Center of  
Innovative Research  
(Estonia)**



**Kryvyi Rih  
National University  
(Ukraine)**



**International  
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**Jadara University  
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**4<sup>th</sup> International Conference on**

# **Relationship between public administration and business entities management**

**November 29, 2024  
Estonia**

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**The Program**  
**of the 4<sup>th</sup> International Conference on Relationship between public administration  
and business entities management,  
(November 29, 2024)**

Time	Name&Title
	<b>Welcome speeches:</b>
02:00 PM	<i>Dr., Professor Iryna Mihus</i> Doctor of Science (Economics), Professor, Scientific Center of Innovative Research, Estonia
02:05 PM	<i>Viktoriiia Adamovska</i> Ph.D. (Economics), Associative Professor, Head of the department of Accounting, Taxation, Public Government and Administration, Kryvyi Rih National University, Kryvyi Rih, Ukraine
02:10 PM	<i>Dr. Paulina Kolisnichenko</i> Vise rector on international cooperation, WSHIU University, Poland
02:15 PM	<i>Dr., Professor Sandeep Kumar Gupta</i> Ph.D. (B.H.U.), Director School of Management and School of Liberal Studies, CMR University, Bengaluru, India
02:20 PM	<i>Tetiana Melikhova</i> Doctor of Economic Sciences, Professor, Head of the Department of Accounting, Analysis, Taxation and Audit, Engineering Educational and Scientific Institute named after Yu.M. Potebni, Zaporizhzhia National University, Zaporizhzhia
02:25 PM	<i>Vasyl Ostapiak</i> Doctor of Political Science, Associate Professor, Associate Professor of the Department of Public Administration and Management, Ivano-Frankivsk National Technical University of Oil and Gas, Ivano-Frankivsk, Ukraine
	<b>Keynote speakers:</b>
02:30 PM	<i>Vasyl Ostapiak</i> STRATEGIC PARTNERSHIP FOR FREEDOM: UKRAINE AND THE EU IN THE FIGHT FOR THE FUTURE
02:40 PM	<i>Vitalii Oliukha</i> THE SMART CITY CONCEPT AS A PROSPECTIVE TOOL FOR THE MANAGEMENT OF UKRAINIAN CITIES

- 02:50 PM *Preetha D.V., Patra Raja Sulochana, Vamshitha G, Reema Sabrin M.R.,  
Gayathri Raj, Saranya T.S.*  
THE IMPACT OF THE DRAMA SERIES "SHARP OBJECTS" ON THE  
SOCIAL AND PSYCHOLOGICAL DEVELOPMENT OF SOCIETY
- 03:00 PM *Aiswarya Maya, Gayathri Raj, Darisha Kharmih, Asha Anand,  
Saranya T.S.*  
THE ROLE OF NEUROMARKETING IN EMOTIONAL  
ADVERTISING
- 03:10 PM *Mykyta Dakalo, Alla Milka*  
COST MANAGEMENT IN THE CONTEXT OF INCREASING THE  
EFFICIENCY OF ENTERPRISES' ACTIVITIES
- 03:20 PM *Olha Chepets, Olha Gubaryk*  
ACCOUNTING OUTSOURCING AS A STRATEGIC TOOL FOR  
OPTIMIZING ENTERPRISE ACTIVITIES
- 03:30 PM *Polina Porosla, Viktoriia Adamovska*  
THE 4E MARKETING MIX: A NEW APPROACH TO CUSTOMERS
- 03:40 PM *Daria Kazorina, Mykola Ishchenko*  
THE INFLUENCE OF SOCIAL MEDIA ON BRAND DEVELOPMENT
- 03:50 PM **Coffee Break**
- 04:00 PM **Workshop "Artificial intelligence in scientific and educational  
marketing"**



## CONTENT

<b>INTRODUCTION</b>	12
<b>Section 1. General principles and practice of public administration</b>	13
<u>MECHANISMS OF INTERACTION BETWEEN PUBLIC AUTHORITY AND BUSINESS ENTITIES IN THE PROCESS OF CONSTRUCTION OF UNDERGROUND SCHOOLS IN FRONTLINE REGIONS OF UKRAINE</u>	
<i>Ivan Lopushynskyi</i>	14
<u>STRATEGIC PARTNERSHIP FOR FREEDOM: UKRAINE AND THE EU IN THE FIGHT FOR THE FUTURE</u>	
<i>Vasyl Ostapiak</i>	18
<u>CITIZEN APPEALS AND PUBLIC CONSULTATIONS AS FORMS OF CITIZEN PARTICIPATION IN LOCAL GOVERNMENT AND TOOLS OF PUBLIC POLICY</u>	
<i>Eugen Babakov, Svitlana Arkhyenko</i>	22
<u>THE ACTUALIZATION OF RESEARCH ON THE DEVELOPMENT OF THE PROFESSIONAL CULTURE OF CIVIL SERVANTS</u>	
<i>Darya Vovk, Ievgeniia Mishchuk</i>	23
<u>IMPACT OF POLITICAL CAMPAIGNS ON EMOTIONAL WELL-BEING</u>	
<i>Karen Sadhana Wilkinson, Gayathri Raj, Rithika Menon, Saranya TS</i>	25
<b>Section 2. Indicators of activity of public and private enterprises: management, marketing, accounting, taxation, audit, economics</b>	27
<u>THE IMPACT OF PAYMENT SYSTEMS ON THE PERFORMANCE OF PUBLIC AND PRIVATE ENTERPRISES</u>	
<i>Mykhailo Shmyhov</i>	28
<u>TAXATION IN THE FIELD OF COLLECTIVE INVESTMENT</u>	
<i>Viktoriia Chernook, Vira Shepeliuk</i>	30
<u>PROBLEMATIC ISSUES IN THE ACCOUNTING AND CONTROL OF ADMINISTRATIVE EXPENSES</u>	
<i>Diana Pantus, Olha Roieva</i>	33
<u>ORGANIZATION OF ACCOUNTING AND CONTROL OF PRODUCTION COSTS</u>	
<i>Alina Chichkan, Olha Roieva</i>	35
<u>THE FEATURES OF REFLECTING PRODUCTION INVENTORIES IN FINANCIAL REPORTING ACCORDING TO INTERNATIONAL AND NATIONAL STANDARDS</u>	
<i>Viktoriia Zhuhan, Olha Roieva</i>	38
<u>MANAGERIAL ASPECTS OF PRODUCT CLASSIFICATION FOR ACCOUNTING AND TAXATION</u>	
<i>Tetiana Protsiv, Vira Shepeliuk</i>	41

<u>ECONOMIC AND LEGAL MEANS OF IMPLEMENTING SUSTAINABLE DEVELOPMENT GOALS AT THE ENTERPRISE</u>	
<i>Vitalii Dolhert</i>	43
<u>THE DIFFERENCES BETWEEN INDUSTRIAL COMMODITY SCIENCE IN UKRAINE AND EU COUNTRIES: THE CONTEXT OF EUROPEAN INTEGRATION</u>	
<i>Ievgeniia Mishchuk</i>	45
<u>IMPROVING THE PROCESS OF CAREER MANAGEMENT AND EMPLOYEE DEVELOPMENT IN THE PUBLIC SERVICE</u>	
<i>Irina Mykhailova, Diana Denysenko</i>	47
<u>RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY OF THE ECONOMIC MANAGEMENT DEPARTMENT OF KRYVVI RIH CITY</u>	
<i>Krystyna Hutorova, Diana Denysenko</i>	49
<u>RECOMMENDATIONS FOR THE DEVELOPMENT AND IMPLEMENTATION OF SOCIO-ECONOMIC DEVELOPMENT PROGRAMS FOR THE KRYVVI RIH DISTRICT</u>	
<i>Diana Zhydyk, Diana Denysenko</i>	52
<u>IMPROVING THE ALGORITHM FOR SOCIO-ECONOMIC DEVELOPMENT OF TERRITORIES IN UKRAINE</u>	
<i>Artem Kisel, Viktoria Adamovska</i>	55
<u>INTERGENERATIONAL INTERACTION: EFFECTIVE TEAM MANAGEMENT USING DIGITAL TOOLS</u>	
<i>Iryna Obolonyk, Tetiana Holoborodko</i>	57
<u>DIGITAL COMMUNICATION AS A COMPETENCE FOR LEADERS</u>	
<i>Iryna Tarasenko, Tetiana Holoborodko</i>	59
<u>COUNTERACTING NEGATIVE POPULISM AS AN EXPRESSION OF ACTIVE CIVIC ENGAGEMENT</u>	
<i>Yurii Drozdov, Tetiana Holoborodko</i>	61
<u>USE OF DIGITAL JOBS FOR STAFFING PUBLIC AUTHORITIES</u>	
<i>Karyna Samarska, Tetiana Holoborodko</i>	63
<u>COST MANAGEMENT IN THE CONTEXT OF INCREASING THE EFFICIENCY OF ENTERPRISES' ACTIVITIES</u>	
<i>Mykyta Dakalo, Alla Milka</i>	65
<u>FORMATION OF THE MARKETING STRATEGY OF AGRICULTURAL ENTERPRISES IN THE PERIOD OF MARTIAL LAW</u>	
<i>Olena Venherova</i>	67
<u>MECHANISMS OF PUBLIC PARTICIPATION IN THE SYSTEM OF ENSURING ENVIRONMENTAL SECURITY IN UKRAINE</u>	
<i>Maksym Budiuka, Svitlana Arkhyenko</i>	69
<u>INFLUENCE MARKETING IN THE FOOD INDUSTRY OF UKRAINE: CHALLENGES AND OPPORTUNITIES</u>	
<i>Natalia Kukina</i>	72
<u>THE RELEVANCE OF USING ARTIFICIAL INTELLIGENCE IN MARKETING</u>	
<i>Natalia Shkvyria</i>	74

<u>CORRUPTION RISKS IN PUBLIC PROCUREMENT AND METHODS OF MINIMIZING THEM</u>	
<i>Alla Milka, Olena Artyukh-Pasyuta</i>	76
<u>CHALLENGES OF ACCOUNTING FOR LOW-VALUE AND HIGH-WEAR ITEMS IN MODERN CONDITIONS</u>	
<i>Anna Haber</i>	78
<u>GLOBAL EXPERIENCE OF REALIZING A TERRITORY BRAND AS A DIRECTION OF TERRITORIAL MARKETING</u>	
<i>Svitlana Arkhynenko</i>	80
<u>ACCOUNTING OUTSOURCING AS A STRATEGIC TOOL FOR OPTIMIZING ENTERPRISE ACTIVITIES</u>	
<i>Olha Chepets, Olha Gubaryk</i>	83
<u>RETENTION MARKETING IN THE TRANSFORMATION OF UKRAINIAN BUSINESS: CHALLENGES AND OPPORTUNITIES</u>	
<i>Viktoriiia Maltyz</i>	85
<u>FORMATION OF THE MARKETING COMPLEX OF THE FRUIT AND BERRY MARKET DUE TO THE INFLUENCE OF THE MAIN FACTORS OF THE MICROENVIRONMENT</u>	
<i>Polina Bincheva</i>	87
<u>PR CAMPAIGN TO PROMOTE FLOUR MILLING COMPANIES IN LOCAL COMMUNITIES</u>	
<i>Darya Legeza, Tetiana Kulish</i>	89
<u>DIGITALIZATION TOOLS FOR ENTERPRISES' MARKETING COMMUNICATION POLICY</u>	
<i>Yana Sokil</i>	90
<u>THE 4E MARKETING MIX: A NEW APPROACH TO CUSTOMERS</u>	
<i>Viktoriiia Adamovska, Polina Porosla</i>	92
<u>THE ROLE OF EMOTIONAL INTELLIGENCE IN MARKETING AND PUBLIC ADMINISTRATION</u>	
<i>Anna Tokar, Polina Porosla</i>	94
<u>ARTIFICIAL INTELLIGENCE: A THREAT OR OPPORTUNITY FOR BRANDS?</u>	
<i>Daria Kovaleva, Polina Porosla</i>	97
<u>VIRAL MARKETING AS A TOOL FOR LOCAL GOVERNMENTS TO ACHIEVE THEIR GOALS</u>	
<i>Evgen Varcabuk, Polina Porosla</i>	99
<u>ADVERTISING AS A TOOL FOR SHAPING CONSUMER BEHAVIOR: THEORETICAL FOUNDATIONS AND PRACTICAL ASPECTS</u>	
<i>Anastasiya Pyndyk, Polina Porosla</i>	101
<u>TYPES OF NON-FINANCIAL REPORTS IN THE CONCEPT OF SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY</u>	
<i>Tetiana Melikhova, Yevhenii Melikhov</i>	103
<u>POSSIBILITIES OF USING ARTIFICIAL INTELLIGENCE IN MARKETING</u>	
<i>Daria Kovalenko, Eva Solovyan, Ievgeniia Mishchuk</i>	105



<u>SHADOW ECONOMY: FISCAL CONSEQUENCES FOR UKRAINE</u>	107
<i>Diana Butenko, Ievgeniia Mishchuk</i>	
<u>STRATEGIC MANAGEMENT AND CORPORATE CULTURE IN LOCAL SELF-GOVERNMENT</u>	108
<i>Victor Gorshkov, Viktoriia Adamovska</i>	
<u>A COMPARATIVE STUDY OF SOCIAL MEDIA PLATFORMS FOR MARKETING PURPOSES</u>	111
<i>Diana Denysenko, Viktoriia Adamovska</i>	
<u>THE INFLUENCE OF SOCIAL MEDIA ON BRAND DEVELOPMENT</u>	114
<i>Daria Kazorina, Mykola Ishchenko</i>	
<u>NEW APPROACHES TO BUSINESS RELOCATION IN THE CONTEXT OF ONGOING RUSSIAN AGGRESSION (BASED ON THE EXAMPLE OF THE KURAKHOVO THERMAL POWER PLANT): SOCIAL AND OTHER EFFECTS</u>	116
<i>Yuliia Yershova, Anton Soshnykov</i>	
<u>THE IMPACT OF INNOVATIVE TECHNOLOGIES ON THE EFFICIENCY OF HUMAN CAPITAL DEVELOPMENT</u>	119
<i>Andrii Kozyr, Alyona Shakhno</i>	
<u>RISE OF VIDEO MARKETING: TRENDS AND INNOVATIONS</u>	121
<i>Katherine Yusubova, Polina Porosla, Liudmyla Kostina</i>	
<u>THE ROLE OF NEUROMARKETING IN EMOTIONAL ADVERTISING</u>	123
<i>Aiswarya Maya, Gayathri Raj, Darisha Kharmih, Asha Anand, Saranya TS</i>	
<u>THE IMPACT OF THE DRAMA SERIES "SHARP OBJECTS" ON THE SOCIAL AND PSYCHOLOGICAL DEVELOPMENT OF SOCIETY</u>	125
<i>Preetha D V, Patra Raja Sulochana, Vamshitha G, Reema Sabrin M R, Gayathri Raj, Saranya TS</i>	
<u>THE ROLE OF HOPE MOLECULES IN MOOD MODULATION, STRESS REDUCTION, AND PROMOTING RESILIENCE</u>	127
<i>Preetha D V, Patra Raja Sulochana, Vamshitha G, Nayama Mahmood, Gayathri Raj, Saranya TS</i>	
<u>NEUROSCIENCE IN PERFORMANCE MANAGEMENT: A COMPREHENSIVE OVERVIEW</u>	129
<i>Akshayan CL, Siblu Pradhan, Gayathri Raj, Saranya TS</i>	
<u>PREVENTING SILENT RESIGNATION THROUGH LEADERSHIP AND PSYCHOLOGICAL SAFETY</u>	131
<i>Malavika Kumar, Gayathri Raj, Saranya TS</i>	
<u>INFORMATION AND COMMUNICATION TECHNOLOGIES AND MATHEMATICAL TOOLS IN THE CREATION OF INFORMATION-ANALYTICAL SUPPORT FOR BUSINESS SECURITY IN THE CONDITIONS OF A WAR ECONOMY AND POST-WAR RECOVERY</u>	133
<i>Yevhen Aksonov, Oleg Zhyoko, Zinaida Zhyoko</i>	
<u>EFFECTIVE STRESS MANAGEMENT TECHNIQUES FOR EMPLOYEES OF MULTINATIONAL ORGANISATIONS</u>	135
<i>Anusha Sonia Varghese, Navaneeth P, Gayathri Raj, Saranya TS</i>	

ARTIFICIAL INTELLIGENCE IN THE MECHANISM OF SUBSTITUTION AND  
IMPLEMENTATION OF MARKETING STRATEGIES

*Dmytro Mishchenko, Victoria Khurdey, Victoria Datsenko, Tetyana Dronova, Iryna  
Pavlovska* 137

**Section 3. Problems and perspectives of public administration reform: legal  
aspects** 139

THE SMART CITY CONCEPT AS A PROSPECTIVE TOOL FOR THE  
MANAGEMENT OF UKRAINIAN CITIES

*Vitalii Oliukha* 140

USING BLOCKCHAIN TO REFORM PUBLIC ADMINISTRATION: LEGAL  
CHALLENGES AND PROSPECTS

*Vladyslav Kamyshanskyi* 142

REVIEW OF FACTORS AFFECTING PUBLIC ADMINISTRATION: LEGAL  
CHALLENGES AND THE NEED FOR CHANGE

*Marian Yunatskyi, Hanna Ustinova-Boichenko* 144

ELECTRIC MOBILE INFRASTRUCTURE FOR SMART CITY DEVELOPMENT

*Oleh Marasin* 147

THE ROLE OF VOLUNTEERING IN THE DEVELOPMENT OF CIVIL SOCIETY  
AS A SUBJECT OF PUBLIC POLICY

*Alina Maksymenko, Svitlana Arkhyenko* 149

PROTECTION OF INTELLECTUAL PROPERTY RIGHTS USING ARTIFICIAL  
INTELLIGENCE

*Oleksandr Mihus* 152

GENDER INEQUALITY IN MODERN SOCIETY: CHALLENGES AND  
PERSPECTIVES

*Darya Kazorina, Ievgeniia Mishchuk* 154

SCIENTIFIC COOPERATION BETWEEN UKRAINE AND POLAND DURING  
THE WAR: IMPACT ON ALL ASPECTS OF NATIONAL LIFE

*Viktoriia Adamovska, Paulina Kolisnichenko* 155

THE DEVELOPMENT OF YOUTH POLICY AT THE REGIONAL LEVEL

*Marina Karpun, Mykola Ishchenko* 157

PUBLIC ADMINISTRATION IN MODERN UKRAINE AND INTERNATIONAL  
COOPERATION

*Mykola Ishchenko, Christiane Aufschneider* 160

RESILIENCE AND RECOVERY: FINANCIAL MECHANISMS FOR  
SUPPORTING UKRAINIAN BUSINESSES DURING AND AFTER THE WAR

*Nataliia Shkrum, Oleksandr Hadzinsky, Zinaida Zhyvko* 162

KEY MECHANISMS FOR POST-WAR BUSINESS RECOVERY

*Mykhailo Zhyvko, Serhyi Smirnov, Viktor Zhyvko* 164

<u>UNDERSTANDING AUTISM SPECTRUM DISORDER: A SOCIAL STUDIES PERSPECTIVE</u>	
<i>Mohini Rakesh Patil, Gayathri Raj, Anuvinda Sadanandan, Saranya TS</i>	166
<b>Section 4. Socio-psychological aspects of the relationship between the state and business</b>	168
<u>UNDERSTANDING PSYCHOTIC BEHAVIOR THROUGH MOVIE ANALYSIS</u>	
<i>Navisha Bajaj, Sambhav Kumar, Shaheen Nasreen, Saranya TS</i>	169
<u>DAILY DOSE OF SUNSHINE: ILLUMINATING MENTAL HEALTH THROUGH STORYTELLING</u>	
<i>Reema Sabrin M R, Nayama Mahmood, Saranya TS</i>	171
<u>MEDIA, IDENTITY, AND ADOLESCENCE: A META-ANALYTIC PSYCHOLOGICAL AND SOCIOLOGICAL STUDY OF GENDER AND SEXUAL DEVELOPMENT</u>	
<i>Baby Zeba, Gimcule G, Saranya TS</i>	173
<u>MENTAL HEALTH POLICY AND PUBLIC HEALTH IN INDIA: A CULTURAL PERSPECTIVE</u>	
<i>Gautham Harish E, Gayathri Raj, Kevimeno Kiso, Saranya TS</i>	175
<u>MINDFULNESS PRACTICES FOR IMPROVING CREATIVITY AMONG EMPLOYEES</u>	
<i>Sneha Rajeevan NK, Aalaap Krishna MD, Gayathri Raj, Saranya TS</i>	177
<u>NEURODIVERGENCE OR DISORDER? REFRAMING PSYCHOPATHOLOGICAL LABELS</u>	
<i>Aishwarya D, Meena S, Gayathri Raj, Saranya TS</i>	179
<u>ORGANIZATIONAL CULTURE AND IMPACT ON MENTAL HEALTH AMONG EMPLOYEES</u>	
<i>Bilha Binoy, Sumesh Babu, Gayathri Raj, Saranya TS</i>	181
<u>SCHIZOPHRENIA AND THE CREATIVE MIND: RETHINKING THE RELATIONSHIP BETWEEN PSYCHOSIS AND ARTISTIC EXPRESSION</u>	
<i>Rudranshi Bhati, Saranya TS</i>	183
<u>STORYTELLING ACROSS CULTURES: A COMPARATIVE ANALYSIS OF INDIAN FOLKLORE AND GLOBAL NARRATIVES IN IDENTITY FORMATION</u>	
<i>Nayama Mahmood, Reema Sabrin M R, Saranya TS</i>	185
<u>THE INTERSECTION OF NEUROSCIENCE AND MEDITATION</u>	
<i>Manasa GS, Gayathri Raj, Saranya TS</i>	187
<u>THE SOCIAL DRIVERS OF BEHAVIORAL ADDICTIONS: HOW CONSUMERISM AND DIGITAL MANIPULATION SHAPE COMPULSIVE BEHAVIORS</u>	
<i>Anam Mushtaq, Kiniholi Yepthomi, Saranya TS</i>	189
<u>THE SOCIOLOGICAL AND PSYCHOLOGICAL EFFECTS OF DIGITAL OVERDEPENDENCE ON FAMILY DYNAMICS: BRIDGING THE RESEARCH GAP IN PARENT-CHILD INTERACTIONS</u>	
<i>Mahek Doshi, Sidhanth Ashok, Saranya TS</i>	191

<u>UNDERSTANDING POST-TRAUMATIC STRESS DISORDER AND ITS IMPACT ON PERSONALITY THROUGH MOVIE ANALYSIS</u>	
<i>Palak Shori, Noyanika Karmakar, Saranya TS</i>	193
<u>PSYCHOLOGY OF HORROR FILMS</u>	
<i>Pratheeksha P, Ashlyn Hazel, Chrisweena Jerusha E, Saranya TS</i>	195
<u>UNRAVELLING THE BURARI CASE: AN EXPLORATION OF SHARED PSYCHOSIS AND SOCIAL AWARENESS</u>	
<i>Nandhana M, John S. Rijo, Hashim P, Saranya TS</i>	197
<u>OCCUPATIONAL HEALTH AS A COMPONENT OF YOUR OWN BRAND</u>	
<i>Iryna Burlakova, Oleksii Sheviakov, Tetiana Kondes</i>	199
<u>THE CONTRIBUTION OF VETERANS TO THE ECONOMIC SECURITY OF THE COUNTRY</u>	
<i>Denys Shcherbatiuk, Viktor Shulha</i>	202

## INTRADUCTION

*The 4th International Conference on Public Administration and Business Entities Management brings together scholars, practitioners, and policymakers to address the dynamic interplay between public administration and the management of business entities in a rapidly evolving global context. This year's conference serves as a vital platform for exploring innovative strategies, sharing best practices, and fostering collaboration across sectors to meet the challenges and opportunities of the 21st century.*

*Public administration and business management, though distinct in their objectives and operational paradigms, are deeply interconnected. Effective governance fosters a conducive environment for businesses to thrive, while robust private-sector contributions bolster public sector objectives such as economic growth, social equity, and sustainable development. The conference aims to delve into these synergies and explore how advancements in one domain can catalyze progress in the other.*

*The topics discussed during this event include governance innovations, regulatory frameworks, public-private partnerships, sustainable development strategies, and the role of technology in transforming both public and private sectors. By focusing on these key issues, the conference highlights the importance of adaptive and resilient administrative systems in fostering a collaborative environment for businesses and governments to thrive.*

*This Book of Abstracts encapsulates the diverse array of research findings, case studies, and theoretical perspectives presented during the conference. It is intended to serve as a resource for academics, policymakers, and industry leaders seeking to deepen their understanding of this critical relationship and to contribute to shaping more effective and sustainable approaches to public administration and business management.*

*We hope that this collection inspires meaningful dialogue, innovative ideas, and actionable solutions that will drive the future of public and private sector collaboration.*

*Iryna Mihus, RPABM'2024 Chair  
November 29, 2024  
Estonia*

**SECTION 1**  
**GENERAL PRINCIPLES AND PRACTICE OF**  
**PUBLIC MANAGEMENT AND**  
**ADMINISTRATION**



## **MECHANISMS OF INTERACTION BETWEEN PUBLIC AUTHORITY AND BUSINESS ENTITIES IN THE PROCESS OF CONSTRUCTION OF UNDERGROUND SCHOOLS IN FRONTLINE REGIONS OF UKRAINE**

**Ivan Lopushynskyi<sup>1</sup>**

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**Abstract.** The relevance of the research topic lies in the urgent need to build and ensure the functioning of underground general educational institutions in the frontline regions of Ukraine in the conditions of the Russian-Ukrainian war, which has been going on for almost three years. This will provide conditions for education to more than 100,000 children who currently do not have access to full-time education. The purpose of the study is to analyze the regulatory and legal support of the process of construction of underground schools, the state of construction and highlight some of its negative consequences. The object of the study is the process of building underground schools in the front-line regions of Ukraine, and the subject is the interaction of public authorities and business entities in the process of such construction. We used such methods of scientific research as analysis and synthesis, abstraction, observation, comparison, measurement, etc. As a result of the study, we came to the conclusion that there is a need to coordinate plans for the construction of underground schools not only between the authorities and developers, but also to take into account the opinion of parents and the population of the frontline regions. The practical significance of our research is that its results can be used by public administration bodies at the regional and local levels in the process of implementing state policy regarding the construction of underground schools in the frontline regions of Ukraine.

2024 in accordance with the decisions of the Government of Ukraine the

construction of 40 underground schools has started in the front-line territories of Ukraine (Dnipropetrovsk (Kryvyi Rih), Zaporizhzhya, Mykolaiv, Odesa, Sumy, Kharkiv, Kherson, and Chernihiv regions), while more than 120 such facilities are planned in total. On June 4, 2024, the Ukrainian government, by its order No. 496-p, approved the distribution of subventions from state to local budgets in the amount of 2.5 billion hryvnias for the construction of underground schools in the front-line regions and the repair and construction of shelters in schools. These funds have already been distributed, and the construction of such facilities has already begun. In addition, the government announced and passed a resolution on an additional subsidy in the amount of 5 billion hryvnias for the frontline territories. In total, more than 120 underground schools are planned to be built, which will be a significant step towards improving access to face-to-face education for more than 600,000 children who are currently studying remotely. Although 120 schools seem like a small number against the background of more than 13,000 schools in Ukraine, however, according to government officials, this will allow every fifth child in the front-line territories to get the opportunity to switch to full-time education.

The selection of projects for the construction of underground schools was carried out by a specially created commission of the Ministry of Education and Science. In order to participate in the selection, territorial communities submitted applications through the DREAM system.

After that, regional military administrations provided recommendations and proposals for project financing. In accordance with the criteria determined by the Cabinet of Ministers of Ukraine Resolution No. 417 of April 12, 2024, and the recommendations of regional military administrations, the Ministry of Education and Science Commission selected projects that received appropriate funding. These are 50 projects for the repair and construction of shelters mainly in 8 front-line and border regions with the Russian Federation. Also, recruitment of shelter projects from individual regions is currently underway.

Simultaneously with the allocation of its funding, our state, together with UNICEF, launched the "My Fortress" project, for its implementation, several typical versions of underground schools-anti-radiation shelters were created. Typical projects of kindergartens and schools are posted on the "My Fortress" website. Two types of school projects are offered: "New construction of a dual-purpose building (with the protective properties of an anti-radiation shelter)" with a capacity of 200, 300, 500, 700 and 1,000 people and "New construction of a civil defense protective structure (a dual-purpose building with the protective properties of an anti-radiation shelter)" with a capacity of 200, 300, 500 and 750 people. Territorial communities can choose the desired project, adjust it to their needs and capabilities, and ask for co-financing from donors for schools. In addition, in accordance with the resolution of the Cabinet of Ministers of Ukraine, territorial communities must provide monthly information on the use of funds and upload photos of objects to the DREAM platform, where anyone can get acquainted with projects, status and estimates.

Territorial communities that did not receive funds for the arrangement of safe educational spaces within the limits of the subvention have the opportunity to attract funds from other sources, for example,

from international partners. For this, territorial communities should create their profile in the DREAM ecosystem, add their own projects and follow announcements about the possibility of financial support. This is already showing positive results. So, for example, Lithuania joined the construction of underground schools in the frontline regions of Ukraine. By the end of 2024, it is planned to build six such institutions in the Mykolaiv, Odesa, Zaporizhzhia, Sumy and Chernihiv regions. Five locations have already been agreed, the location of the sixth facility is still being determined, but most likely it will be in Kharkiv region.

At the same time, the construction of underground schools is associated with certain risks for both the population and the budget. Let's consider only two of them. It is worth noting that the construction of such underground schools (shelters) is of particular interest to the aggressor and, accordingly, creates danger for the civilian population. So, for example, on October 7, 2024, occupying Russian troops dropped 3 guided aerial bombs (UAVs) on Kherson. As a result of one of the airstrikes, an institution of general secondary education and residential buildings near the construction of an underground school in the Tavriyskyi district were damaged. As of October 8, it was known about 22 injured as a result of the airstrike on the school, among them two children. In this context, local residents associate the UAVs strike with the construction of an underground school, as, in their opinion, it attracts the attention of the occupying forces. However, despite people's indignation, construction work continues. The local authorities in Kherson do not plan to stop construction, arguing that it is "flying" everywhere. Now the authorities are calling the construction site an anti-radiation shelter for civilians, where children can study face-to-face in the future. On October 10, 2024, the people of Kherson went to a rally against the construction of such an anti-radiation

shelter. At the same time, as the leaders of the local Kherson government declare, the construction of two underground schools in Kherson will not be stopped, which has once again caused indignation among local residents.

So, as you can see, the problem exists and needs an urgent and reasonable solution. It seems to us that it would be better to organize the removal of children (of whom there are very few left in the city) together with their parents to safe regions of Ukraine, to ensure their education and upbringing there and thereby not expose the local population of the frontline regions to mortal danger. In addition, serious corruption risks are potentially possible during the construction of underground schools. So, in particular, in Kherson, the procurement of services for the construction of underground schools was carried out on September 19, 2024 without open tenders (the law allows for this, since the customer is located in the territory of active hostilities), only the contractual price was made public without the final information on resources. It is impossible to compare the prices of building materials and equipment with market prices for possible overestimation, to determine whether this purchase includes school equipment and equipment for full-fledged education, or whether only "walls" will be

built for shelter, since the estimate for this purchase has not been published on Prozorro. Project estimates for two more underground schools/shelters in Kherson have also been hidden. These are three construction projects for a total of 294 million hryvnias. As you know, similar problems with the construction of underground schools also arise in other cities of Ukraine, for example in Zaporizhzhia, where, according to local activists, the costs of such shelters significantly exceed the national average, but it is very difficult to estimate the real cost due to the lack of relevant estimates.

Thus, the construction of underground schools in frontline regions is largely a matter of protecting children (although questions arise about the safe transportation of schoolchildren from the entire city to such a school), and on the other hand, there is a certain danger for the population living in the radius around such a facility, which must also be taken into account. In addition, the construction of such facilities without proper selection of contractors (quite often they are questionable), without conducting a full-fledged tender procedure through Prozorro can potentially cause significant losses to state and local budgets, and lead to the misuse of financial resources of donors, including international ones.

**Keywords:** mechanisms; public authority; business entities; underground schools; frontline regions of Ukraine.

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## STRATEGIC PARTNERSHIP FOR FREEDOM: UKRAINE AND THE EU IN THE FIGHT FOR THE FUTURE

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**Abstract.** Ukraine as an outpost of freedom. Russia's war against Ukraine, which began in 2022, has become one of the most difficult tests for the modern world. It has turned Ukraine into the frontline of the struggle for freedom, democracy and international law. In this war, Ukraine has demonstrated the indomitable spirit of its people, military prowess and the ability to transform even in the most difficult conditions. However, victory over Russia is only possible with broad international support, especially from the European Union and the Baltic states. In the future, an alliance between Ukraine, Lithuania, Latvia, Estonia and Poland could become a key factor in stability and security not only in Europe but also in the world. Since the beginning of Russia's full-scale invasion, Ukraine has become the main barrier to the aggression that threatens the whole of Europe. This war is not only an attempt by Russia to destroy Ukrainian statehood, but also a desire to revise the post-war world order. 'The large-scale war in Europe unleashed by Russia against Ukraine has become global in scope, provoking dangerous polarisation and confrontation between world centres of influence, increasing conflict and unpredictability of global and regional processes. This resulted in large-scale crises in the energy, industrial, and food markets, a decline in the welfare of citizens in different regions of the world, accompanied by a surge in populism and the intensification of radical, extremist forces.' However, Ukraine has proved that it can resist the aggressor thanks to the courage of its citizens, the modernisation of its army and the support of its international partners.

The future of democracy around the world depends on Ukraine's ability to defend its independence. Ukraine's victory is impossible without the involvement of the international community, in particular the EU, NATO and the Baltic States. Lithuania, Latvia, Estonia and Poland have been leading the way in solidarity since the first days of the war. Their humanitarian aid, military support, and political determination to impose sanctions on Russia have significantly strengthened Ukraine's defence capabilities. The Baltic states, which have a historical experience of fighting Russian imperialism, play a special role. Their contribution to Ukraine's defence is impressive: arms transfers, training of the Ukrainian military, and support for Ukrainian refugees. Poland, in turn, has become a centre for logistics and coordination of international assistance, demonstrating an exceptional commitment to the defence of freedom. The strategic alliance of Ukraine, the Baltic States and Poland. In the post-war period, the creation of a strategic alliance between Ukraine, Lithuania, Latvia, Estonia and Poland is not only desirable, but also a necessary step. This alliance could become a new centre of power in Europe, capable of ensuring stability and countering any threats from the East. A shared history of fighting Russian aggression and similar values are a solid foundation for such an alliance.

This alliance could include several key areas of cooperation:

1. Defence: creation of joint military training centres, integration of defence systems, regular joint exercises.

2. Economy: development of infrastructure projects, such as transport corridors between the Baltic and Black

Seas, and joint work on energy independence.

3. Politics: coordination in the international arena, joint counteraction to Russian propaganda and influence.

Having been tested by war, Ukraine can become a leader in shaping a new European security architecture. Its army, which has become one of the strongest in Europe, can ensure stability in the region. Ukraine is also able to offer its partners unique experience in fighting hybrid threats, cybercrime and information warfare. Russia's war against Ukraine has shown that victory is possible only through unity, solidarity and determination. Ukraine has proved that it is an important player in the European security system, and its future is inextricably linked to the future of Europe. The creation of a strategic alliance with Lithuania, Latvia, Estonia and Poland will guarantee peace, stability and prosperity for all participants. This alliance can serve as an example to the world that the fight for freedom always makes sense, and that cooperation between democratic countries is the best response to aggression.

President of Ukraine Volodymyr Zelenskyy, elected in 2019, entered politics at a time when Ukraine was facing unprecedented challenges. His first years in office were marked by the ongoing armed aggression of the Russian Federation, which has significantly affected the country's political, economic and social development. Zelenskyy's plan. In October 2024, Zelenskyy presented the Victory Plan, a strategic document aimed at achieving sustainable peace, strengthening national security and ensuring Ukraine's stable development in the face of war and post-war recovery. One of the key components of the Victory Plan is Ukraine's aspiration to join NATO.

Zelenskyy emphasises that inviting Ukraine to join the Alliance will not only send a strong signal to the international community, but also confirm Russia's geopolitical defeat. This step strengthens

Ukraine's position as an important member of the Euro-Atlantic community and demonstrates the determination of international partners to support democratic values and the territorial integrity of the state. Joining NATO will provide Ukraine not only with military protection but also access to modern defence and governance standards.

The second point of the plan refers to the need to strengthen Ukraine's defence capabilities. This includes lifting restrictions on strikes on Russian territory, which would allow Ukraine to more effectively defend its borders. In addition, considerable attention is paid to the development of air defence systems, which are critical to ensuring the security of Ukrainian cities. Ukraine is also actively developing the production of drones and missiles, which contributes to increasing independence from foreign supplies and creating a competitive military-industrial complex.

One of the innovative elements of the Victory Plan is the concept of strategic deterrence. Zelenskyy proposes the creation of a comprehensive non-nuclear deterrence package on the territory of Ukraine, which will guarantee security for the country even after the war. This approach takes into account the complexity of modern military conflicts, where classical nuclear weapons are inferior to high-tech means of warfare. Deterrence will allow Ukraine not only to protect its territory but also to strengthen its role in the regional security system.

Another important aspect of the plan is to attract foreign investment in the extraction and processing of critical resources such as uranium, titanium, lithium and graphite. Ukraine has considerable potential in these sectors, which could become the basis for the development of a high-tech economy. A strategic approach to the use of natural resources will help not only strengthen the economy but also ensure the country's energy independence. In addition,



attracting investment will encourage the international community to engage in long-term cooperation with Ukraine.

The final point of the Victory Plan focuses on Ukraine's role in the post-war security system of Europe. According to Zelenskyy, the Ukrainian army will become one of the most experienced in the world after the war. This opens up opportunities for Ukraine's participation in international peacekeeping missions, cooperation with NATO partners, and strengthening regional stability. Ukraine can become not only a consumer, but also an active provider of security in Europe.

'Volodymyr Zelenskyy's Victory Plan is an ambitious and strategically important document that demonstrates a clear vision of how to ensure sustainable peace, national security and economic prosperity for Ukraine. It takes into account the lessons of modern warfare and reflects the desire for maximum independence from external threats. The implementation of this plan involves active cooperation with international partners, which allows Ukraine not only to preserve its territorial integrity but also to strengthen its geopolitical position. The measures proposed in the plan, such as joining NATO and creating a strategic deterrence system, are aimed at strengthening the country's security in the long term.

Ukraine is positioning itself as an active member of the Euro-Atlantic community, capable of ensuring not only its own defence but also contributing to stability in the region. This step demonstrates Ukraine's readiness to become a full partner in Europe's collective security system. As of June 2023, 20 NATO countries have officially supported Ukraine's membership in the Alliance. The economic part of the plan, which involves attracting investment in the extraction of strategic resources, opens up new opportunities for economic growth. Ukraine aims to become a key player in industries that are crucial for global energy

and industry. This will not only strengthen the country's economy, but also create a basis for its integration into global high-tech markets.

The plan's emphasis on post-war security is particularly noteworthy. The experience of the Ukrainian army, gained during the war, makes it a unique resource for maintaining stability not only in Ukraine but also in the entire region. Ukraine could become an important exporter of security knowledge, technologies and approaches that have already proven effective in real-world combat situations. 'The Victory Plan also emphasises the importance of international solidarity. Its implementation is only possible with the support of Ukraine's key partners. This means not only financial or military assistance, but also recognition of Ukraine as a strategically important ally in the global struggle for democratic values and world order. Thus, this document is not just a set of political goals or economic initiatives, but a holistic concept of Ukraine's transformation into one of the leading states in the region.

The success of this plan will determine not only the future of Ukraine, but also the balance of power in Europe for decades to come. Its implementation depends on the coherence of domestic reforms, the effectiveness of international diplomacy, and the cohesion of society around the idea of defending independence and democratic principles.

The article examines the current problems of Russia's war against Ukraine, which has become a challenge to the modern world order and turned Ukraine into an outpost of the struggle for freedom, democracy and international law. The aim of the study is to analyse Ukraine's role in ensuring regional and global security, in particular through the formation of a strategic alliance with the Baltic States and Poland, as well as the implementation of President Volodymyr Zelenskyy's Victory Plan.

The research methodology is based on an analysis of current geopolitical and security challenges, as well as an assessment of the economic, defence and political aspects of Ukraine's cooperation with international partners. The theoretical basis is the principles of international relations and collective security.

As a result, the importance of international support in strengthening Ukraine's defence capabilities, in particular the role of the EU, NATO and the Baltic States, is revealed. Prospects for Ukraine's post-war strategic alliance with Lithuania,

Latvia, Estonia and Poland, which would contribute to stability in Europe, are presented. Particular attention is paid to economic initiatives, including attracting foreign investment in the extraction of critical resources and the development of the military-industrial complex.

The practical significance of the study lies in the development of recommendations for building a new European security architecture, Ukraine's integration into NATO and expanding its role as a guarantor of regional stability and prosperity.

**Keywords:** partnership; war; conflict; EU; Ukraine.

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## CITIZEN APPEALS AND PUBLIC CONSULTATIONS AS FORMS OF CITIZEN PARTICIPATION IN LOCAL GOVERNMENT AND TOOLS OF PUBLIC POLICY

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**Abstract.** The work examines the organizational and legal aspects of citizens' realization of the right to participate in local government in the two most popular forms - citizen appeals and public consultations. It was determined that the appeal is the most accessible and popular option for citizens. Therefore, the norms of the Law of Ukraine "On Appeals of Citizens" were analyzed in order to study the functioning mechanism of this instrument. Thus, it has been found that through appeals to authorities, citizens can submit proposals for improving their activities, expose shortcomings in work, challenge the actions of officials, state and public bodies, etc. Also, the Law outlines the range of subjects to whom it is possible to apply and to whom it is possible to apply; types of appeals (proposals, statements, complaints), requirements for filing appeals, as well as features of electronic appeals are defined. The subjects of receiving appeals are defined as state authorities and local self-government

bodies, on which the law imposes certain obligations regarding the reception and consideration of citizens' appeals.

It was also found that the realization of the rights to local governance is also possible in the form of consultations with the public, which are a process of communication between state authorities and citizens and their associations with the aim of making such management decisions, which will take into account the rights, interests and experience of all stakeholders.

It was determined that the legal basis for conducting consultations with the public is the "Procedure for conducting consultations with the public on issues of formation and implementation of state policy", which also defines the mechanism for conducting electronic consultations. Summarizing, we note that these forms have gained particular popularity in connection with the spread of the idea of transition from representative democracy to participatory democracy.

**Keywords:** citizen appeals; public consultations; citizen participation; local government; public policy.

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## THE ACTUALIZATION OF RESEARCH ON THE DEVELOPMENT OF THE PROFESSIONAL CULTURE OF CIVIL SERVANTS

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**Abstract.** The civil service plays a pivotal role in promoting sustainable development, ensuring democratic governance, and maintaining the rule of law, while also guaranteeing the delivery of high-quality public services. As highlighted by scholars, the professional culture of civil servants is integral not only to effective governance but also to the national development of Ukraine and its international integration, particularly within the framework of European Union standards. One of the primary factors driving the importance of this issue is the ongoing need to improve public administration in light of European integration processes. These processes require civil servants to possess a high level of professional culture and expertise, including knowledge of international norms, modern management technologies, and a strong capacity for innovative activities and decision-making grounded in principles of efficiency, transparency, and accountability.

As noted in recent research, Ukraine's current stage of development—marked by comprehensive reforms in public administration, decentralization of power, and the digitalization of public services—has further underscored the significance of professional culture. The quality of professional culture directly affects the state's ability to respond to challenges, promote justice and equality, and maintain public trust. Additionally, it acts as an integrating factor, linking individual competencies with societal expectations and the strategic goals of public administration. Corruption remains

one of the major obstacles to Ukraine's sustainable development, undermining citizens' trust in government and stalling economic growth. Thus, fostering a professional culture based on integrity, transparency, accountability, and respect for human rights has become a crucial goal, one that should permeate all areas of civil service activities, including the training of public servants.

The professional culture of civil servants must adapt to the increasing challenges of the digital age, particularly in the realms of communication technologies and strategic crisis management. As the country faces economic instability and external military threats, civil servants must demonstrate resilience, quick decision-making, and accountability in their roles. Professional culture thus serves as a unifying factor that ensures coordinated action among various branches of government and the overall stability of public administration. Furthermore, in today's globalized world, the effectiveness of public administration directly influences a country's international competitiveness and its ability to contribute to the resolution of global challenges, including the achievement of Sustainable Development Goals.

The professional culture of civil servants is a multifaceted socio-cultural phenomenon that integrates ethical, intellectual, organizational, and legal components to ensure the effective performance of administrative duties. It encompasses a system of values, norms, principles, knowledge, skills, and behavioral models that guide civil servants

in their efforts to meet public needs, uphold the rule of law, and implement democratic principles. Central to this culture is the civil servant's awareness of their role as a public authority representative, which necessitates a strict commitment to the principles of legality, transparency, justice, and

impartiality. As Ukraine modernizes its public administration, improving the efficiency, accessibility, and inclusivity of administrative services, the professional culture of civil servants becomes increasingly vital.

**Keywords:** professional culture; civil service; public administration; transparency; sustainable development.

## IMPACT OF POLITICAL CAMPAIGNS ON EMOTIONAL WELL-BEING

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**Abstract.** This paper discusses the emotional burden that voting behaviour in high-intensity political campaigns and election cycles exact out of individual voters' mental health as well how such conditions affecting mood and collective welfare are connected to broader societal impacts. The concentration of voters to participate in the modern political environment is underpinned by increased polarization, aggressive campaign strategies and a rapidly changing cultural landscape leading to voter stress levels impacting daily life with higher rates of anxiety and emotional fatigue. Using perspectives and methods from political science, psychology, public health (e.g., Yakushko et al. 2008), among other theoretical foundations this study aims to explore how cumulative exposure to campaign ads, debates and media coverage alongside partisan rhetoric may influence emotional well-being and broader mental health outcomes during an election cycle . The paper also investigates how feelings of

political instability, including those resulting from uncertainty regarding one's vote or dissatisfaction with the outcome of an election, manifest themselves psychologically and influence collective mood levels in society; these effects are extended out to trust for institutions and propensity toward civic engagement.

This research uses a combination of qualitative and quantitative methodologies such as surveys, along with longitudinal data analysis to measure the emotional outcomes associated with political processes for individuals and communities. These results indicate that not only do political campaigns themselves influence election outcomes, but may also increase psychological distress and thus change public attitudes towards democracy, governance and politics rather than improve them.

The paper concludes with policy guidelines to reduce the emotional toll of political engagement and promote a more healthful, resilient electorate.

**Keywords:** impact; political campaigns; elections; votes; mental health.

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**SECTION 2**  
**INDICATORS OF ACTIVITY OF PUBLIC AND PRIVATE**  
**ENTERPRISES: MANAGEMENT, MARKETING,**  
**ACCOUNTING, TAXATION, AUDIT, ECONOMICS**

## THE IMPACT OF PAYMENT SYSTEMS ON THE PERFORMANCE OF PUBLIC AND PRIVATE ENTERPRISES

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**Abstract.** In the context of modern digital transformation, effective payment systems play a critical role in enhancing the competitiveness of contemporary enterprises, as the speed and reliability of financial transactions directly impact their economic stability, liquidity, transparency in settlements, and the level of trust among partners and consumers. For both public and private enterprises, efficient organization of transactions and the adoption of digital payment solutions can serve as a driver for reducing operating costs and enhancing productivity.

The advancement of digital technologies has introduced a variety of electronic payment systems, including mobile apps, internet banking, cryptocurrency platforms, and digital wallets. Implementing these tools significantly reduces the time and costs associated with payment processing, providing businesses with timely information for decision-making and improving capital flow efficiency. Effective payment systems allow enterprises to manage liquidity more flexibly, reduce non-payment risks, and optimize the use of financial resources. Research shows that businesses actively utilizing electronic payment solutions demonstrate higher levels of financial stability and resilience to economic changes due to accelerated capital turnover and reduced administrative costs.

Moreover, modern payment systems greatly simplify accounting processes by automating routine operations, reducing the likelihood of errors, speeding up payment tracking and settlements with suppliers and customers, and ensuring the timely reflection of financial transactions. This

positively impacts key indicators such as working capital and accounts receivable, contributing to a more accurate representation of the company's financial position.

Payment systems also play a vital role in taxation, as they simplify tax accounting through transparency in financial transactions and clear documentation. The use of digital payment solutions helps avoid "grey" cash flows, reduces the risk of tax violations, and enhances the transparency of tax reporting.

For both public and private enterprises, digital payment systems create additional opportunities for financial management and strategic planning. Data obtained through payment platforms enable management to quickly assess financial health and make more informed budgeting decisions, fostering productivity growth and aiding businesses in adapting to market changes.

Despite the numerous advantages, digital payment systems also introduce risks associated with cybersecurity threats and potential data breaches. To ensure the efficiency and security of financial transactions, businesses must implement cybersecurity measures and adhere to data protection standards. This is particularly important for public enterprises, where financial transparency and data security are critical for maintaining public trust.

In conclusion, the digitalization of payment systems and transactions has a positive impact on the performance indicators of both public and private enterprises in the areas of accounting, taxation, financial planning, and management. Implementing modern payment solutions enhances operational

efficiency, ensures transparency in financial operations, and reduces the costs of transaction processing. The continued successful development of payment infrastructure requires the implementation

of security standards, which will protect enterprises from cyber threats and improve their economic resilience within the global economy.

**Keywords:** digital payment systems; economic resilience; electronic payments; financial planning; cybersecurity; enterprise productivity; financial transparency; operational costs.

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## TAXATION IN THE FIELD OF COLLECTIVE INVESTMENT

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**Abstract.** Joint investment is a relevant tool for attracting capital, allowing to combine the resources of individuals and legal entities in order to generate profit and develop the economy. The study is aimed at analyzing the tax aspects of the functioning of joint investment institutions (CIIs) in Ukraine and their impact on the investment climate. The theoretical basis of the study is the provisions of the Tax Code of Ukraine, in particular the preferential tax regime for CII income.

The results showed that preferential taxation of income from CII activities stimulates the attraction of investors, reduces the tax burden and increases the efficiency of capital mobilization. The benefits include exemption from income tax on income received from CII assets and allow reinvesting profits without additional taxation, which creates favorable conditions for the development of the stock market.

The practical significance lies in improving models of tax incentives for investment activities, which will contribute to stable economic growth, the creation of new jobs and the development of infrastructure. Thus, co-investment is an effective mechanism for raising funds and stimulating economic development.

Collective investment is a mechanism that allows different investors to pool their resources to invest in projects or assets in order to make a profit. One of the most common instruments of collective investment is investment funds, which combine the funds of individuals and legal entities to achieve common investment goals. In this context, issues arise related to the taxation of such funds and the investment participants themselves.

The collective investment mechanism, enshrined in the Law of Ukraine "On Collective Investment Institutions", allows not only to effectively service investment projects, but also to significantly optimize the company's cash flows. Regardless of the type and type, the main task of collective investment institutions is to mobilize funds, which will subsequently be invested in various securities and other assets and will contribute to the development and improvement of the financial market of Ukraine. In this sense, an important aspect of the activities of CII is their preferential taxation, since it affects the final amount of income received by the investor.

The activities of investment funds are designed to promote more effective use of financial savings of individuals and legal entities by involving them in the investment process in the state. Thanks to collective investment institutions, individual investors are united, as a result of which an advantage is achieved in the investment process. The experience of industrially developed countries shows that collective investment institutions can significantly influence the stock market, and through it the development of the state economy as a whole.

The basis for building models of more effective tax planning remains the benefit from corporate income tax. The conditions of taxation in the field of collective investment are determined by the Tax Code of Ukraine.

In accordance with paragraph 141.6 of Article 141 of the Tax Code of Ukraine, any collective investment vehicles are exempt from income tax. In particular, funds contributed by founders and

participants of a corporate investment fund (CIF) to the authorized capital and assets of the fund; income from transactions carried out with CIF assets; various types of income from CIF activities: interest on loans that a CIF or a mutual investment fund (PIF) may provide to companies-shareholders of the fund; rent that a CIF may receive if its asset is leased; royalties that may be transferred to the CIF if intellectual property rights are registered for the fund, etc. Therefore, any income accumulated in a CIF is exempt from taxes while this money remains in the fund.

Taxation occurs only when the investor:

- alienates CIF securities to a third party (in the event of a profit from sale);
- presents the securities of the CII for redemption to the issuer (corporate investment fund or mutual investment fund asset management company);
- receives investment income as a result of the payment of dividends by the collective investment institution, if the payment of dividends is provided for by the registration documents of the CII (closed-type investment funds).

From January 1, 2017, in accordance with subparagraph 167.5.4 of Article 167 of the Tax Code of Ukraine, income of individuals in the form of dividends from collective investment institutions (CIIs) is taxed at a rate of 9% personal income tax and 1.5% military levy. This creates a total tax burden on this income of 10.5%. For comparison, other income of individuals is taxed at a rate of 18% personal income tax plus 1.5% military levy. At the same time, for dividends on shares, investment certificates, corporate rights accrued by non-residents, collective investment institutions or entities that are not payers of income tax, half the rate established in paragraph 167.1 of this article is applied.

Tax instruments are an important factor in stimulating investment activity in Ukraine. They are aimed at creating a favorable environment for business

development, attracting capital and increasing the competitiveness of the economy.

Let us consider the key mechanisms operating in this area.

1. Development and implementation of a comprehensive system for applying tax incentives for investment activity in accordance with the approved strategic priorities of the country's socio-economic development. Such an approach will allow overcoming its current selectivity. After all, the Tax Code of Ukraine "preserves the sectoral and point type of granting tax benefits." Moreover, there are reasons to believe that in the last few years, the action of such instruments in Ukraine is not aimed at forming an operational and effective mechanism for their application, improving the investment climate and creating a real positive image on the world stage. Instead, the goal is only a nominal increase in the country's position in international ratings, as evidenced by the statements and program documents of the government.

2. Expanding the range of existing tax instruments. The timely introduction of such instruments as benefits for reinvested profits, investment tax credit, tax deductions. In addition, when forming the conditions for their use, the interests of small and medium-sized businesses - the main driver of the modern market economy, especially in the territorial dimension of its development - should be a priority.

3. Implementation of the American model of tax incentives for investment activities, respectively, granting local governments more powers to develop and implement a strategy for using tax instruments for investment purposes. The resulting tax competition between territories will not only increase the investment attractiveness of each of them separately and the country as a whole. To a certain extent, it will simplify the role of the state in this process, leaving the central authorities mainly with controlling and regulating functions. This will allow for a

more efficient and transparent implementation of a policy of stimulating investment activities [5].

4. Introduction of tax benefits for individual investors. Today, tax incentives are designed only for the process and results of entrepreneurial activity, as well as for stimulating individual mortgage lending, which we do not consider sufficient.

5. Creating an algorithm for using tax instruments to stimulate investment activity, which would provide solutions not only to economic, but also to certain social problems. In particular, it is advisable to reform tax benefits in the direction of promoting not only the growth of GDP, but also the stable emergence of new jobs, improving the quality of infrastructure,

solving problems of development of territorial communities, etc.

Thus, joint investment is an important mechanism for combining the resources of different investors in order to make a profit. Thanks to joint investment institutions, capital is mobilized and financial flows are optimized, which has a positive effect on the development of the economy and the stock market of Ukraine. Preferential taxation of income related to the activities of CII creates additional incentives for attracting investors and increasing the profitability of investments. Thus, joint investment not only contributes to a more efficient use of funds, but also improves the investment climate in the country.

**Keywords:** taxation; collective investment.

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## PROBLEMATIC ISSUES IN THE ACCOUNTING AND CONTROL OF ADMINISTRATIVE EXPENSES

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**Abstract.** Administrative expenses are an integral part of a company's total costs, representing expenditures on management, administrative staff, office space rental, and utilities. Incorrect reporting of administrative expenses can lead to the distortion of key financial indicators such as net profit, profitability, or product cost. This, in turn, complicates the analysis of a company's financial position and hinders informed managerial decision-making. Properly organized accounting of administrative expenses ensures the integrity of financial reporting, enhances management efficiency, and promotes sustainable business development even in a changing economic environment. It also fosters trust among investors, creditors, and other stakeholders, improving the company's reputation.

The study aims to analyze existing methods of organizing accounting for administrative expenses, identify shortcomings, and develop recommendations to improve the accuracy of financial reporting, ensure effective expense control, and facilitate the rational management of a company's resources. The research focuses on the system of accounting and control of administrative expenses within a company.

Administrative expenses encompass costs associated with company management that cannot be directly attributed to production or commercial activities. These include salaries for administrative staff, office maintenance costs, professional services, administrative fees, and other expenses required to support business operations.

These expenses are directly reflected in the income statement, affecting the company's profitability. Accurate identification and allocation of administrative expenses provide an objective assessment of profitability and financial health. As non-productive costs, administrative expenses do not directly contribute to revenue generation. Excessive levels of these expenses can negatively impact profitability indicators, such as sales and asset returns, reducing the company's attractiveness to investors.

A lack of proper control over administrative expenses can result in unnecessary expenditures, such as inflated management costs, excessive rental fees, and over-reliance on professional services. Through budgeting and regular monitoring, companies can optimize their management efficiency and improve financial reporting outcomes.

Administrative expenses, as part of operational costs, are crucial for analyzing the cost of maintaining and managing a business. Their dynamics and structure provide insights into the company's overall performance. However, the absence of a standardized approach to classifying administrative expenses—often overlapping with selling or production costs—complicates analysis and distorts financial indicators. Additionally, these expenses are often recorded without allocation to responsibility centers or expense types, with a lack of detailed breakdowns hampering effective control and analysis.

Weak integration between managerial and financial accounting undermines the connection between these subsystems,



leading to data duplication and loss of informational unity.

Modern businesses face challenges in allocating administrative expenses, which complicates cost analysis and managerial decision-making. Rational management of these expenses helps maintain profitability levels and positively influences the company's investment attractiveness. Effective expense management improves the transparency and objectivity of financial reporting, supporting strategic decision-making.

To improve the efficiency of accounting and controlling administrative expenses, the following measures are recommended:

- clearly define the composition of administrative expenses in the company's accounting policy, differentiating them from production and selling expenses.

- maintain analytical accounting by allocating expenses to responsibility centers, expense types, and periods.

- establish a system for regularly analyzing the dynamics of administrative expenses.

- integrate financial and managerial accounting systems to create a unified information base, eliminating data duplication and simplifying interactions.

- implement an internal audit system to verify the accuracy of administrative expense accounting.

The proposed measures will enhance the accuracy and transparency of financial reporting, while improving the efficiency of a company's control and accounting processes.

**Keywords:** administrative expenses, accounting, control, organization of accounting.

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## ORGANIZATION OF ACCOUNTING AND CONTROL OF PRODUCTION COSTS

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**Abstract.** In modern conditions of continuously increasing resource costs (raw materials, energy, labor), enterprises require an effective system of accounting and control to identify sources of overspending and minimize them. Organizing efficient accounting and control of production costs is complicated by the diversity of production processes and technologies in enterprises across various industries. Many companies still use outdated approaches to cost accounting, hindering prompt control, increasing the risk of errors, and slowing down the acquisition of analytical data necessary for managerial decision-making. Hence, there is a need to improve control systems to prevent overspending and abuse, as well as to develop tools for detailed analysis of resource efficiency. Furthermore, growing demands for environmental and social responsibility compel enterprises to account for additional costs associated with environmental measures and social programs, requiring special attention in accounting and control.

The aim of this study is to analyze the methodological problems of production cost accounting and control and to identify ways to enhance cost management efficiency by improving accounting and control processes.

The object of the research is the system of production cost accounting and control.

Forming reliable and timely information about production costs is a key element of the enterprise's accounting system. It influences cost management, profitability, cost reduction, pricing, and managerial decision-making.

Considering costs as an object of management and control, they can be regarded as the monetary expression of the absolute volume of resources consumed, necessary for the enterprise's production and business activities to achieve its objectives. However, managerial accounting often lacks synchronization with financial accounting, leading to informational discrepancies and complicating cost control and analysis.

Cost accounting in manufacturing enterprises is the aggregation and representation of the value of material, labor, and other resources spent during the reporting period in an analytical format. Its main task is to control production activities and manage costs associated with them.

The absence of clear coordination between financial, production, and managerial departments can lead to duplicated accounting processes, data loss, and inefficient resource use. Effective interaction should ensure:

- accurate accounting;
- realistic cost classification and distribution;
- forecasting and planning of costs, with budget development for future periods considering other indicators and specific activities.

Cost accounting and calculation as a single process involve two interrelated stages:

- 1) organization of analytical cost accounting and allocation of production costs among accounting objects;
- 2) cost calculation, which includes determining the cost of products and production units.

Based on cost accounting methods, enterprises choose a calculation method specified in the accounting policy document. The appropriate choice of accounting methods is determined by factors such as:

- the organizational structure of production management;
- the nature of the technological process;
- the type of production (mass, large-scale, small-scale, or custom-made);
- product nomenclature, its complexity, and production cycle duration;
- the presence of work-in-progress.

An essential condition for effective cost control is informing employees about control results and their impact on the enterprise's financial outcomes.

Effective cost control helps prevent unplanned situations and detect deviations from norms before financial risks arise. Implementing cost accounting methods that provide flexibility to adapt to market changes and enhance the efficiency of enterprise cost policies is crucial.

An effective system of accounting and control must provide:

- real-time cost tracking for quick decision-making;
- cost allocation by economic elements (material costs, labor costs, depreciation, etc.);
- identification of direct and indirect, fixed and variable, production and non-production costs;
- adherence to budgets;
- monitoring the alignment of actual costs with planned indicators;
- prevention of resource overspending and irrational use;
- calculation of unit costs for products, semi-finished goods, or services;

- selection and application of the optimal calculation method based on production type;
- cost planning;
- generation of analytical reports for internal and external stakeholders;
- provision of management with information for strategic and tactical planning;
- integration with other accounting subsystems;
- harmonization of cost accounting with financial, managerial, and tax accounting systems;
- use of unified information bases to avoid data duplication;
- compliance monitoring of norms and technological processes;
- transparency and alignment with standards;
- compliance with international standards (IFRS) and national legislation;
- transparency for external auditors and partners.

The results have both theoretical and practical significance, enabling their application in the actual activities of enterprises across various industries to improve cost management efficiency. Cost accounting is a key element of managerial activity, ensuring control over production processes, contributing to cost reduction, and facilitating informed managerial decisions. Implementing analytical accounting systems will allow enterprises to identify sources of overspending and promptly take measures to eliminate them. Improved accounting methods will enable more accurate cost calculations, reducing financial expenses and increasing competitiveness. Clear cost control helps mitigate financial risks and ensures the stability of financial indicators even in volatile market conditions.

**Keywords:** control; costs; cost accounting; organization of accounting;

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## THE FEATURES OF REFLECTING PRODUCTION INVENTORIES IN FINANCIAL REPORTING ACCORDING TO INTERNATIONAL AND NATIONAL STANDARDS

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**Abstract.** The integration of Ukrainian businesses into the global economy necessitates the improvement of financial reporting quality. In the context of globalization, many Ukrainian enterprises aim to meet international financial reporting standards, as this facilitates attracting investments, enhances trust in financial reports, and ensures comparability of financial indicators with foreign companies. National accounting standards are gradually being adapted to international requirements, which requires continuous study and comparison. A deep understanding of the differences between national and international standards allows businesses to respond promptly to changes in accounting and take into account the requirements of both systems.

The requirements for preparing financial statements depend on the target audience of the reports and the category of the enterprise: some national companies are required by law to comply with international standards, while others can freely choose between international and national standards based on their needs and goals.

The reliability of financial indicators in reporting largely depends on the effective accounting of inventory, which is a significant component of a company's current assets, influencing its liquidity structure, profitability, and overall financial condition. The "correct" reflection of inventory contributes to the transparency of financial reporting, which is important for attracting investors, ensuring creditworthiness, and complying with

regulatory requirements. The primary international standard regulating inventory accounting is IAS 2 "Inventories", while at the national level, companies use the Ukrainian accounting standard UAS 9 "Inventories". To reflect the balances of inventory accounts in financial statement forms, companies follow UAS 1 "General Requirements for Financial Reporting", or International Standards, including IAS 1 "Presentation of Financial Statements", IFRS 10 "Consolidated Financial Statements", and IFRS 13 "Fair Value Measurement".

Standards define the key principles, structure, and content of reporting, ensuring its comparability, transparency, and reliability for users of financial information. However, despite the common goal, IFRS and Ukrainian Accounting standards (UAS) have certain differences in the disclosure requirements for inventory. Studying these differences in the disclosure of production inventory under IFRS and UAS helps to better understand the methodological distinctions between these standards and their impact on the completeness of disclosures and the quality of financial reporting for enterprises.

One of the key differences between UAS and IFRS is the level of detail in the requirements for the format of financial statements.

UAS 1 provides standard reporting forms, in which inventories are reflected in line 1100 of section II of the balance sheet assets, while production inventories are an additional item located in line 1101.

IFRS, in turn, do not set strict requirements for the structure of the balance sheet, giving companies more freedom in choosing the formats for presenting information. Although IAS 1 provides a minimum list of items, including inventories, that must be presented in the Statement of Financial Position, it also allows these items to be aggregated into groups, as long as such aggregation does not significantly affect the users understanding of the financial information.

Under IFRS 10 "Consolidated Financial Statements," inventory must be presented at the group level as a single asset, ensuring consistency in financial reporting. Any intercompany inventory (such as supplies between companies within the same group) should be excluded from the consolidated balance sheet to avoid double counting. Furthermore, the Notes to the financial statements should include information about the accounting methods and any differences that may impact the valuation of inventory.

IAS 34 "Interim Financial Reporting" requires the disclosure of only significant changes in inventory levels or valuation methods compared to the previous reporting period, allowing investors and other stakeholders to quickly assess changes in the financial position of the company without overloading interim reports with excessive details.

Thus, international standards place greater emphasis on the detail and transparency of inventory accounting, requiring additional disclosure in the Notes to the financial statements. This helps improve the quality of reporting for users, particularly investors and creditors. They also require the unification of accounting policies within a group of companies (IFRS 10) to ensure the accurate presentation of the group's financial position in the consolidated financial statements.

National accounting standards have a more specific approach to defining inventories than international standards. UAS 9 provides a detailed list of items that are included in the inventory, which allows for the precise identification of production inventories, whereas IFRS uses more general terms.

When comparing Ukrainian Accounting Standards (UAS) 9 and IAS 2, significant differences in the approaches to inventory valuation can be observed. Ukrainian standards provide detailed regulations for inventory valuation at the stages of receipt, disposal, and at the balance sheet date, using the concept of "cost of acquisition." This allows for a clear structure in accounting and recording the value of inventories at each stage of their movement.

IAS 2 focuses on comparing two values: cost and net realizable value, and inventories are valued at the lower of the two. International standards do not have separate requirements for valuation at each stage, which provides flexibility but may complicate data comparison for financial statement users.

Both National Accounting Standards of Ukraine and IFRS allow enterprises to choose inventory valuation methods (FIFO, weighted average cost). However, IFRS places more emphasis on the justification of net realizable value and the valuation of inventories based on economic benefit. An analysis of IFRS 13 and UAS 1 reveals their specific characteristics, particularly regarding the valuation and disclosure of information in financial reporting.

Flexibility and detail in international standards enhance the comparability and transparency of reporting, which is especially important for enterprises striving to integrate into the international business environment.

**Keywords:** Ukrainian accounting standards; international Accounting standards; report; international business; global economy.

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## MANAGERIAL ASPECTS OF PRODUCT CLASSIFICATION FOR ACCOUNTING AND TAXATION

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**Abstract.** The relevance of the study stems from the importance of product classification in ensuring accurate accounting and proper taxation, which are key aspects of effective business management. The purpose of this paper is to analyze the managerial aspects of product classification, taking into account the requirements of modern legislation and tax regulations. The object of the study is the processes of product classification in accounting and taxation systems. The study employs methods of systems analysis, synthesis, comparison of regulatory documents, and practical case studies. The results indicate that proper product classification reduces tax compliance risks and optimizes management processes. The practical significance lies in the development of recommendations for enterprises to improve product classification procedures.

Accurate product classification is a critical component of accounting and taxation processes. Errors in classification can lead to fines, additional tax assessments, or the loss of tax benefits. At the same time, current legislation imposes clear requirements for the identification of goods, which requires significant managerial efforts from enterprises to properly comply with these standards. However, many companies face challenges due to the complexity of regulatory documents and the insufficient integration of accounting and tax systems.

Product classification involves several essential stages: collecting information about products, systematic organization of products according to the codes of the Ukrainian Classification of

Goods for Foreign Economic Activity (UCGFEA), ensuring compliance with tax law requirements, and integrating this data into internal accounting systems. The study demonstrates that using modern information systems for product classification can significantly simplify this process. Automated solutions, in particular, can identify errors and inconsistencies in data, thus reducing tax risks. Additionally, training personnel responsible for classification is crucial to minimizing subjective errors. The constantly evolving regulatory framework demands managerial flexibility in decision-making.

Product classification plays a central role in taxation systems, as the economic nature and characteristics of goods determine accounting procedures, tax assessment mechanisms, and regulatory measures for the state's economic activities. In modern conditions, the state applies various types of taxes based on product characteristics, value, origin, and consumption type.

**Tax Classification.** Value-Added Tax (VAT): VAT is one of the most common taxation tools applied to goods. It is calculated not on the total value but on the added value at each stage of production and sale. Excise Taxes: These are applied to specific categories of goods, such as alcohol, tobacco, and fuel, and aim to regulate consumption volumes and increase fiscal revenues. Customs Duties: These are taxes imposed on goods crossing the customs border, serving functions such as protecting domestic markets and regulating import volumes.

**Classification by Origin.** Domestic Goods: Goods produced within the country



are taxed according to national tax legislation, including indirect taxes like VAT and excise taxes, as well as direct taxes related to revenue from sales.

**Imported Goods:** These are subject to a special taxation regime involving customs duties and additional fees, aimed at stimulating domestic production and limiting imports.

**Classification by Social Importance. Essential Goods:** These often benefit from tax incentives or reduced tax rates to ensure affordability for the population.

**Excise Goods:** High tax rates on socially or economically significant goods, such as alcohol or tobacco, aim to reduce their consumption and increase budget revenues.

**Impact of Product Classification on Economic Policy.** Product classification enables the state to effectively manage tax rates and regulate tax revenues. This ensures a balance between fiscal functions and economic equity. Through a differentiated approach to taxation, the state can stimulate specific economic sectors, for example, by reducing tax burdens on innovative or environmentally friendly products. High import taxes help protect domestic producers from foreign

competition while encouraging domestic production.

Product classification is a vital component of taxation, serving as a key object of fiscal policy. Various types of taxes, such as VAT, excise taxes, customs duties, and others, rely on classification criteria, including product origin, consumption type, and social importance. Proper classification allows the state to implement effective fiscal and economic policies, ensuring stable tax revenues and fostering national economic development.

The research emphasizes that effective management of product classification processes is an important tool for enhancing the competitiveness of enterprises. Accurate classification ensures compliance with legislative standards, minimizes financial risks, and optimizes managerial processes. Implementing automated product classification systems and improving staff qualifications are critical areas for process improvement. In the future, integrating international classification standards will be essential to simplify the foreign economic activities of Ukrainian enterprises.

**Keywords:** accounting; taxation; management; Ukrainian enterprises.

## ECONOMIC AND LEGAL MEANS OF IMPLEMENTING SUSTAINABLE DEVELOPMENT GOALS AT THE ENTERPRISE

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**Abstract.** Destabilizing factors affect both the general state of economic processes in Ukraine and the state of individual business entities. The comprehensive implementation of sustainable development goals but not exclusively, at the enterprise level, allows to counteract such destructive influence. This study uses the methods of analysis and comparison to investigate the possibility of implementing the sustainable development goals using economic and legal means. Conclusions are reached regarding the possibility of using local rule-making at the enterprise level to implement the sustainable development goals, which will allow the enterprise to organise this process promptly and without unnecessary bureaucracy. At the same time, it is noted that local rulemaking should be applied by an enterprise depending on its specifics. Thus, for enterprises that do not have a complex organisational structure, it is advisable to use a single local act that will not complicate the implementation procedure. For enterprises with a complex organisational structure, it is advisable to use a system of local acts.

Today, Ukraine is under constant influence of various destabilising factors. This has a destructive impact on both the general state of economic processes in our country and the state of individual business entities. A global trend that can be taken into account as a promising way to overcome the impact of such factors is the active implementation of sustainable development goals. Our country, having taken the Euro-Atlantic vector of development, even before the large-scale military invasion, took measures aimed at implementing sustainable development in

various spheres of life, including, but not limited to, the business sector.

On 30 September 2019, the President of Ukraine issued a Decree ‘On the Sustainable Development Goals of Ukraine for the period up to 2030’, which set out the following goals, in particular but not exclusively: to promote progressive, inclusive and sustainable economic growth, full and productive employment and decent work for all; to create sustainable infrastructure, promote inclusive and sustainable industrialisation and innovation; to ensure the transition to sustainable consumption and production models.

Considering the processes of implementing the sustainable development goals in the economic sphere, it should be noted that the sustainable development goals can be fully achieved only if they are implemented at both the macroeconomic and microeconomic levels.

Domestic scholars point out that, given the close interconnection of macro- and microeconomics, we can talk about the sustainable development of both the economy as a whole and a single enterprise. Moreover, without sustainable development of business entities, it is difficult to talk about achieving sustainable development goals at the country level.

The process of implementing sustainable development goals at the level of an individual enterprise can be effectively ensured by applying economic and legal means.

Scientists have expressed the opinion that economic relations are regulated at the individual (local) level through acts of their participants, which include charters of business entities, memoranda of association

and other types of agreements, internal labour regulations, etc.

When applying local rule-making to implement sustainable development goals at the level of an individual enterprise, it is necessary to take into account its peculiarities - size, specifics of activity, etc. For example, for enterprises that do not have a complex organisational structure, it is advisable to use a single local act. For enterprises with a complex organisational structure, the use of a single local act is problematic. It may be approved as the main strategic document, but in the course

of operating activities, it is advisable to apply other types of local acts, which in their entirety will form an integral system.

The use of local acts to implement sustainable development goals is an economic and legal tool that allows an enterprise to organise this process quickly and without unnecessary bureaucracy. Local rulemaking enables a business entity not to wait for the state to regulate the implementation of sustainable development goals and allows it to respond effectively to the challenges of today.

**Keywords:** sustainable development goals, economic and legal means, local rule-making.

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## THE DIFFERENCES BETWEEN INDUSTRIAL COMMODITY SCIENCE IN UKRAINE AND EU COUNTRIES: THE CONTEXT OF EUROPEAN INTEGRATION

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**Abstract.** The study highlights the necessity of accounting for the differences in industrial commodity science between Ukraine and the countries of the European Union within the context of Euro-integration. Attention is focused on the disparities in standardization, certification, and quality assessment of products, where EU countries impose stricter regulatory requirements compared to Ukraine. These differences stem from the European Union's emphasis on consumer protection, environmental sustainability, and the uniformity of technical standards, which are designed to ensure the seamless functioning of the single market.

The research emphasizes the importance of adapting Ukrainian regulatory documents to European standards, which is a crucial step toward integrating Ukraine into the European market. This adaptation process involves not only aligning legislative frameworks but also restructuring institutional mechanisms responsible for product quality control. Economic and technical aspects of harmonizing the industrial commodity science system are examined, including the enhancement of the competitiveness of Ukrainian products, which is vital for fostering economic growth and technological innovation in the national industrial sector.

The analysis highlights that implementing European norms will not only facilitate an increase in Ukraine's export potential but will also stimulate the development of the national industry in accordance with international quality and safety standards. By meeting these standards, Ukrainian products can gain

wider acceptance on the European market, thereby opening new opportunities for trade and investment. Moreover, this process is expected to attract foreign direct investment, which is critical for modernizing production facilities and introducing advanced technologies in various industrial sectors.

The study identifies the need for further reforms to achieve full compliance of Ukraine's commodity science system with European requirements. These reforms should address gaps in technical expertise, enhance the capacity of national standardization bodies, and foster closer collaboration with European institutions. The integration of Ukrainian commodity science into the European framework will require comprehensive training programs for specialists, development of modern testing laboratories, and the establishment of transparent mechanisms for conformity assessment and certification.

In addition to economic benefits, the transition to European standards is projected to have significant social and environmental impacts. Improved product quality and safety will enhance consumer trust, while stricter environmental regulations will contribute to sustainable industrial practices and the reduction of ecological risks. This transformation aligns with Ukraine's broader strategic goals of sustainable development and integration into the global economy.

Overall, the research underscores that aligning Ukraine's industrial commodity science system with European standards is a multifaceted and resource-intensive process. However, it represents an essential pathway for strengthening Ukraine's

position in international trade, fostering innovation, and ensuring the long-term development of its industrial and economic landscape.

**Keywords:** European integration; technical regulations; quality standards; industrial innovation; harmonization of norms.

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## IMPROVING THE PROCESS OF CAREER MANAGEMENT AND EMPLOYEE DEVELOPMENT IN THE PUBLIC SERVICE

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**Abstract.** Continuous professional development of civil servants is the foundation for enhancing the efficiency of public administration. Creating conditions for realizing their potential and motivating them to work is essential for ensuring high-quality public services and fostering citizens' trust in government institutions. The study aims to analyze the existing career management system for civil servants in Ukraine, identify its strengths and weaknesses, and develop recommendations for improving career management processes and employee development in public service. These improvements aim to enhance motivation, efficiency, and job satisfaction among civil servants. The research object is the career management process of civil servants in Ukraine, covering aspects such as career planning and evaluation systems, training and development programs, motivation and incentive mechanisms, the role of leadership in subordinate development, and employee career satisfaction. The study's outcome will be the development of a set of measures aimed at improving the career management system for civil servants.

In today's dynamic world, the efficiency of a state directly depends on the professionalism of its civil servants. Optimizing career management is a key factor in building a highly qualified civil service capable of meeting societal needs and improving the quality of public services. Rapid changes in society and governance impose increasing demands on civil servants. To ensure the effective fulfillment of public duties and meet citizens' expectations, it is necessary to enhance the career management system. This approach not only boosts employee

motivation and retains talented personnel but also improves the overall efficiency of the public administration system.

The goal of ensuring career development in public service is to increase the efficiency of the state apparatus, achieve new professional heights, and realize individual potential in the field of public administration.

The career development of a public servant is the pathway of professional growth for a civil servant. The professional career of a civil servant involves systematic professional training, gaining experience, and advancement along the career ladder.

Ukrainian state institutions face several challenges in establishing a career management system in public service. One of the key issues is insufficient funding for training, retraining, and professional development of civil servants, which limits opportunities for their career growth. Additionally, the absence of a clear strategy for public service development complicates the creation of effective career advancement systems. The most pressing problem, however, is the lack of trust in state institutions. This distrust stems from corruption and inefficiency in public administration, which demotivates young professionals from pursuing careers as civil servants.

However, recent surveys of civil servants indicate noticeable improvements in the perception of leadership management styles. The share of those satisfied increased to 70.9% in 2023, compared to 64.2% in 2021. Furthermore, evaluations of recruitment efficiency and anti-corruption measures have also improved. Over 79% of respondents feel protected from illegal or unethical demands, showing significant

growth compared to previous years.

The creation and organization of a career management system in public service offers numerous benefits. It leads to the emergence of highly qualified specialists and professional teams capable of quickly adapting to changes and addressing complex tasks. Motivation and job satisfaction among civil servants increase, resulting in the stabilization of government operations.

A key recommendation for improving public servants' career development is enhancing their motivation. Many employees view career advancement primarily as a means to achieve higher salaries rather than as a way to serve the state and its citizens. Each individual has unique needs, and the state should consider this when designing policies and providing services.

An individualized approach ensures that every citizen feels heard and understood. When the state takes into account the specific needs of its people, it

strengthens trust between the government and society, as individuals feel their interests are protected.

The results of the comparative analysis indicate that implementing such a system in the state significantly enhances employee motivation and performance. A well-designed career development system helps retain talented specialists in the public sector. When civil servants see prospects for their development, they experience greater job satisfaction and loyalty to the state. Professionally developed civil servants can make more informed decisions, perform their duties more effectively, and contribute to achieving the strategic goals of the state.

Thus, implementing a career management system in public service is an investment in the country's future. It enables the creation of an efficient and motivated public administration capable of ensuring the implementation of state policies and meeting the needs of society.

**Keywords:** public service, economics, motivation, career management system.

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## RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY OF THE ECONOMIC MANAGEMENT DEPARTMENT OF KRYVYI RIH CITY

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**Abstract.** The effectiveness of the Economic Department's work is a critical factor in ensuring stable development both at the state level and within local governing bodies, particularly in the context of decentralization and subsidiarity. Enhancing performance in the economic sector through the implementation and application of recommendations is a vital aspect of sustainable development for any territorial unit. This, in turn, ensures an adequate standard of living for citizens. The study aims to develop recommendations to improve the efficiency and effectiveness of the Economic Department of the Kryvyi Rih City Council by optimizing the management of the city's key economic sectors, implementing modern approaches, and adapting international practices to local conditions. The object of the study is the management of Kryvyi Rih's economic sectors—industrial, agricultural, investment, and small- and medium-sized enterprises—considering their influence on the region's economic growth. The research is based on a comprehensive approach to analyzing the city's economic processes.

The Department of Economic Management for Cities and Territorial Communities plays a crucial role in ensuring sustainable development and improving the well-being of residents. It leverages expanded powers granted through decentralization and the principle of subsidiarity.

Since the second half of the 2000s, Ukraine has undertaken a decentralization reform aimed at consolidating administrative-territorial units, encouraging voluntary community amalgamation to enhance financial capacity, delegating certain powers to local

self-government, fostering intermunicipal cooperation, and increasing financial resources for local budgets through tax redistribution and additional state transfers [1].

The principle of subsidiarity is the foundation of decentralization, ensuring management efficiency when properly implemented. Financial autonomy of local self-government, in accordance with the European Charter of Local Self-Government, requires sufficient resources to fulfill its responsibilities [2].

In Kryvyi Rih, one of Ukraine's leading industrial centers, effective management of economic processes is of particular importance. To enhance the performance and efficiency of the City Economic Department, it is necessary to implement modern approaches to managing the city's economic sectors and to improve the existing mechanisms that underpin the development of various industries.

The «Social, Economic, and Cultural Development Program of the Kryvyi Rih District for 2023–2027» outlines the key areas of economic development managed by the Economic Department of the Executive Committee of the Kryvyi Rih City Council. This program includes four main sectors: industrial, agricultural, investment, and the development of small and medium-sized enterprises [3].

Based on the data from the real sector of Kryvyi Rih's economy, several recommendations have been developed to improve each sector individually.

As Kryvyi Rih is one of Ukraine's industrial giants, and the development of industry is a key component of the city's real sector, special attention should be paid to modernizing the industrial capacities of



major enterprises like ArcelorMittal Kryvyi Rih and Metinvest. This modernization aims to enhance competitiveness, environmental sustainability, and energy efficiency. These improvements are essential for the sector's resilience amid constant challenges such as war and regional economic instability.

Agriculture in Kryvyi Rih is another vital sector, ensuring food security for the region and forming the basis for export development. It is recommended to implement advanced agro-technologies in this sector to increase crop yields while preserving soil quality. Additionally, developing organic production can address the growing demand for eco-friendly products. Upgrading agricultural storage and logistics infrastructure will minimize post-harvest losses. These measures are expected to increase the demand for agricultural products not only within Ukraine but also for export to other countries, promoting the supply of environmentally clean goods.

Small and medium-sized enterprises (SMEs) and businesses are also part of the real sector of the economy in the city of Kryvyi Rih. Therefore, implementing recommendations to improve this sector is an important step toward creating a balanced economic environment in the Kryvyi Rih region. This sector requires support through reduced rental rates, expanded grant programs, the development of training initiatives in business planning and digital skills, and the active engagement of young people in entrepreneurship and business development. This can be achieved through various competitions and innovation fairs, where active youth will participate and develop diverse projects in this field.

To stimulate streamlined exports from local enterprises, it is proposed to organize training programs, support product certification, and actively involve businesses in various platforms such as «Diia.Business.»

The investment climate is the foundation for a region's economic development. Attracting capital contributes to the modernization of enterprises, job creation, and increased local government revenue. For Kryvyi Rih, as an industrial center, the formation of a favorable investment environment is a key task. The investment climate in the city can be improved by reducing bureaucratic barriers, simplifying business registration procedures, and introducing transparent mechanisms for interacting with investors. It is also important to provide tax incentives for new projects, which will stimulate capital inflows into the region. The development of an innovation infrastructure, such as startup schools, will create conditions for the introduction of new technologies. Active participation in business forums, exhibitions, and international economic platforms will allow the city to present its potential, attracting external investors. Additionally, it is important to utilize international aid programs and donor funds to implement projects that will contribute to the economic recovery and sustainable development of the region.

To augment the operational efficiency of the Economic Department of the Kryvyi Rih City Council, it is prudent to leverage international best practices, tailored to local specificities. Notable case studies from Poland, Germany, and Sweden exemplify successful approaches to sustainable economic growth, infrastructure modernization, small and medium-sized enterprise (SME) support, innovation, and export promotion.

Poland offers compelling examples of urban infrastructure revitalization, SME support, and foreign direct investment attraction. These can be emulated through the implementation of tax incentives, the development of comprehensive development strategies, and proactive city promotion at international business forums. Germany is renowned for its industrial

modernization and innovation support, which can be harnessed to upgrade Kryvyi Rih's production capabilities, with a particular focus on environmentally friendly and energy-efficient technologies. Additionally, fostering technology startups and facilitating collaborations between research centers and large enterprises can stimulate innovation. Sweden excels in exports and sustainable production. For Kryvyi Rih, it is imperative to cultivate the export potential of local businesses, provide training for international market entry, and support product certification. These initiatives will enhance the city's global competitiveness.

Therefore, to enhance the performance of the Kryvyi Rih Economic Department, a comprehensive improvement of all key sectors of the city's economy is necessary. Priorities include modernizing industrial enterprises to

increase their environmental friendliness and energy efficiency, implementing modern agricultural technologies, developing small and medium-sized businesses through grant programs, educational initiatives, and reducing bureaucratic barriers. Improving the investment climate, active participation in international economic platforms, and utilizing donor programs will facilitate attracting capital to the region. Adopting best practices from Poland, Germany, and Sweden will enable the adaptation of innovative approaches to infrastructure development, export promotion, and supporting technology startups. All these measures will not only ensure sustainable economic development but also improve the quality of life for residents, strengthen Kryvyi Rih's position as one of Ukraine's leading industrial centers, and increase its international competitiveness.

**Keywords:** economic department; economic sectors; economic development; recommendations.

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## RECOMMENDATIONS FOR THE DEVELOPMENT AND IMPLEMENTATION OF SOCIO-ECONOMIC DEVELOPMENT PROGRAMS FOR THE KRYVYI RIH DISTRICT

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**Abstract.** The quality of life of people is directly dependent on the state of the economy. Kryvyi Rih, as a powerful industrial center, bears the responsibility for ensuring the well-being of its residents. The relevance of this topic lies in the fact that modern realities require the city not only to achieve economic growth but also to create favorable conditions for the life and development of each citizen. The purpose is to understand the concept of socio-economic development programs and to develop recommendations for their improvement, while the object of the study is the process of formation and implementation of these programs. The basis of this study is the mechanisms, tools, and results of the formation and implementation of socio-economic development programs for the Kryvyi Rih district.

The process of ensuring socio-economic development of a city is influenced by the nature of governance and the level of resource utilization. Simultaneously with the development of state systems, municipal self-governance has emerged as a way of exercising power, the essence of which lies in orienting power towards the interests of local residents. The use of a city's resources to meet the needs of its residents, develop the city's economy and urban environment constitutes the management of its development.

One of the tasks of city councils is to approve a program for the social, economic and cultural development of the city. It is precisely the creation and implementation of such programs that best demonstrate how local authorities care about people and the development of territories. Therefore, the

competent adoption of programs for social, economic and cultural development is a relevant and important issue today.

The municipal program for socio-economic and cultural development is a document that outlines the goals and priorities of economic and social development over a short-term period, typically one year. It specifies the means and methods to achieve these goals, forming a coordinated and comprehensive system of directions and measures by local self-government aimed at effectively addressing economic and social development challenges.

One of the existing programs is the Socio-Economic and Cultural Development Program of the Kryvyi Rih District for 2023–2027. This program was developed by the Department of Socio-Economic Development of Territories of the Kryvyi Rih District State Administration in collaboration with the district administration's structural units, territorial bodies, other central executive authorities in the district, and the executive committees of three city councils, two settlement councils, and ten village councils.

The program is based on an analysis of the key socio-economic development indicators of the district for 2022. It defines the goals, tasks, and measures for the district's economic and social development for 2023–2027. Moreover, it aims to ensure coordinated joint actions of local executive authorities and self-government bodies under wartime or post-war conditions to implement a unified state development policy at the district level.

The strategic development plan for Kryvyi Rih until 2025 foresees the

intensification of work to expand the areas of social entrepreneurship. Currently, there are already functioning social and municipal projects such as: “Kryvyi Rih Hospitality”, “Kryvyi Rih Social Cafe”, “The Best for Children”, “Kryvyi Rih – a city of children's entertainment”, “Kryvyi Rih Quality Mark”, “Let's warm a veteran with care”, “Entrepreneurial workshop”, “Cinema for all ages”.

As a result of the analysis of the formation and implementation of socio-economic development programs for the Kryvyi Rih district, problems were identified and ways to solve them were created, that is, recommendations for improving the process.

The first recommendation is to enhance public engagement. When citizens are actively involved in developing and implementing urban programs, it fosters a more equitable and inclusive society. Mechanisms such as public consultations, participatory budgeting, and community councils empower residents to voice their concerns and influence decisions, thereby reducing social inequalities and improving the overall quality of life.

Secondly, the issue of transparency and accountability in governance needs to be addressed. To foster trust and confidence among citizens, decision-making processes must be open and transparent. This includes providing the public with easy access to information about government activities and creating platforms for meaningful public participation. Regular public

hearings on various urban development issues can serve as effective channels for dialogue between citizens and decision-makers.

The underdevelopment of infrastructure is one of the main challenges facing our city. To address this issue, it is necessary to attract additional financial resources. One way to do this is to attract investments from private companies. Additionally, it is important to optimize the use of budget funds to meet the needs of citizens as effectively as possible.

Furthermore, the development of sectors other than the mining and metallurgical complex is crucial for improving the quality of life of Kryvyi Rih residents. By investing in education, science, and the development of sectors such as agriculture, energy, and IT, we can create new job opportunities, improve the environmental situation, and make our city more attractive to young people.

To successfully implement socioeconomic development programs in Kryvyi Rih, it is crucial to study and adapt best practices from other countries. The Polish model of multi-level social assistance and active local government involvement, the German system of vocational education and social services, the French model of social protection and small business support, and the Japanese education and innovation system can be valuable tools for our region's development. The local authorities' task is to analyze these models and adapt them to local conditions.

**Keywords:** socio-economic development, socio-economic development program, projects, formation, implementation.

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## IMPROVING THE ALGORITHM FOR SOCIO-ECONOMIC DEVELOPMENT OF TERRITORIES IN UKRAINE

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**Abstract.** The relevance of the study is determined by the need for effective regulation of socio-economic development of territories in Ukraine, as the sustainable development of individual regions is the foundation of the overall economic growth of the country. In the context of constant economic changes, global challenges such as financial crises, wars, as well as environmental and demographic problems, it is important to develop strategies that enable an adequate response to the challenges of the modern world. The uneven development of regions, particularly between urbanized and rural areas, contributes to social tension, rising unemployment, and infrastructural disparities. Therefore, effective models and strategies for regional development are critical to achieving socio-economic stability and improving the quality of life of the population.

The aim of the research is to develop an algorithm for improving the regulation of socio-economic development of territories in Ukraine, with the goal of streamlining and enhancing the efficiency of management processes at the local level, taking into account the specifics and needs of each territory. The object of the study is the processes of socio-economic development of individual territories in Ukraine, including the analysis of economic, social, and infrastructural characteristics.

The work employs a comprehensive approach, which includes a theoretical analysis of existing models of territorial socio-economic development management, as well as practical experience from other countries, allowing the creation of more

adapted and effective strategies for Ukraine's realities. To assess the situation, SWOT analysis methods are used, enabling a comprehensive evaluation of the strengths and weaknesses of territorial development, as well as identifying opportunities for growth and threats to stable development. The methodological foundation of the research includes statistical methods for data collection and analysis, sociological surveys, and strategic planning, which involves studying the specific needs of each territory and developing long-term development plans based on these needs. Such approaches allow for consideration of the unique opportunities of each region, ensuring personalized solutions for each territory.

Based on the analysis of the current state of the territories, the main issues that require immediate resolution were identified. These include a high unemployment rate, low infrastructure development, inadequate access to quality social services, environmental problems, and social inequalities that significantly affect the quality of life. The proposed strategy for territorial development involves setting clear and measurable goals, such as increasing investment attractiveness, creating new jobs, improving infrastructure, enhancing access to social services, and developing educational and cultural initiatives. An important aspect is the involvement of the community in the strategy formulation process through public hearings, surveys, and forums, which ensures that local residents' proposals are taken into account and actively engage them in development processes.

A key stage in the implementation of the proposed algorithm is the identification of funding sources and resources for the execution of strategies. This includes not only the allocation of budget funds to various programs, but also attracting private investments, creating a favorable business climate by simplifying procedures for investors, reducing tax burdens, and stimulating investments in the local economy. Additionally, it is important to attract international financial resources through grants, loans, and other forms of international support for the implementation of social and infrastructure projects.

The next stage involves the development and implementation of specific programs and actions aimed at modernizing infrastructure, supporting small and medium-sized businesses, as well as developing human capital through qualification improvement programs, education, and social adaptation for different social groups. An essential element is the integration of local entrepreneurs into the local economy through various financial support mechanisms, such as preferential loans, subsidies, grants, and other forms of assistance for small and medium-sized businesses.

One of the important aspects of successful strategy implementation is ensuring effective management and coordination among all stakeholders at every stage of strategy execution. This includes the development of institutional capacity within local governments and other state structures, as well as the creation of effective mechanisms for cooperation between national and local authorities. An

important part of this is the development of an information exchange system, which ensures transparency of processes, increases trust in the authorities, and facilitates feedback from the public.

To evaluate the effectiveness of strategy implementation, it is proposed to use a monitoring system based on specific indicators, such as investment levels, changes in unemployment, GDP per capita growth, and improvements in the environmental situation. The monitoring system allows for the quick identification of deviations from plans and the timely adjustment of strategies based on new circumstances and changes at the local level.

The final evaluation of the results of program and measure implementation will help assess the impact on the socio-economic condition of the territories, the population's standard of living, and the environmental situation. Involving the public in the evaluation process and the preparation of new strategies is an important element, as it ensures that the interests of local residents are considered and allows for adaptation of strategies to new challenges and changes.

Thus, the proposed algorithm is a comprehensive tool for effective regulation of socio-economic development of territories in Ukraine, encompassing stages of analysis, strategic planning, financing, implementation, monitoring, and evaluation of results. This approach enables quick responses to challenges and ensures the sustainable development of territories, taking into account their specific needs and resources, which is crucial for achieving long-term socio-economic prosperity of the country.

**Keywords:** algorithm, socio-economic development of territories, strategy, effective management

## INTERGENERATIONAL INTERACTION: EFFECTIVE TEAM MANAGEMENT USING DIGITAL TOOLS

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**Abstract.** The research is motivated by the increasing need for organizations to manage multigenerational teams. Each generation has unique characteristics that influence their motivation, work style, and interactions with colleagues. To ensure the effective functioning of such teams, new management approaches that consider the specific characteristics of employees from different generations need to be developed. The role of digital tools in this process is particularly important as they allow for optimized communication, collaboration, and project management in diverse teams.

The primary goal of this research is to analyze the specific nature of interactions between different generations within contemporary teams and to identify effective management methods that account for the unique characteristics of each generation. Additionally, the study aims to assess the role of digital tools in optimizing teamwork and fostering a collaborative environment among employees of different ages.

The object of this study is the process of interaction between representatives of different generations within teamwork in modern organizations.

Teamwork is a key aspect of effective organizational performance, where cooperation, communication, and mutual support among team members are crucial for achieving common goals.

Different generations bring diverse approaches to teamwork and expectations to the workplace. Generation X (born 1963-1984) often prefers a clear hierarchy and stability, valuing well-defined roles and responsibilities. They tend to favor a

traditional approach to teamwork with clear division of labor. This generation often seeks face-to-face communication with their managers, valuing personal connection and support. While they may be less receptive to change, their experience and skills contribute to team stability.

Generation Y (born 1984-2000) values autonomy, independence, and flexible work arrangements. They prioritize work-life balance and prefer digital work environments that facilitate effective team collaboration. Gen Y employees are often proactive and seek opportunities for making a tangible impact, but may be less receptive to traditional, hierarchical team structures. Generation Z, entering the workforce, is highly focused on career advancement and personal development. They seek work environments that support their pragmatic approach and offer opportunities for challenging projects.

Effective team management requires tailored approaches for different generations. Generation X employees respond well to structured approaches, personalized communication, and integration support. Generation Y employees thrive with autonomy and are motivated by network interactions and innovative projects. Generation Z employees value opportunities for rapid career growth, flexible work arrangements, and the use of digital technologies for continuous development and feedback.

Project management software can enhance team management by accommodating the unique needs of different generations. Older generations often prefer structured and transparent



workflows, while younger generations value flexibility and real-time collaboration. Tools like Microsoft Project or GanttProject cater to more traditional preferences, while platforms like Asana or Trello offer a more flexible and interactive approach. Generation Z, known for their tech-savviness, can benefit from AI-powered platforms like Monday or SmartSheet, which offer automation and real-time collaboration.

The integration of virtual technologies and artificial intelligence into project management software facilitates effective intergenerational collaboration. Remote communication tools, such as virtual meetings, enable seamless teamwork regardless of location. AI automates routine tasks, optimizes resource allocation, and forecasts project performance, which is particularly valuable

for younger generations who prioritize speed and innovation. The use of these tools fosters a collaborative environment, enhances productivity, and accommodates the unique needs of each generation within a team.

Microsoft Teams can serve as a universal tool for effective teamwork among employees of different generations. It offers structured features, such as planning, document sharing, and clear channel hierarchies, appealing to Generation X. For Generation Y, Microsoft Teams provides interactivity and flexibility through integrations with tools like Planner or Trello, as well as convenient networking features. Generation Z values its intuitive interface, cloud integration, and AI-powered automation. By adapting to the needs of each generation, this versatile tool fosters a collaborative environment.

**Keywords:** generation; teamwork; digital tools.

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## DIGITAL COMMUNICATION AS A COMPETENCE FOR LEADERS

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**Abstract.** The relevance of studying digital communication as a leadership competency is driven by the rapid digitalization of business processes and the need to adapt to new interaction models. In the context of growing remote work, leaders must not only possess technical communication tools but also effectively use them to maintain productivity, motivation, and team interaction. Modern digital platforms open up new opportunities for building flexible management models and making quick decisions, requiring leaders to have appropriate digital communication skills to maintain organizational competitiveness.

The goal of this research is to study the characteristics of digital communication as a key competency of modern leaders, which affects the effectiveness of management in the digital age. The object of the study is digital communication tools and their role in shaping competitive advantages and building effective communication in modern organizations.

Communication, as a process of information exchange, ensures mutual understanding within an organization. Effective communication fosters corporate values, unified work standards, and reduces turnover, especially in geographically dispersed structures. Key characteristics include employee engagement, a trusting atmosphere, efficient communication technologies, and timely information dissemination.

Digital communication as a managerial competence is the ability to effectively use modern digital technologies and tools to transmit, exchange, and receive information within organizational

processes.

Digital communication is based on the exchange of meanings and values in a social space. New digital media have not only changed the way we communicate but have also transformed business models, production processes, and management approaches. In particular, digitalization involves the implementation of innovations, the intellectualization of decisions, and the active use of messengers.

Among the key digital tools for managerial communication, mobile communication plays a crucial role in ensuring operational connectivity regardless of location. It allows managers to quickly transmit information and coordinate employees' actions. Email, while more time-consuming, remains indispensable for interacting with a wide range of subordinates, as it allows for the exchange of text messages, documents, and other materials. Modern digital communication tools enable instant information exchange, facilitate quick problem-solving, and enhance productivity. They create flexible working conditions: remote work schedules, open workspaces, and teleconferencing. Tools like chat messengers (Viber, Telegram, WhatsApp) enable real-time messaging, audio, and video calls, ensuring effective communication even in remote settings.

Web conferencing platforms such as Zoom, Skype, or Google Meet enable real-time audio and video communication, facilitating meetings, discussions, and decision-making. Cloud-based services like Google Docs or Microsoft Office allow for simultaneous document editing, regardless of location. The use of modern digital tools

like messengers, video conferencing, and cloud services empowers managers to ensure efficient, convenient, and effective communication. Proficiency in these

platforms is essential for managers to maintain corporate culture, reduce turnover, and enhance organizational competitiveness in the digital age.

**Keywords:** digital communication; digitalization; management competencies; modern tools; remote work.

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## COUNTERACTING NEGATIVE POPULISM AS AN EXPRESSION OF ACTIVE CIVIC ENGAGEMENT

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**Abstract.** Today, the study of populism is necessary due to the widespread use of this approach in democratic societies across many countries, as evidenced by the priorities set by candidates during election campaigns.

The term "populism" often has many interpretations and is described differently depending on the focus of a particular study or description. For this study, the most appropriate definition of populism is a set of slogans and actions, as well as forms, methods, and technologies employed by political actors to gain and deepen the support of broad segments of the population.

The modern issue lies in the fact that populism, while being an integral part of democratic processes, can take on a destructive nature if used to manipulate the public for personal gain. This raises the question of how to counteract negative populism.

To counter negative manifestations of populism, it is essential to be informed and understand the signs of populism.

Three key characteristics of populism can be identified: glorification of the people (people-centrism), condemnation of corrupt elites (anti-elitism), and claims to restore popular sovereignty (people's sovereignty). Thus, the primary hallmark that unites all populists is their tendency to advocate for "the people" against "the establishment," opposing the interests of "ordinary people" to those of the elite. However, instead of engaging in deep, reasoned discussions, populists resort to manipulation, excessive simplification of issues, and offering overly simplistic solutions to complex problems.

The authors Zaslavska, Povsitaek, and Naliyova analyzed the programs of political parties such as Servant of the People, European Solidarity, Holos, Batkivshchyna, and OPZZh. The election programs of these political parties are built on a clear dichotomy: the fight "against" certain negative phenomena or situations, such as corruption, monopolies, environmental violations, or external aggression. This approach aligns with a populist strategy, which often relies on mobilizing voters through critical attitudes toward existing problems, amplified by vivid rhetoric. However, a significant portion of the proposed solutions appears generalized and insufficiently specific, which may indicate an attempt to appeal more to emotions than to offer real mechanisms for addressing issues.

To counter negative populism, it is crucial to recognize manipulations, avoid emotional reactions, and critically analyze political rhetoric by verifying facts and identifying the target audience. Populist rhetoric often encourages emotional thinking, which undermines critical judgment. Spreading awareness about identifying populism and protecting against manipulation is essential, including sharing reliable information with others. Discussions on this topic should rely on verified facts to debunk myths and promote constructive dialogue. Responsible voting requires analyzing electoral programs and candidates' reputations, achievements, and capabilities rather than relying solely on campaign promises.

Preventing the destructive effects of populism requires fostering civic legal

awareness through basic legal education, patriotic upbringing, and political literacy to develop critical thinking. Informing citizens about governance complexities, analyzing electoral programs, and consuming diverse, unbiased news sources are key strategies for reducing the impact of manipulative rhetoric.

In the fight against negative populism, the active role of citizens is key.

The foundation of stable democracy and resistance to populism lies in educated voters and citizens who critically evaluate the actions of politicians and parties, promote constructiveness, and ensure transparency. Citizens must recognize that they are responsible for the quality of political reforms by electing politicians who choose responsible and trusted leaders.

**Keywords:** populism; manipulations; civic position; critical thinking; democracy.

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## USE OF DIGITAL JOBS FOR STAFFING PUBLIC AUTHORITIES

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**Abstract.** Amid Ukraine's public administration reform, personnel training, professional development, and optimal use of potential are vital, influencing national competitiveness globally.

Staffing is a set of measures related to filling public authorities with highly qualified and compliant personnel, organizing their work and raising their professional level in order to provide professional and quality services.

Analysis of civil service vacancies from 2019-2023 shows a 19% increase, exceeding 35,400 in 2023. Category "C" saw the highest rise, particularly at middle and lower levels, highlighting systemic staffing gaps and increased workloads. This trend reflects insufficient staffing amid expanding public authority functions, potentially harming efficiency and stability.

It is important to take into account the number of civil servants mobilized or serving in the territorial defense forces of the Armed Forces of Ukraine and volunteer formations of territorial communities. The shortage of staff in the civil service, due to systemic issues and mobilization, hampers public administration's effectiveness. To address this, modern digital tools must be implemented to optimize HR management and enhance employee engagement and efficiency, regardless of location.

Digitalizing HR processes is key to modernizing public authorities. Systems like HRMIS enable remote management of civil service tasks, payroll, leave balances, certificates, and personnel records. HRMIS centralizes data on civil servants, including recruitment, training, evaluations, and salaries, automating procedures and optimizing HR operations.

One of the primary areas of focus for digital transformation in the 2024-2026 period is the automation and digitalization of processes associated with the performance of official duties and the exchange of information between officials and employees of state bodies. This objective is evident in the "Diia.Office" section of the Diia Portal, particularly in the Diia mobile application.

Concurrently, the Concept for the Development of the Digital Economy and Society delineates the advent of the concept of digital jobs. A digital workplace can be defined as a virtual equivalent of a physical workplace that necessitates proper organization, utilization, and administration, as it should serve as a guarantee of augmented employee efficiency and more favorable working conditions for them. In the digital economy, the traditional concept of a physical workplace is evolving. Jobs are becoming increasingly virtual and mobile, with employees no longer required to be in the workplace at all times. The concept of the "digital workplace" is rapidly gaining traction in the business environment and is widely perceived as a positive development by employees who value flexible working arrangements and the ability to work from home, on vacation, or from any location. The digital workplace offers civil servants flexibility to perform their duties effectively, fosters collaboration, supports decentralized work, and provides diverse technological tools. The implementation of the digital workplace concept entails the transformation of civil servants' roles into digital workplaces.

The introduction of digital workplaces integrates modern systems to automate tasks, reduce bureaucracy, and improve efficiency. Tools like Diia.Office give civil servants essential information for effective work in both office and remote settings, enhancing transparency and accountability. Success requires ongoing improvements in cybersecurity and employee digital literacy to fully leverage

the Diia Portal.

In today's world, digital competence is essential for civil servants. As digital and mobile jobs become standard, the public sector must embrace technological advancements. This investment boosts efficiency, transparency, and modernization in public administration, fostering a more integrated and modern society.

**Keywords:** human resources; digitalization of public administration; human resource management information system; digital workplace.

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## **COST MANAGEMENT IN THE CONTEXT OF INCREASING THE EFFICIENCY OF ENTERPRISES' ACTIVITIES**

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**Abstract.** The efficiency management model should be understood as a set of financial, legal and organizational and economic mechanisms, methods of forecasting, planning, regulation and control over the activities of the enterprise and its results in order to ensure an acceptable level of profitability of its activities in the long term, as well as the achievement of other goals defined by its strategy.

Important components of the efficiency management model of the enterprise are the management of its income and expenses. The management of the enterprise's income should be aimed at obtaining such an amount that would ensure the coverage of fixed costs of organizations, reimbursement of variable costs that depend on the volume of product sales, payment of indirect taxes (value added tax, excise duty, customs duties) and profit. The implementation of these tasks is associated with the establishment of economically justified prices for products sold; the rationality of the terms of commercial transactions, which is associated with the choice of supplier, transportation conditions; reducing the chain of movement of goods, since the amount of income of each participant in the movement of goods depends on the number of intermediaries.

An extremely important element of enterprise efficiency management, a separate unit of it, is cost management, because it is costs that determine competitive demand in the market, contribute to the implementation of an effective pricing policy, ensure high returns from technical equipment, material and

labor resources, ensure the development and adoption of optimal management decisions for the current and long-term prospects.

In this context, effective management is considered to be such that it provides:

- proper accounting and reporting;
- real classification of costs and the possibility of their proper analysis;
- allocation of costs to relevant departments, services, functions, and individuals, i.e. establishing a measure of responsibility for their occurrence;
- forecasting and planning of costs, drawing up cost estimates for the future period, taking into account other indicators and characteristics of activity.

Cost management is one of the important subsystems of the general management system of enterprises and organizations. This subsystem is closely related to such management subsystems as production volume and sales of products, inventories, revenue (income), and profit.

The cost management system of enterprises is a system of economic means and methods of targeted influence on the interests of the industry, enterprise, employee in order to optimally coordinate them with the interests of consumers and society as a whole, while maintaining the appropriate socially necessary proportions in the formation of costs.

Its elements are: the goal of the system; the object and subject of management, which are influenced by supply and demand in the market and which determine socially necessary costs; a group of elements that form a direct information connection with the object of management;



controlled and uncontrolled factors that affect the main elements of the system.

The functions of the cost management system of enterprises are determined by the tasks assigned to it:

- organization of information support in accordance with the content, composition and structure of costs and target benchmarks;
- assessment of the possibilities of forming costs in the current and planned period of activity in accordance with the conditions of the enterprise's functioning;
- a complete analysis of costs in dynamics and for the current period;
- forecasting the size and level of costs, using possible methods depending on different volumes of production and the target amount of profit;
- planning the range of permissible limits of the level of costs, i.e. their maximum and minimum values;
- ensuring timely delivery of the planned level of costs to executive units, responsibility centers, and individuals;
- control and operational management of costs, taking into account changes in the conditions of the functioning of

organizations and changes in the commodity market;

- improving cost accounting and finding reserves for their further reduction.

In view of this, the process of managing enterprise costs is quite complex, since it is necessary to take into account the diverse interests of the state, region, industry, enterprise, counterparties, consumers, etc.

The main task of creating a system of enterprise cost management is to combine these interests and create a self-regulating mechanism for their formation and change.

The quality of enterprise cost management is characterized by an indicator of their manageability, i.e. the ability to promptly and dynamically influence the size of costs in accordance with changes in the system of economic methods and means.

Therefore, for the management of enterprise costs to be effective, enterprises need to reduce and avoid inappropriate, ineffective costs, that is, those that do not contribute to increasing production and sales volumes, obtaining the target profit.

**Keywords:** costs, efficiency, enterprise, management, profit.

## FORMATION OF THE MARKETING STRATEGY OF AGRICULTURAL ENTERPRISES IN THE PERIOD OF MARTIAL LAW

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**Abstract.** Since the full-scale invasion, Ukraine's agricultural sector has suffered significant losses. Some farms have been occupied, while others have been mined. Many lands have become unsuitable for agriculture due to their proximity to the front line and problems with water supply in the south of the country as a result of the enemy's destruction of the Kakhovka hydroelectric power plant dam. Despite the insidious actions of the enemy, who is trying to destroy Ukraine's economy, our farmers continue their difficult and often dangerous work. Thanks to their titanic efforts and the support of our Western partners, Ukraine remains a key supplier of grain and sunflower oil to the global market.

At the same time, researchers at the National Institute for Strategic Studies note that military operations in Ukraine have led to a deterioration in the country's food security. This is due to the disruption of logistics chains, destruction of infrastructure, destruction of farms and industries, as well as a reduction in the production of enterprises that are still operating. According to data, as of the beginning of 2024, the damage caused to agricultural production facilities alone amounted to \$364.5 million.

The heterogeneity of the conditions of agricultural enterprises in different regions suggests that marketing strategies

should be adapted to the specifics of each region. In Vinnytsia, Dnipropetrovs'k, Kyiv, Kirovohrad, Khmelnytsky, and Cherkasy regions, the implementation of innovative marketing strategies can increase the efficiency of agricultural enterprises. For enterprises in Volyn, Zhytomyr, Lviv, Mykolaiv, Odesa, Rivne, Sumy, Ternopil, Kharkiv, and Chernihiv regions, it is recommended to choose a "catch-up" strategy. In Zakarpattia, Ivano-Frankivsk, and Chernivtsi regions, it is worth focusing on a differentiation strategy aimed at finding untapped market niches. In Donetsk, Luhansk, Zaporizhzhia, and Kherson regions, which are the most affected by the war, it is advisable for agricultural enterprises to apply a survival strategy.

The peculiarities of the process of developing a marketing strategy for agricultural enterprises under martial law can be outlined as follows:

1. Analysis of risks and uncertainties.
2. Flexibility and adaptability of the strategy.
3. Diversification of sales channels.
4. Prioritize safety.
5. Effective communication with consumers and partners.
6. Social responsibility.
7. Cost optimization.
8. Innovations and technologies.
9. Legal compliance.

**Keywords:** marketing strategy; agricultural enterprises; agricultural products; infrastructure; agro-industrial complex.

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## MECHANISMS OF PUBLIC PARTICIPATION IN THE SYSTEM OF ENSURING ENVIRONMENTAL SECURITY IN UKRAINE

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**Abstract.** The article examines mechanisms of public participation in ensuring environmental security in Ukraine. It explores key approaches to integrating public initiatives into environmental policy, such as systemic, institutional, and participatory approaches. Key challenges are analyzed, including the low institutional capacity of public organizations, limited communication between authorities and society, insufficient environmental awareness among the population, and the formal nature of public participation. Emphasis is placed on the importance of a comprehensive approach to addressing these issues, including strengthening the institutional capacity of public organizations, developing communication channels, raising environmental awareness, and ensuring genuine citizen involvement in environmental decision-making. Key mechanisms are identified, such as public environmental expertise, monitoring of environmental projects, volunteer initiatives, educational programs, public hearings, and consultations. Tools for their implementation are proposed, including digital reporting platforms, crowdsourcing initiatives, and public environmental networks. The expected outcomes include increased transparency in environmental governance, enhanced institutional capacity of public organizations, and the formation of a culture of environmental responsibility. Future prospects are outlined, particularly the implementation of international participation standards and educational programs on environmental activism. Effective public participation is viewed as a crucial tool for transforming the

environmental security system, aimed at overcoming existing limitations and ensuring sustainable development.

Ensuring environmental security is a complex and multifaceted process that requires effective collaboration between government institutions, civil society, and the private sector.

Among the mechanisms of public participation in ensuring environmental security are the following approaches:

1. Systemic – integrating public initiatives into state environmental policy.
2. Institutional – establishing platforms for public oversight and expertise.
3. Participatory – involving the public in environmental decision-making.

The problematic aspects of the existing mechanisms of public participation in ensuring environmental security in Ukraine encompass several key challenges. First, the low institutional capacity of public organizations limits their ability to effectively influence environmental policy and monitor its implementation. Second, limited communication channels between authorities and the public hinder the exchange of information and feedback, reducing the efficiency of environmental decision-making. The third aspect is the insufficient level of environmental awareness among the population, which leads to low citizen engagement in environmental issues and weak support for environmental initiatives. Finally, the formal nature of public participation often means that public hearings and consultations are conducted merely as a formality, without genuinely considering public opinions and suggestions.

These issues require a comprehensive approach to their resolution, including enhancing the institutional capacity of public organizations, improving communication channels, increasing the level of environmental education, and ensuring genuine public participation in environmental decision-making.

Mechanisms of public participation in ensuring environmental security are a systemic, multi-level tool that unites the efforts of society, the state, and businesses to achieve a common goal.

The mechanisms include various forms of interaction, such as public hearings, consultations, participation in the development of environmental programs and strategies, and public oversight of their implementation. An important aspect is the prevention of environmental threats through active citizen involvement in monitoring the state of the environment, enabling timely identification and response to potential issues. Additionally, collaboration among different sectors of society contributes to the development of effective conservation strategies that consider the interests of all stakeholders. This approach ensures more transparent and accountable management of natural resources, promotes increased environmental awareness among the population, and fosters the adoption of sustainable ecological practices.

The key mechanisms of public participation are highlighted as follows:

1. Public environmental expertise.
2. Public monitoring of environmental projects.
3. Volunteer environmental initiatives.
4. Educational and awareness programs.
5. Public hearings and consultations.

The tools for implementing mechanisms of public participation in ensuring environmental safety include:

- digital reporting platforms that provide transparency and accessibility of environmental information to citizens;

- public environmental councils that promote active public participation in environmental decision-making and monitoring their implementation;
- crowdsourcing initiatives that engage broad segments of the population in monitoring the state of the environment and identifying environmental issues;
- environmental public networks that unite activists and organizations to work together on conservation projects and exchange experiences, enhancing the effectiveness of environmental measures.

The expected results of implementing public participation mechanisms in ensuring environmental safety include increasing the transparency of environmental governance, which will provide citizens with access to important environmental information. Expanding communication channels between authorities and society will facilitate more effective information exchange and feedback. Strengthening the institutional capacity of public organizations will enable them to more actively and effectively influence environmental policy. Fostering a culture of environmental responsibility among the population will promote a more conscious and responsible attitude towards the environment, which is crucial for sustainable development and environmental safety.

The prospects for developing mechanisms of public participation in ensuring environmental safety include the implementation of international public participation standards, which will improve the quality and effectiveness of environmental management. The development of a public environmental monitoring system will enable citizens to actively participate in monitoring the state of the environment and respond promptly to environmental threats. The creation of educational programs on environmental activism will promote environmental awareness and involve young people in conservation activities. Expanding cross-

sectoral interaction will ensure closer cooperation between the government, business, and the public, contributing to a comprehensive solution to environmental issues.

Thus, effective mechanisms of public participation are tools for transforming the environmental security system, enabling the overcoming of institutional constraints and ensuring sustainable development.

**Keywords:** environmental security; public participation; environmental governance; institutional development; monitoring.

## INFLUENCE MARKETING IN THE FOOD INDUSTRY OF UKRAINE: CHALLENGES AND OPPORTUNITIES

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**Abstract.** Today, influencer marketing in the food and drink market in Ukraine has become an integral part of the marketing strategy for many brands. Instagram and TikTok have become leading platforms for culinary influencers, significantly impacting the choice of products among Ukrainian consumers. Modern brands actively attract micro- and macro-influencers with thousands of followers focused on healthy eating, organic products and new food trends.

Given this, a questionnaire study was conducted. Such a study helped to assess how exactly influencer recommendations affect consumers' purchasing decisions, on which platforms they most often interact with content, and how the frequency of viewing content correlates with the effectiveness of such recommendations.

The questionnaire study showed that Ukrainian consumers actively interact with influencer content on social networks: 61% of respondents regularly follow their recommendations, and 58% are inclined to purchase based on such advice. The leading platforms for interaction are Instagram and TikTok, which confirms the importance of visual content in shaping consumer habits. The most popular types of content were product reviews and recipes, which provide consumers with practical information about the use of products in everyday life, thereby increasing the level of trust in brands. The disadvantages of influencer marketing in Ukrainian food industry enterprises are

manifested in several aspects. First, a one-sided approach to communication often leads to the need for more influence of influencers on consumers, which indicates ignoring other promotion methods. Second, the lack of personalization of content does not allow for satisfying the individual needs of the target audience. The limited advertising formats and the need for more interactive elements reduce consumer interest. In addition, more attention is needed to an integrated approach that combines various marketing tools to maintain the effectiveness of campaigns. The lack of educational value and difficulty building long-term relationships with the audience are also significant obstacles. As a result, businesses should adapt their strategies to ensure greater consumer loyalty and significantly increase the impact of influencer marketing.

To increase the effectiveness of influencer marketing, Ukrainian brands should consider global approaches, focusing on long-term cooperation with influencers, developing creative formats and integrating them into the overall marketing strategy. Such changes will not only help to retain the audience's attention but also to form long-term loyalty through authentic, personalized content. A comprehensive approach will allow businesses to compete in the Ukrainian food and beverage market and ensure a deeper connection with the audience, responding to its expectations and modern consumption trends.

**Keywords:** influencer marketing, food and drink market, opinion leaders, consumer behaviour.

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## THE RELEVANCE OF USING ARTIFICIAL INTELLIGENCE IN MARKETING

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**Abstract.** The remaining few large number of enterprises are actively pursuing information technologies, as well as custom intelligence to simplify work with a large amount of data, as well as for communication within their own target audience. Increasing competition also encourages the search for other tools to gain accomplices. In the minds of growing competitiveness in business, the use of technology for marketing purposes is becoming increasingly widespread. This is based on the results of a follow-up study conducted transnational consulting and auditing corporation PricewaterhouseCoopers (PwC), the importance of most business managers is the importance of relying on artificial intelligence in work, 72% agreed that artificial intelligence will help professionals should focus on the most important aspects of work; 67% recognize the potential of piece intelligence in process automation, optimization of business efficiency and productivity. 34% of respondents are more able to dedicate the benefits of additional artificial intelligence to more than an hour of deep, comprehensive thinking about the situation and the creative creation of new ideas.

Artificial intelligence allows marketers to take a data-driven approach to predicting the different behaviors of their digital customers. By analyzing browsing and transaction history, marketers can identify target segments of consumers. Artificial intelligence can help marketers make the most relevant product or content suggestions based on a customer's past search, purchase, or browsing activity. This

ensures that only those consumers who have shown a propensity for a particular product or service category receive the right recommendations at the right time.

Personalized and contextualized content can then be delivered to specific consumer segments through appropriate communication channels, such as contextual advertising, email, browser push notifications, app push notifications, or in-app messages, to encourage customers to engage. In addition, AI allows marketers to easily embed high-response keywords into these messages that drive conversions based on key metrics (such as opens and clicks) relevant to each customer and tracked over time. The more personalized the message, the greater the chance for businesses to succeed.

Marketers also need to target the right audience at the right time. AI allows you to identify segments of consumers who respond to a particular company at a particular time based on the history of online behavior. Over a certain period of time, the system provides a certain degree of predictability regarding consumer reactions.

In conclusion, we can say that the use of artificial intelligence helps to bring the marketing activities of the enterprise to a higher and more technologically advanced level. Artificial intelligence allows for clear targeting, offering the enterprise's products precisely because and when they are needed. Considering all the above-mentioned advantages of artificial intelligence, it can be argued that its application in the field of marketing will undoubtedly continue and develop.

**Keywords:** marketing; marketing research; marketing activities; artificial intelligence.

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## CORRUPTION RISKS IN PUBLIC PROCUREMENT AND METHODS OF MINIMIZING THEM

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**Abstract.** Corruption in public procurement represents a critical challenge that undermines economic efficiency, distorts the principles of transparency and fairness, and erodes public trust in governance systems. This article delves into the intricate dimensions of corruption risks associated with public procurement processes, examining their origins, manifestations, and the potential for minimization. By evaluating existing frameworks, practices, and innovative solutions, this work seeks to contribute to the broader discourse on enhancing integrity and accountability within public procurement systems.

In many nations, public procurement accounts for a significant portion of government expenditure, making it a fertile ground for corruption. Whether through discriminatory tender conditions, inflated pricing, or conflicts of interest, corruption risks are pervasive. The situation becomes even more precarious during times of crisis, such as the martial law imposed in Ukraine, which demands rapid procurement for defense and security but also creates additional vulnerabilities to corrupt practices.

The authors aim to explore these risks comprehensively and propose actionable strategies to mitigate their occurrence. By focusing on transparency-enhancing technologies, regulatory frameworks, and capacity-building measures, this article offers a roadmap for combating corruption in public procurement.

The study aims to identify and analyze the main corruption risks in public procurement and develop actionable strategies to minimize them, enhancing

transparency, accountability, and fairness in procurement processes.

The research utilizes a mixed-methods approach, combining qualitative and quantitative analyses of corruption risks identified in public procurement. The study includes a review of legislative frameworks, such as the National Agency for Corruption Prevention's methodology and recent legal provisions under martial law. Case studies and examples from Ukrainian public procurement processes provide practical insights into prevalent risks.

Key corruption risks were identified, including discriminatory tender conditions, overpricing, unjustified cancellation of tenders, and conflicts of interest. The study highlights systemic issues like incomplete participant verification and the concealment of contract annexes. It also identifies martial law as a complicating factor, introducing new vulnerabilities to corruption.

Corruption in public procurement is a multifaceted problem that demands a comprehensive and strategic approach. By highlighting the systemic and procedural vulnerabilities that enable corruption, this study underscores the importance of proactive measures to ensure transparency, fairness, and accountability. The findings suggest that technological innovation, coupled with robust regulatory frameworks and capacity building, can significantly reduce corruption risks.

In the specific context of Ukraine, the dual pressures of wartime procurement and existing governance challenges necessitate a tailored approach. The implementation of integrated search and analytics systems,

external audits, and enhanced regulatory compliance can mitigate risks while ensuring timely and efficient procurement for defense and security needs.

Future work should focus on scaling these measures across sectors and refining them through continuous feedback and evaluation. Additionally, further research

into the use of blockchain and other advanced technologies in public procurement could provide new avenues for transparency and accountability. Enhanced international cooperation and knowledge exchange can also support anti-corruption efforts in the global context.

**Keywords:** control; corruption risks; defense; offenses; public procurement; state security.

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## CHALLENGES OF ACCOUNTING FOR LOW-VALUE AND HIGH-WEAR ITEMS IN MODERN CONDITIONS

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**Abstract.** The relevance of this study is driven by the need to address issues related to the accounting of low-value and high-wear items (LVHWIs) in enterprises, as the absence of standardized approaches complicates bookkeeping and financial reporting processes. The purpose of the study is to analyze the challenges of LVHWI accounting and develop recommendations for their resolution. The object of the research is the accounting of LVHWIs in the context of the Ukrainian regulatory framework.

The study employs methods of analysis, synthesis, and comparison to identify key aspects of LVHWI accounting, including their classification, valuation, write-off, and amortization of low-value non-current assets. The research highlights that legislative instability and the absence of clear methodological guidelines pose risks of accounting errors. The practical significance of the findings lies in proposals to detail the requirements of NAS 9 "Inventories" and implement methodological recommendations to ensure the accurate representation of LVHWIs in financial statements and enhance the quality of accounting information. Thus, the research provides enterprises with tools to optimize LVHWI accounting and increase the transparency of their use in economic activities.

To ensure economic activities, enterprises utilize various resources, with low-value and high-wear items (LVHWIs) playing a significant role. This category includes items necessary for performing tasks and supporting the production process, such as tools (hammers, screwdrivers, saw blades, etc.), spare parts, small household inventory (buckets, shovels), as well as protective clothing and

footwear (cotton suits, rubber boots, safety vests), and personal protective equipment (helmets, gloves, respirators).

The significance of LVHWIs for enterprises lies in their versatility and wide range of applications. They not only support production operations but also create proper working conditions, ensuring employee safety and reducing the risk of workplace injuries. Furthermore, the proper selection, use, and accounting of LVHWIs directly impact the efficiency of an enterprise's operations, as timely provision of such resources minimizes production downtime and avoids unnecessary expenses.

The relevance of accounting challenges related to LVHWIs highlights the complexity of this issue, encompassing aspects such as proper recording of receipts, valuation changes, depreciation, and write-offs, as well as their classification as expenses. The main causes of these difficulties are the instability of regulatory frameworks and ambiguous interpretations of existing legislation in Ukraine.

LVHWIs are assets used to support production, perform work, provide services, and manage enterprises. Unlike other inventories such as raw materials, which gradually deplete, LVHWIs retain their physical form until the end of their service life and may be reused, making their characteristics similar to fixed assets.

The methodological basis for LVHWI accounting is defined in NAS 9 "Inventories," which regulates that inventories include low-value items used for less than a year or within one operating cycle if it exceeds a year. A distinctive feature is that once LVHWIs are put into use, their value is written off the balance

sheet and recorded at the usage locations and by the responsible individuals.

Non-current assets with a usage period exceeding one year belong to another category. Their value is amortized and included in fixed assets. For instance, low-value non-current material assets with a value below 20,000 UAH fall under the criteria of the Tax Code of Ukraine. Thus, LVHWIs can be divided into two groups: current inventories and non-current assets.

To address the issue of non-standardized approaches to reporting low-value and high-wear items (LVHWIs), it is necessary to detail the requirements of NAS 9 "Inventories" and develop comprehensive methodological recommendations that ensure accurate and consistent representation of these assets in accounting. This includes, in particular, clarifying the criteria for classifying LVHWIs as current or non-current assets, developing unified approaches to valuing these items at different stages of their lifecycle—from acquisition to write-off—and regulating the

procedures for amortizing low-value non-current assets.

An important step is also the establishment of a standardized system for maintaining quantitative records of LVHWIs by location and assigning responsible individuals to ensure proper asset control. This will enhance the accuracy of financial reporting, minimize errors in expense allocation, and reduce the risk of incorrect asset valuation.

Additionally, the proposed recommendations should account for the specific characteristics of various enterprises, ensuring that the standards can be adapted to their specific operational conditions. Implementing these changes will not only improve the transparency of accounting practices but also facilitate internal and external audits, while enabling enterprises to more effectively plan the use of LVHWIs in production processes, optimize costs, and enhance operational efficiency.

**Keywords:** Low-value and high-wear items (LVHWIs); accounting, bookkeeping; financial reporting; challenges; classification; valuation; write-off; amortization; non-current assets; Ukrainian regulatory framework; legislative instability; methodological guidelines.

## GLOBAL EXPERIENCE OF REALIZING A TERRITORY BRAND AS A DIRECTION OF TERRITORIAL MARKETING

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**Abstract.** The development and implementation of a territory brand is becoming an increasingly important strategic goal for cities and regions around the world. Building a strong brand helps attract investors, develop tourism, attract talent and drive economic development. For an example of a successful implementation of a territory brand, we can refer to the experience of Silicon Valley in the USA and Osaka in Japan.

Silicon Valley is a region in the United States located in Santa Clara County, California. This region is one of the largest centers of the technological industry in the world. Silicon Valley has become an example of successful realization of the brand of the territory. According to a study conducted in 2019, Silicon Valley ranks first in the world ranking of technology centers. It is one of the most famous examples of successful implementation of the brand of the territory. The name "Silicon Valley" comes from the large number of companies involved in the development of electronic devices based on silicon.

The history of Silicon Valley branding began in the second half of the 20th century and went through several stages of development.

The emergence of Silicon Valley began in the 1940s with the emergence of the first major technology companies such as Hewlett-Packard and Fairchild Semiconductor. These companies attracted talented engineers and researchers, creating an initial technology community.

In the 1950s, Silicon Valley began to attract high-tech attention, thanks to the founding of companies such as Hewlett-Packard and Varian Associates in the area. This was the beginning of the formation of a concentration of technological enterprises

in the region. In 1951, Stanford University was founded, which became the main source of scientific research and innovation in Silicon Valley. The university has become an important center of knowledge exchange and cooperation between academic fields and business.

In the 1970s, such companies as "Intel", "Apple", "Oracle", and others appeared, which became the main players in the field of computer technology. These companies have brought Silicon Valley to the world's attention as a center of innovation and entrepreneurship.

Silicon Valley's innovation ecosystem is known for its concentrated innovation environment, home to hundreds of high-tech companies, startups, research hubs and higher education institutions. The development of the region was accompanied by the creation of the necessary infrastructure, such as research laboratories, technological parks, startup incubators, etc. Cooperation networks, investment funds and other organizations that contributed to the development of an innovative environment were also created. A cluster model emerged here, where many companies working in similar fields are concentrated in one territory. This facilitates the joint exchange of ideas, collaboration and attraction of new investors. Clusters focused on specific industries, such as information technology, biotechnology and clean energy. This made it possible to increase the effectiveness of cooperation, exchange of knowledge and resources.

One of the important elements of Silicon Valley branding has become the culture of entrepreneurship, innovation and cooperation. The region has become a symbol of openness to new ideas, risk and

working together to achieve success. It has a strong startup ecosystem where young entrepreneurs can launch their projects and get the support they need. This includes access to funding, mentorship, infrastructure and a community of experienced entrepreneurs.

Silicon Valley actively organizes a variety of technology forums, conferences, seminars and events that attract the attention of global industry leaders. There is a strong startup support system here, which includes venture capital investments, accelerators, incubators and other resources for entrepreneurial development. This helps to stimulate the creation of new companies and contributes to the innovation ecosystem.

Active marketing development and positioning of Silicon Valley as a center of technological progress and innovation was carried out. Key players such as technology companies and startups have participated in exhibitions, conferences and other events to show the world their achievements and capabilities. Currently, Silicon Valley is globally known and is considered a symbol of technological progress. Its success and appeal depend on the positive image it has acquired as a global center of innovation and technology.

Osaka is a city in Japan that is the leading industrial and commercial center of Japan and the world. The city is home to the headquarters of many major corporations such as Panasonic, Sharp and Sanyo.

The city of Osaka in Japan is one of the most interesting examples of successful territory branding. He managed to create his unique image and attract the attention of both tourists and businesses.

Osaka has a rich history and cultural heritage. The city was the cradle of the Japanese theatrical tradition of kabuki, has a large number of temples and shrines, traditional festivals and other cultural events. These values were used to shape the image of the city as a place with a multi-layered culture and a unique spirit.

Osaka is known for its strong economic potential and industrial achievements. The city is a center of technological development, production and international trade. Osaka's economic strength has become an important factor in its branding, attracting business and investment.

The city is famous for its modern infrastructure solutions and innovative projects. For example, the city's subway is considered one of the most efficient in the world. The city is also actively developing technological clusters and startup ecosystems, promoting the attraction of talent and the development of new ideas.

Osaka is successfully promoting itself as a tourist destination. It offers various tourist attractions such as castles, traditional markets, theme parks, cultural festivals and famous culinary delicacies. Advertising campaigns and marketing activities are aimed at attracting tourists from different countries and raising awareness of the city's attractions.

Osaka has hosted major sporting events such as World Expos and the FIFA World Cup. These events allowed the city to show its capabilities in the field of organizing large-scale events, attract the attention of the international community and strengthen its image.

The city's branding has gradually evolved over the decades, including active promotion, infrastructural and cultural changes, and support for local businesses and initiatives. These factors have contributed to the creation of a strong brand that positions the City of Osaka as a place of innovation, cultural richness and economic potential.

In the period 1970-1980, Osaka became a place of implementation of ambitious urban development and modernization. The city actively developed infrastructure, including the construction of high-rise buildings, the creation of new industrial zones and the development of the tourism industry. These measures



contributed to changing the image of Osaka from a traditional industrial center to a modern, dynamic city.

In the period 1990-2000, the city was actively promoted as a place for business and investment. The city began to focus on the development of technologies and innovations, the creation of technological clusters and attractive conditions for startups. Various programs to support entrepreneurship and the development of new ideas were launched. This allowed the City of Osaka to attract the attention of high-tech companies and strengthen its status as an innovation center.

In the period 2010-2020, Osaka focused on the development of tourism and cultural initiatives. The city has actively

promoted its unique cultural values, such as the traditional art of kabuki, cultural festivals and gastronomic heritage.

Osaka actively uses various marketing activities to attract attention and increase awareness of its attractions. This includes conducting advertising campaigns, participation in exhibitions and conferences, cooperation with international brands and sponsorship of sports events [3].

Osaka and Silicon Valley have different brand characteristics and branding approaches because they represent different types of territories and have different goals and strategies, and they use their unique potential and features to attract investment, develop tourism, and support their economic development.

**Keywords:** global; territory brand; territorial marketing; development.

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## ACCOUNTING OUTSOURCING AS A STRATEGIC TOOL FOR OPTIMIZING ENTERPRISE ACTIVITIES

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**Abstract.** Accounting is an essential component of modern business management, acting as a foundation for informed decision-making and strategic planning. Outsourcing accounting functions can significantly improve the efficiency and effectiveness of an enterprise's management.

Creating a business requires financial and human resources, as well as experience, which are often difficult to provide at the initial stage of the enterprise's activity. An alternative option is the full or partial transfer of certain types of work to third-party organizations - outsourcing companies. This approach can help simplify decision-making processes and the management of the enterprise.

Most scientific publications do not address the practical advantages and disadvantages of outsourcing in enterprise management. Another significant issue is that the business environment has yet to develop a clear understanding and culture of interaction with outsourcers. There is also a lack of awareness regarding the distinctions between outsourcing services and traditional service provision.

The research objective is to explore the potential of accounting outsourcing as a tool for enterprise optimization, with a focus on its advantages, associated risks, and best practices for implementation to maximize benefits and minimize losses.

It is advisable to consider outsourcing both as a service and as a process. This approach helps account for the specifics of implementation and the changes observed in the accounting organization for both

participants – the customer company and the outsourcer.

Accounting outsourcing is primarily a comprehensive set of services that can replace the accounting, planning, economic, finance, and development departments. In addition to an accountant, the client gains access to several specialized professionals, including a lawyer and a human resources officer. This integrated approach provides the client with ready-made management solutions without incurring financial or time losses. By transferring accounting responsibilities to an outsourcing company, the customer delegates the responsibility for the accuracy and timeliness of tax and fee calculations to another legal entity, under an agreement that ensures coordinated accounting practices.

In contrast to one-time services with a defined start and end, outsourcing provides ongoing professional support to ensure the uninterrupted operation of specific systems and infrastructure under a long-term contract. The key difference between outsourcing and traditional services is the active involvement of the customer in the service delivery process. The customer maintains constant communication with the outsourcer and influences the service outcome.

The accounting outsourcing market in Ukraine is undergoing significant transformation driven by the war, economic challenges, and the growing need for businesses to optimize costs and processes. The key trends shaping the market today are as follows:

1. Popularity among small and medium-sized businesses: Many companies in these segments are increasingly turning to outsourcing to reduce expenses, streamline operations, and concentrate on core activities. Businesses particularly value the ability to access high-quality accounting services at a lower cost compared to maintaining an in-house team.

2. Expansion of remote services: The importance of cloud technologies and electronic document management continues to grow, especially in light of the pandemic and the ongoing war. These tools enable effective operations even when physical distance is a factor.

3. Export potential: Numerous Ukrainian companies providing outsourced accounting services are focusing on foreign clients. This aligns with the broader trend of Ukrainian businesses expanding into international markets, unlocking new opportunities.

4. Demand for new approaches and technologies: In response to a challenging economic environment, companies are seeking innovative solutions to traditional accounting challenges. These include adopting automated systems and improving the digital literacy of staff to enhance efficiency and adaptability.

The growing popularity of accounting outsourcing is primarily driven

by negative factors, such as the outflow of qualified personnel due to military operations and business owners' desire to reduce costs and transfer responsibility for accounting and reporting to external organizations.

However, the true value of outsourcing services becomes apparent when businesses experience the benefits it provides, such as freeing up time and resources previously spent on accounting and tax issues, enabling more informed decision-making based on accurate accounting data, and accelerating specific processes through a greater focus on business needs.

Accounting outsourcing is a strategic tool for optimizing enterprise activities, offering cost savings, expertise, and flexibility. By embracing this approach, businesses can enhance operational efficiency and focus on growth-oriented initiatives. However, to maximize its benefits, companies must carefully evaluate outsourcing partners, address potential risks, and adapt to technological advancements. In an increasingly competitive and globalized business environment, accounting outsourcing is poised to remain a vital component of effective enterprise management.

**Keywords:** accounting; strategic tool; optimizing enterprise activities.

## RETENTION MARKETING IN THE TRANSFORMATION OF UKRAINIAN BUSINESS: CHALLENGES AND OPPORTUNITIES

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**Abstract.** The application of global retention marketing practices is highly relevant for Ukrainian companies that seek to attract new customers and retain existing ones. In the face of growing competition in the market and changing consumer preferences, Ukrainian businesses can significantly benefit by adapting successful global strategies to their realities. The Ukrainian market already has many examples of adapting successful retention marketing practices that have been tested internationally. Adapting these strategies to local conditions allows Ukrainian companies to find new ways to improve consumer interaction, forming long-term relationships and increasing competitiveness. Today, Ukraine is witnessing significant progress in implementing retention marketing, but this process is taking place with some limitations compared to world leaders. Large Ukrainian companies are already taking steps towards creating omnichannel strategies. However, most companies have yet to reach the level where customers receive a single experience across all channels, which is typical for global giants. The implementation of omnichannel is often limited to combining only a few interaction channels (mobile applications and websites), while others (stores, social networks) remain isolated.

Loyalty programs are becoming more popular, especially among large retailers and e-commerce companies. However, they rarely reach the level of personalization and integration that can be observed in global companies' programs. Ukrainian programs often focus on introductory bonuses but do

not use big data to analyze consumer behavior. The main reason for this is the limited capabilities of collecting and analyzing big data, which does not allow companies to create deep individual offers for each client.

Implementing analytics based on big data is just beginning to be actively used in Ukraine. Some companies already use BI tools to analyze customer behavior. Still, these processes are developing slowly and only cover some possible interaction channels, unlike global companies that constantly use analytical systems to improve their strategies. Trigger campaign automation is also being implemented at a basic level, but often, these are simple automated solutions without complex personalization or response to customer behavioral data. At the global level, automation has already become the standard, where trigger systems are deeply integrated with omnichannel strategies and personalization.

Overall, the Ukrainian market is actively adapting to global trends in retention marketing, but there is still significant potential for improving the communication strategy. One of the key challenges remains the integration of innovative technologies, such as personalized offers, communication automation and the use of big data for a deeper understanding of customer behavior. Many companies still need to rely on traditional methods of interaction with customers, which can limit the ability to flexibly and quickly respond to their needs.

In addition, it is necessary to more actively use feedback tools and implement effective omnichannel marketing strategies to ensure a seamless customer experience.

Increasing customer focus and developing long-term customer relationships remain among the main areas for the growth of

Ukrainian companies seeking to implement global retention marketing practices successfully.

**Keywords:** retention-marketing, customer retention, competitiveness, consumer loyalty.

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## FORMATION OF THE MARKETING COMPLEX OF THE FRUIT AND BERRY MARKET DUE TO THE INFLUENCE OF THE MAIN FACTORS OF THE MICROENVIRONMENT

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**Abstract.** In the conditions of the globalization of the world market, the development of international trade and the expansion of partnership relations, Ukraine objectively cannot limit itself from international cooperation regarding the creation of the world food system. Opportunities should be used to the maximum in the interests of Ukraine. In this regard, the study of trends and conditions of the world food market is becoming more relevant.

Purpose and object of the study is the process of forming a marketing complex on the fruit and berry market. The definition of the external immediate environment, namely the microenvironment, must first of all be identified as a production enterprise, which is an economic unit, designed to process the resources that come to it for a fee from the environment, create new products (services) and sell them to interested market subjects.

In this article, we will base the components of the marketing environment of the enterprise (firm) on the approach formulated by F. Kotler. This way of dividing the marketing environment seems

more justified, because it clearly distinguishes environmental factors that are exposed to and not exposed to the influence of the firm, but it is very important for its proper management.

To achieve the goal, the following research methods were used: analysis of the competitive environment on the fruit and berry market, identifying the main suppliers on the fruit and berry market, assessment of the influence of the consumer category on the structure of the fruit and berry market, presence of intermediaries in the fruit and berry market, definition of the concept of "contact audiences" on the fruit and berry market.

The microenvironment of the fruit and berry market is primarily a partner environment, the objects of which are influencing factors such as: competitors, suppliers, consumers, intermediaries and contact audiences, and the subjects are enterprises, organizations and institutions that directly affect the enterprise and with which it enters in certain production, economic, financial and organizational-economic relations.

**Keywords:** marketing complex; microenvironment; competitors; suppliers; consumers; mediators; contact audiences.

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## PR CAMPAIGN TO PROMOTE FLOUR MILLING COMPANIES IN COMMUNITIES

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**Abstract.** When entering a new market, one of the company's tasks is establishing relationships with local consumers. Communication with the community will provide an opportunity to improve residents' awareness of the brand and show the product's unique features. The activities of flour milling companies can be an excellent example of how PR directly affects the results of a company's marketing activities in a new market, mainly when exporting flour and mixtures. The study aims to substantiate the PR measures enterprises use to enter the export market. The object of the study is the relationship between flour milling enterprises and local authorities that participate in regional public events. The research methodology considers a marketing mix in PR based on the results of a focus group. The critical point in choosing effective marketing measures is determining the market model, namely B2B or B2C.

When entering the B2B market, companies are better off establishing relationships with local public organizations and associations. The marketing mix may include holding or sponsoring local business conferences on sustainable confectionery production for HoReCa representatives, bakeries, and food manufacturers. Presentation of unique company offers is an effective tool for building relationships with local chefs, bakers, and restaurateurs. Managers of flour production enterprises note that trade and brokerage meetings organized by local authorities are effective. The focus group showed that brokerage meetings are part of

**Keywords:** local fairs, culinary competition, B2B model, B2C model, bakeries, HoReCa, brokerage meetings, master classes.

the direct marketing of the enterprise, at which company representatives can present the advantages of products and discuss with customers the features of deliveries and terms of further cooperation. With the support of local media, interactive programs, shows, or contests can be organized to promote effective business.

Suppose the flour milling company of the enterprise plans to enter the B2C market. In that case, it will be adequate to participate in local fairs and hold master classes on confectionery production and tasting. It is essential to form a positive opinion in families with children, who more often buy flour and flour mixtures for making products at home. A striking example is competition for the best recipe using the company's flour. A celebrity or a famous blogger can demonstrate the results of the competition through local media. With aggressive marketing, a company can create a temporary bakery based on a local market or trading marketplace when entering a new market.

Developing a calendar plan for implementation and calculating labor costs should accompany the formation of a list of PR events. The calendar plan provides a step-by-step distribution of tasks for organizing all events, indicating the start and end of actions. The calculation of labor costs considers the labor intensity of each task and operation.

Thus, depending on the market entry model (B2B, B2C), enterprises use a different list of events to communicate with customers and consumers.



## DIGITALIZATION TOOLS FOR ENTERPRISES' MARKETING COMMUNICATION POLICY

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**Abstract.** The significance of marketing communications in the business activities has grown substantially in recent years. The development and implementation of an effective communication policy have become key success factors, making the selection and alignment of communication tools for achieving maximum efficiency a pressing issue.

Theoretical aspects of marketing communications within the general theory of marketing have been comprehensively examined in the works of researchers such as N. Anderson, J. Gordon, D. Jobber, P. Kotler, T. Levitt, L. Mattsson, V. Praude, and others. In Ukraine, the study of effective marketing communications has been addressed in the theoretical and practical works of scientists including L. Bazaliiieva, Ya. Bronstein, A. Voychak, T. Lukyanets, V. Moiseyev, H. Pocheptsov, Ye. Romat,

Digitalization is a general term describing the digital transformation of society and the economy. The process of digitalization in enterprises encompasses defining new business values and benchmarks, enhancing competitive advantages, optimizing information flows and communication chains, improving information policies, advancing the technical and technological base, supporting structural units with modern digital technologies and intelligent systems, and improving the quality and competitiveness of products and services.

Digital marketing encompasses a range of key methods, each associated with specific terminologies and applications. Search Engine Optimization (SEO)

involves optimizing websites to achieve high rankings on search engine results pages for targeted queries. Social Media Marketing (SMM) utilizes static or animated media advertisements placed on digital platforms to promote products. Social Media Optimization (SMO) focuses on advertising through social networks, including blogs, forums, and online journals, to enhance engagement and visibility.

The use of Big Data technology enables the analysis of large datasets to extract actionable insights. Game marketing addresses the promotion of video games, encompassing the entire process from development to commercialization and revenue generation. Search Engine Marketing (SEM) is a strategic activity aimed at increasing website traffic through search engines. Remarketing, also known as retargeting, involves displaying previously viewed advertisements to users to reinforce brand recall. Mobile marketing leverages mobile devices for promotional activities, while email marketing employs electronic mail to deliver advertising messages. Web analytics plays a crucial role in evaluating and optimizing digital marketing strategies through data analysis. Contextual advertising, as implemented through platforms such as Google Ads, delivers targeted advertisements based on user behavior.

However, for digital marketing to be truly effective, it remains essential to integrate these methods with traditional media channels, including print, television, direct mail, sales, and public relations, as part of a multichannel marketing communication strategy.

**Keywords:** digitalization; marketing communications; digital marketing.

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## THE 4E MARKETING MIX: A NEW APPROACH TO CUSTOMERS

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**Abstract.** In the modern world of marketing, where competition intensifies daily, companies are seeking new tools to attract and retain customers. One such tool is the 4E marketing framework. Unlike the classic 4P model (Product, Price, Place, Promotion), the 4E framework focuses on building an emotional connection with the customer, enabling deeper engagement and loyalty.

The 4E mix includes the following elements:

- Engagement – reflects the depth of interaction between customers and the brand. It goes beyond a simple purchase to include active participation in the brand's life.
- Experience – relates to the impressions a consumer gains during their interaction with the brand. It encompasses all aspects, from the first encounter with the product to after-sales service.
- Exclusivity – provides customers with a sense of uniqueness and distinction. This makes a product or service more desirable, as consumers feel they are receiving something unique.
- Emotion – are the foundation for building a connection between the brand and the customer. It create lasting loyalty and are remembered more vividly than the functional attributes of the product.

Why is 4E important for modern marketing?

Firstly, customers don't just buy a product; they buy the emotions it evokes. 4E enables the creation of an emotional connection with the brand, which boosts loyalty.

With 4E, it's possible to create a personalized experience for each customer, making interactions more individual and meaningful.

Modern consumers are always online, so ensuring brand accessibility on mobile devices is crucial. 4E makes this achievable.

Social media is a powerful tool for creating viral content and attracting new customers. 4E allows for the effective utilization of this channel.

The 4E marketing mix operates as follows:

1. By engaging customers in interaction, providing them with a unique experience, and creating a sense of exclusivity, brands evoke positive emotions that become associated with the brand.
2. Customers who feel an emotional connection with the brand are more likely to become loyal and recommend it to their friends.
3. Emotional bonds with customers encourage repeat purchases and increase their willingness to pay a premium for the product or service.
4. Satisfied customers become brand ambassadors and contribute to building a positive brand image.

The 4E marketing mix focuses on engaging customers not only through the product but also through emotional connections, unique offers, and unforgettable experiences. Implementing these principles enables brands to build long-term loyalty and stand out in a competitive market.

**Keywords:** marketing; experience; client; interaction; emotion.

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## THE ROLE OF EMOTIONAL INTELLIGENCE IN MARKETING AND PUBLIC ADMINISTRATION

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**Abstract.** Marketing is the science of influencing consumers with their involvement in the purchase of goods and services. One of the key aspects of successful marketing is the ability to effectively manage consumer emotions. A consumer's emotional state can influence his decision to purchase a product or service.

Emotions are one of the most powerful forces in human nature. Emotions are closely related to memory, which is why events, experiences, experiences, and even advertising remain in people's memory for so long. Effective communication is not possible without an emotional component. The development of emotions plays an important role in a person's life, influencing his behavior, perception of the world and interpersonal relationships. Emotions are formed in the process of development and learning, starting from childhood. Understanding and managing emotions contributes to the development of emotional intelligence, which affects the quality of life and interaction with the surrounding world. Emotions play a rather important role in human life and serve as a key mechanism for expressing feelings, interacting with the surrounding world, and making decisions. Emotions contribute to personality development, influence interpersonal relationships, enrich experience and are an integral part of human existence.

Emotional marketing is a tactic used to promote a company's products on the market in order to establish an emotional connection with the target audience. Scientists have identified such basic emotions as happiness, surprise, joy, fear, sadness and anger. In many cases, brands

focus their communication on only one of them.

Emotional intelligence plays a critical role in marketing, as understanding consumer emotions and effectively managing them can significantly influence purchasing decisions. Emotional intelligence is becoming increasingly important in today's marketing, as consumers often make decisions based on their emotions.

Emotional intelligence is the ability to find connections between one's own feelings and the feelings of others, thereby shaping their reactions and interacting more effectively with them. Given that the emotional centers of the brain are an integral part of the thinking process, they are necessary for people to make the right decisions, quickly adapt to changes and achieve the most desired success. Emotional intelligence includes the ability to monitor one's own and others' emotions, distinguish between them and use this information to manage one's thinking and behavior.

Emotional intelligence is also interpreted as a form of acquired emotional experience. It is based on the ability to understand one's emotions and manage them in interpersonal relationships. A well-developed emotional intelligence makes it possible to perceive other people more holistically and objectively, to form a more complete picture of a person. Researchers have found that people with strong leadership skills tend to have higher emotional intelligence, suggesting that a high EQ is a very important quality for managers and business leaders.

In the public sector, emotional intelligence also plays an important role, as

it involves understanding and managing emotions in oneself and others. People with a high level of emotional intelligence communicate effectively and build strong relationships with colleagues and citizens and are able to cope much better with stressful situations. The ability to understand and manage one's own and other people's emotions helps improve communication and teamwork. Taking into account the emotional state of citizens can help formulate more effective and humane management strategies. In addition, the ability to take into account and identify the emotional reactions of citizens to certain decisions can increase the level of trust in the government and improve cooperation between citizens and the authorities. Thus, the development of emotional intelligence among public sector employees can contribute to increased productivity, efficiency, and satisfaction among both citizens and employees.

In today's competitive market landscape, companies are constantly striving to connect with consumers on a more emotional level. Understanding consumer emotions and behavior is key to developing successful marketing campaigns that resonate with your target audience. Emotional intelligence, which encompasses the ability to recognize, understand and manage emotions, plays a key role in achieving this goal.

Psychologists usually classify emotional intelligence into four skill categories:

- understanding one's own emotions, their impact on life, understanding strengths and weaknesses and coexistence with them
- general empathy and comfort in large groups of people;
- ability to communicate clearly and articulately with others, clarify expectations, actively listen, influence and inspire, or be able to work in a team, manage it and resolve conflicts;

- the ability to manage emotions and limit the destructive effects of emotions on oneself, the ability to fulfill commitments, maintain long-term relationships and change in response to changes in the environment.

Emotional intelligence plays an important role in business, influencing professional success and the effectiveness of working relationships. Several aspects of how emotional intelligence manifests itself in business:

- developed emotional intelligence helps people cope with stress and pressure, which is especially important in a dynamic business environment;
- emotional-intellectual managers better understand and satisfy the needs of their employees, build effective teams and inspire them to achieve common goals;
- the ability to recognize and manage emotions helps make more informed decisions, taking into account the human factor and potential emotional impact;
- in customer service, employees with high emotional intelligence are better at identifying and responding to customer needs, thus creating a more positive customer experience;
- emotional intelligence contributes to building quality interpersonal relationships in the team, improving communication, reducing conflict and increasing overall productivity.

Thus, emotional intelligence is an important aspect of business success, contributing to better management, effective communication and healthy organizational relationships.

Therefore, we can conclude that understanding consumer emotions and managing them is an extremely important aspect of a successful marketing strategy. Studying and analyzing the emotional reactions of consumers allows businesses to create deep and meaningful connections with their audience, which contributes to increased loyalty and increased sales. The development of innovative approaches to

the analysis and use of emotional intelligence in marketing can be the key to success in the competitive environment of modern business.

**Keywords:** marketing; emotional intelligence; public sector.

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## ARTIFICIAL INTELLIGENCE: A THREAT OR OPPORTUNITY FOR BRANDS?

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**Abstract.** Progress never stands still. The automation of workflows helps to enhance labor productivity. The primary goal of applying artificial intelligence (AI) is to assist in consumer communication. Such a machine or system can simulate human behavior but cannot entirely replace it. Today, AI is one of the most influential technological trends, transforming various industries, including marketing and branding. However, the development of AI also sparks debates about its impact on the job market, data privacy, and even brand identity. This article explores whether artificial intelligence is a threat or an opportunity for brands and how they can harness these technologies for growth.

In 2024, marketing and AI will go hand in hand. Just a few years ago, the world's largest companies began using AI-based tools that helped them achieve and maintain their current leadership positions. According to Content at Scale, 80% of American companies already use artificial intelligence, and another 15% plan to increase its use this year.

Technological advancements are rapid, and AI has evolved from an expensive, exclusive software for a few to a widely accessible solution. Today, chatbots are used in almost all major companies, regardless of industry, product type, or communication strategy. Modern chatbots are more than just windows with predefined questions and sample responses. They are programs capable of mimicking human language. They learn from specific databases, use keywords to independently search for information, and generate simple, easy-to-understand sentences.

The Most Common and Effective Uses of AI in Marketing. Artificial intelligence can analyze tens of thousands

of variables per second, identifying non-obvious correlations. This allows for creating a comprehensive profile of customers using only data about their behavior on a website. It enables predictions of their future actions and helps determine the most effective marketing tools. Everyone knows ChatGPT, DALL-E, and Midjourney—neural networks that can generate realistic copies of text, images, and photos. Currently, ChatGPT has over 180 million users and is utilized by 92% of Fortune 500 companies. AI can play a vital role in marketing strategy and take over some managerial functions, such as choosing the best time to launch a marketing campaign, determining the optimal discount size, and targeting the most promising segments of the target audience.

One of the key threats for brands is the risk of losing their "human touch." The increased level of automation and the use of AI in client communications can reduce the emotional connection between a brand and its consumers. People have always valued brands for their ability to communicate, understand needs, and show empathy. While AI is effective, it cannot always replace this human aspect.

The use of AI, especially in big data analysis, carries risks related to customer data privacy. The collection and processing of personal data raise concerns about security, particularly in the context of growing cybercrime. Data breaches or misuse of information can significantly damage a brand's reputation.

Although AI can assist brands in content creation, there is a question of whether this will lead to a loss of authenticity. Creative processes like writing copy, developing ad campaigns, or



designing products need to be unique and imaginative. Using AI for such tasks might result in overly standardized or artificial materials, negatively affecting a brand's uniqueness.

The role of government regulation in artificial intelligence is becoming increasingly important as AI technologies significantly impact businesses, especially in marketing and brand management. Governments and regulators worldwide recognize the need to establish a legal framework to protect consumer rights and ensure the ethical use of AI. This includes addressing challenges that may arise from the misuse of AI tools, which affect personal data, privacy, transparency, and fairness.

The use of AI in public administration and the formation of state branding is gaining importance in modern society. AI provides new tools to enhance the efficiency of public communications, create a positive image of government institutions, and strengthen public trust in authorities.

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Governments can use AI to analyze public opinion, personalize communications, and quickly respond to public inquiries, helping to build an open, reliable, and transparent state brand.

Artificial intelligence is a powerful tool that offers both significant opportunities and certain threats to brands. On one hand, it can improve marketing processes, optimize communications, and provide unprecedented opportunities for personalization and consumer behavior analysis. This allows brands to achieve their goals more effectively and remain competitive in a rapidly changing environment. On the other hand, concerns about preserving the "human touch," risks to data privacy, and potential loss of authenticity are critical issues that need attention. The role of government regulation in establishing ethical frameworks for AI use is essential for balancing technological progress with maintaining consumer trust.

## VIRAL MARKETING AS A TOOL FOR LOCAL GOVERNMENTS TO ACHIEVE THEIR GOALS

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**Abstract.** The term "viral marketing" emerged in the 1990s. It was first mentioned in 1994 by media critic Douglas Rushkoff in his book *Media Virus*. This concept described advertising designed to persuade users, "infecting" them with desired information to facilitate its spread. This creates a "snowball effect": users who share the advertisement with others generate an entire "epidemic".

The term was later popularized by Harvard Business School academic Jeffrey Rayport in a 1996 article for *Fast Company*. In 1997, entrepreneurs Tim Draper and Steve Jurvetson pioneered viral marketing with Hotmail by embedding promotional messages in emails sent to clients, coining the term "viral marketing" for this process.

Viral marketing is a type of advertising that spreads as users share content on their own initiative. It usually features creative, memorable content in an original format. The essence of viral marketing is that users voluntarily pass along the ad because they find the content interesting.

Viral marketing has gained popularity in many countries, and Ukraine is no exception. Viral marketing is increasingly popular due to social networks, where information spreads within seconds.

Though viral marketing practices in Ukraine are limited, there are successful cases. One example is the campaign for the "Parkove Misto" residential complex in Kyiv, featuring advertisements on local transport (transit advertising). The ad stated, "Nature is nearby" and depicted summer forests and greenery, with the taxi roof decorated with green branches. This caught the target audience's attention,

spurring online discussions and effectively launching the campaign on the Internet.

The main advantages of viral marketing include:

- Viral marketing campaigns typically achieve a broader reach than standard ads with paid clicks or views, as information spreads organically.

- Most costs in viral marketing are incurred during the campaign's launch. Later, only minimal resources are required for user engagement, making the cost per contact lower than in standard advertising methods.

- Viral content spreads quickly within the target audience, enabling rapid fulfillment of goals like brand recognition and enhanced transactions.

- Viral campaigns can be distributed through various internet marketing channels, adapting to nearly any starting conditions and constraints.

- Users receive engaging material from trusted sources, like friends or well-known sites, enhancing engagement.

- Viral ads appear natural and spark curiosity.

- Viral marketing can employ techniques banned in traditional advertising, which can be advantageous for companies dealing with restricted products (e.g., tobacco, alcohol).

- High-quality viral content has a lasting impact, with campaigns enduring up to three years. This type of advertising avoids timing issues, as it spreads during convenient periods for users.

Despite these advantages, experts identify several drawbacks:

- A successful viral campaign combines skillful execution and luck, and there's no guaranteed outcome.

– In today's world, capturing consumer attention requires considerable effort and creativity; otherwise, success largely depends on luck.

– Platforms like YouTube are flooded with viral ads, making it harder to break through and prompting increased competition. A user may view and share one ad while overlooking another, reducing the overall impact.

Modern advances in information technology and widespread internet access have significantly changed how local governments interact with the public. Social media is a powerful tool for fostering close collaboration with citizens, community organizations, and the media. The annual USAID-Internews "Ukrainian Media Attitudes and Trust" survey for 2023, conducted by InMind on behalf of

Internews, highlighted the impact of social media, with 76% of Ukrainians using it as a primary news source, while television news consumption declines.

Thus, social networks are displacing traditional media like print, radio, and television. This internet penetration into everyday life unlocks considerable potential for social networks in facilitating local government and citizen interactions.

In conclusion, social media opens new opportunities for advancing democratic processes at the local level and contributes to more effective governance. Social media use has become an essential part of modern governance, and local authorities that do not utilize this tool risk lagging behind their more proactive counterparts.

**Keywords:** viral marketing; social media; local government interaction.

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## **ADVERTISING AS A TOOL FOR SHAPING CONSUMER BEHAVIOR: THEORETICAL FOUNDATIONS AND PRACTICAL ASPECTS**

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**Abstract.** Advertising is a fundamental component of modern business and an influential factor in shaping consumer behavior and societal norms. As an essential element of marketing, advertising employs a combination of scientific methodologies and creative strategies to craft messages that resonate with target audiences. Its primary function extends beyond mere promotion, serving as a strategic tool to achieve diverse marketing objectives, including brand recognition, customer loyalty, and sales growth.

The study of advertising encompasses an examination of its processes, impact, and integration into broader marketing strategies. It merges art and science, utilizing analytical approaches to evaluate its effectiveness and psychological insights to understand consumer reactions. Creativity, on the other hand, enables the development of compelling and innovative campaigns that capture attention and foster emotional connections.

The consumer, often referred to as the "king of the economic system," occupies a central role in advertising. Their behaviors, preferences, and decision-making processes are scrutinized to tailor advertising messages effectively. By analyzing motivations, needs, and emotional triggers, companies can align their campaigns with the internal world of their audience. Additionally, social influences, such as norms and authoritative endorsements, are leveraged to reinforce the credibility and appeal of advertised products or services.

The transmission of advertising messages is a critical factor in its effectiveness. Clarity, memorability, and emotional engagement are essential attributes that determine how well a message resonates with its intended audience. Emotional appeals, such as eliciting joy, fear, or love, create lasting impressions and strengthen the consumer-brand relationship. Similarly, principles like social proof, urgency through scarcity, and personalization enhance the persuasive power of advertising.

In practice, advertising employs a range of techniques to achieve its objectives. For instance, emotional storytelling fosters connections with the audience, while authority figures validate product quality and influence trust. Social proof, exemplified by showcasing widespread product usage, and personalized digital ads that target specific demographics, exemplify how advertising adapts to evolving technologies and consumer expectations.

As a dynamic and ever-evolving discipline, advertising not only reflects but also shapes cultural and economic landscapes. Its ability to influence consumer perceptions and drive purchasing decisions underscores its pivotal role in contemporary marketing. Understanding its theoretical underpinnings and practical applications enables businesses to harness its full potential while empowering consumers to navigate the marketplace with greater awareness and discernment.

**Keywords:** advertising; consumer behavior; marketing strategies.

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## TYPES OF NON-FINANCIAL REPORTS IN THE CONCEPT OF SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

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**Abstract.** In today's world, business responsibility is focused on economic, social, environmental and other business challenges. The financial statements do not fully meet the needs of investors and consumers, since they do not disclose information about the development strategy, ecology and environmental impact, social responsibility, personnel and charity.

In the national provisions (standards) of accounting there are no requirements for the formation of non-financial reports, there is no list of indicators that it must disclose and the principles of its preparation. Thus, it is appropriate to rely on existing international experience and international standards.

Forms of non-financial statements prepared by enterprises: Progress report; Report on sustainable development; Non-financial report; Social responsibility report, etc.

UN Global Compact is a United Nations initiative aimed at promoting business social responsibility and reporting on the implementation of such policies. The UN Global Compact has ten principles in the areas of human rights, labor relations, environmental protection and anti-corruption

The ten principles of the UN Global Compact:

1. Human rights disclose the first two fundamental business circles:

1) must support and respect the protection of internationally proclaimed human rights;  
2) should not be involved in human rights violations.

2. Employment relations disclose 3-6 principles of business circles should:

3) support freedom of association and real recognition of the right to conclude collective agreements;

4) to advocate for the elimination of all forms of forced labor;

5) to advocate for the complete elimination of child labor;

6) to advocate for the elimination of discrimination in the field of labor and employment.

3. The environment reveals 7-10 principles of the business community should:

7) support an approach to environmental issues based on the principle of caution;

8) introduce initiatives aimed at increasing responsibility for the environment;

9) promote the development and dissemination of environmentally friendly technologies.

The fight against corruption reveals 10 principle – business circles should counteract all forms of corruption, including extortion and bribery.

New international standards include: IFRS S1 “General requirements for disclosure of financial information related to sustainable development” and IFRS S2 “Disclosure of information related to climate change”.

IFRS S1 sets out general requirements for disclosure of sustainability information, namely: Disclosure of essential information about risks and opportunities associated with sustainable development; general requirements for reporting; Other IFRS disclosure standards, specific disclosures,

point to other standards and frameworks in the absence of a specific IFRS, the equivalent of IFRS accounting standards, IAS 1 and IAS 8.

IFRS S2 sets out general requirements for climate-related disclosure, including: Essential information on climate risks and opportunities, TCFD recommendations, industry requirements for SASB climate-related standards,

disclosure of physical risks, transition risks, climate-related opportunities.

Thus, Ukraine is following an international path and it is very good that business began to worry not only for financial results and financial reporting, but also for the future development strategy, ecology and environmental impact, social responsibility, its own staff and charity.

**Keywords:** non-financial reporting; sustainable development concept; social responsibility; progress report; sustainable development report; social responsibility report.

## POSSIBILITIES OF USING ARTIFICIAL INTELLIGENCE IN MARKETING

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**Abstract.** The rapid development of artificial intelligence (AI) is reshaping marketing practices, enabling automation, personalization, and resource optimization. This study analyzes the role and application of AI in marketing, emphasizing its potential to enhance customer engagement, drive innovation, and improve the efficiency of business operations. The object of the research is the integration of AI technologies into marketing strategies, with a focus on their transformative impact on consumer interaction and decision-making processes.

The research methodology includes theoretical analysis and practical case studies, examining the integration of AI tools in the marketing activities of leading global brands. Machine learning (ML) and natural language processing (NLP) serve as key technologies in this analysis, demonstrating how AI enables precise data analysis and predictive modeling. For example, Coca-Cola utilized AI to design its limited-edition Y3000 beverage, which combines flavor profiling with innovative marketing techniques. Similarly, Spotify applies AI algorithms to enhance user recommendations, creating a personalized experience for millions of customers. These cases illustrate the scalability and adaptability of AI in diverse marketing contexts.

Results of the study indicate that AI significantly improves marketing by automating routine processes, enhancing content personalization, and facilitating precise audience segmentation. One notable example involves AI-driven geotargeting,

which increased customer engagement in a local campaign by 40%. Another example is the development of a limited-edition dessert, "Sweet Mystery," designed using AI algorithms to optimize flavor combinations and appeal to targeted demographics. This innovative approach highlights the creative potential of AI in developing unique products and corresponding marketing strategies.

AI tools such as Jasper, Copy.ai, and Azira demonstrate their utility in automating content generation, streamlining audience analysis, and managing targeted campaigns. These tools reduce operational costs while improving the effectiveness of marketing efforts. Moreover, geotargeting technologies enable businesses to localize marketing strategies, ensuring that messages resonate with specific consumer segments. For example, by targeting customers within a 2-kilometer radius of a retail location, companies achieved significant increases in foot traffic and conversion rates.

In practical terms, the integration of AI allows businesses to enhance customer satisfaction through tailored messaging and optimized product offerings. For instance, the use of AI in analyzing customer preferences not only supports the creation of innovative products but also improves customer loyalty by delivering personalized experiences. Additionally, tools like DALL-E and MidJourney facilitate the rapid creation of visual content, which plays a crucial role in engaging modern audiences.



AI's contributions extend beyond operational efficiency to fostering innovation within marketing. By leveraging AI, businesses can identify emerging trends, predict market dynamics, and respond proactively to consumer demands. This adaptability is particularly critical in competitive markets, where the ability to anticipate and meet customer expectations provides a substantial advantage. Companies that integrate AI into their marketing strategies are better positioned to navigate challenges and capitalize on opportunities in a data-driven marketplace.

The study concludes that AI is a transformative force in marketing, driving innovation and operational efficiency while improving consumer engagement and satisfaction. The continuous advancement of AI technologies ensures their growing

importance in shaping future marketing practices. With AI's ability to analyze vast datasets, predict consumer behavior, and deliver personalized experiences, it becomes an indispensable tool for businesses seeking to thrive in a dynamic and competitive environment.

Thus, the findings underscore the strategic importance of AI in modern marketing, emphasizing its role in enabling businesses to adapt to changing market conditions, innovate in product development, and achieve greater operational efficiency. The integration of AI not only enhances the effectiveness of marketing strategies but also positions companies to build stronger relationships with their customers, ensuring long-term success in an increasingly digital world.

**Keywords:** artificial intelligence; marketing; automation; personalization; geotargeting; innovation; consumer engagement.

## SHADOW ECONOMY: FISCAL CONSEQUENCES FOR UKRAINE

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**Abstract.** The paper analyzes the problem of the shadow economy in Ukraine, which accounts for about 30% of the country's GDP and negatively affects economic growth, fiscal policy, and social welfare. It has been established that it creates unequal conditions for doing business, increases corruption and undermines trust in state institutions. The structure of the shadow sector is also defined, consisting of three main categories: informal activities (small business without registration, online trade, cash transactions), fictitious activities (schemes of tax evasion through fictitious companies) and underground activities (smuggling, illegal trade, illegal exploitation of natural resources).

Thanks to the conducted research, it was possible to find out that the main factors of the spread of the shadow economy are a high tax burden, corruption, the opacity of the judicial system, martial

law and complex tax legislation. These factors increase mistrust of the government, create barriers to formal economic activity, and encourage illegal behavior.

As a result, it is shown that the shadow economy leads to significant fiscal losses, which are estimated at UAH 9.8 billion for 2020-2024. This causes a budget deficit, an increase in public debt, and limited financing of social and infrastructure projects.

On the basis of the obtained indicators, comprehensive measures have been developed to minimize the shadow sector, in particular, reforming the tax system, introducing digital technologies, increasing the transparency of management and improving access to electronic services. Implementation of these measures will help reduce budget losses, create equal conditions for business and ensure sustainable economic development.

**Keywords:** shadow economy; economic growth; tax evasion; fiscal policy.

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## STRATEGIC MANAGEMENT AND CORPORATE CULTURE IN LOCAL SELF- GOVERNMENT

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**Abstract.** This paper investigates the interplay between strategic management, corporate culture, and human resource management within local government bodies, using the Kryvyi Rih City Council as a case study. The research underscores the necessity of harmonizing these elements to ensure the effective operation of local government bodies and the sustainable development of the territorial community. The authors propose the introduction of a mentorship program called "The Future of the City" as a means of enhancing the qualifications of young professionals and improving the corporate culture within the city council.

In the context of Ukraine's decentralization reform, the issue of effective management of local government bodies has become particularly pressing. The creation of modern, transparent, and citizen-oriented government bodies is a key factor in the sustainable development of territorial communities. A harmonious combination of strategic management and corporate culture is one of the most important tools for achieving this goal.

In our view, corporate culture in local government bodies is a set of values, norms, beliefs, and behavioral patterns that shape the internal environment of an institution and determine the style of interaction between employees and with the community. It influences employee motivation, the level of trust in government, and the quality of service delivery. Strategic management, on the other hand, is aimed at defining long-term goals for community development, developing plans to achieve them, and mobilizing resources for their

implementation. An effective strategy must take into account both internal factors (the potential of the government body, resources, personnel) and external factors (the needs of the community, economic conditions, legislation).

The objects of municipal management are various functional subsystems that form a complex organizational and structural system of local self-government. These include, in particular, personnel, financial, information, and technological subsystems, as well as functional and sectoral subsystems such as healthcare, social protection, education, law enforcement, housing and communal services, transport, small business, and others. Effective management of these subsystems requires not only the application of modern public administration tools but also the formation of a strong corporate culture. This culture should foster:

1. Shared vision: A clear understanding of the goals and values by all participants in the management process.
2. Teamwork: Interaction between different departments and levels of management.
3. Innovation: A constant search for new solutions and improvement of existing processes.
4. Social responsibility: Care for the community and environment.

The combination of management strategies and corporate culture allows for a synergistic effect, increasing the efficiency of municipal management and ensuring the sustainable development of the territory. In this case, it is important to consider the

following aspects:

1. Individual characteristics of each subsystem: Different subsystems have their specific characteristics that require different management approaches.
2. External environment: Changes in the economic, social, and political environment require constant adaptation of management strategies.
3. Public involvement: Active participation of citizens in the decision-making process is an essential element of effective municipal governance.

Regarding the concept of "human resource management", it is a strategic function aimed at forming and developing the organization's human resources in accordance with its business goals [1]. This process covers the entire employee lifecycle: from recruitment and onboarding to retirement. Effective human resource management allows not only to attract and retain talented employees but also to ensure their loyalty to the company.

In the context of strategic management of local government bodies, human resource management acts as one of the key elements. It allows not only to provide the organization with the necessary resources but also to form a team of professionals capable of implementing strategic goals. Adapting employees to changing conditions and taking into account their individual needs is an integral part of this process and contributes to creating a favorable corporate climate [3].

Analyzing the Kryvyi Rih City Council from the previously presented aspects, we conclude that there is a close relationship between the effectiveness of human resource management and the successful implementation of the city's strategic goals. Professional recruitment, development of their competencies, creation of a favorable working environment, and implementation of motivation systems - all this directly affects the quality of services provided to citizens and the development of the city as a whole.

Corporate culture in Kryvyi Rih City Council, as in any organization, plays a pivotal role in shaping its image and attracting talented personnel. It is corporate culture that defines the values, norms of behavior, and interpersonal relationships among employees. For the successful implementation of the city's strategic goals, corporate culture must foster proactivity, innovation, and a results-oriented approach.

Strategic human resource management in Kryvyi Rih City Council should be closely aligned with the overall strategic development of the city. This means that all human resource management decisions – from recruitment to training and development – must be aimed at achieving strategic objectives. It is also important to ensure that human resource management strategies are flexible and adaptable to changes in the external environment.

To successfully implement human resource management strategies in Kryvyi Rih City Council, it is necessary to:

1. Conduct a detailed analysis of the existing personnel: assess the competencies, motivation, and potential of each employee.
2. Develop a motivation system that stimulates employees to achieve high results.
3. Implement training and development programs aimed at improving employees' qualifications.
4. Create a favorable working environment based on mutual respect, trust, and open dialogue.
5. Regularly evaluate the effectiveness of human resource management strategies and make necessary adjustments.

By ensuring effective human resource management, Kryvyi Rih City Council can not only increase its efficiency but also become an attractive employer for talented professionals. This, in turn, will contribute to the further development of the city and improve the quality of life of its residents.

To enhance strategic management, human resources, and corporate support

within the Kryvyi Rih City Council, we propose the implementation of a mentorship program titled "Future of the City". This program aims to facilitate knowledge and experience transfer from seasoned professionals to young specialists, fostering their professional growth and engaging them in addressing pressing urban issues.

To realize this program, we need to select young specialists (students) who are eager to learn about the workings of the city council and aspire to work in public administration, as well as experienced

"mentors" willing to share their knowledge and expertise in various aspects of local government. The program will encompass both individual consultations and group meetings, including team-building activities. Throughout the program, "newcomers" will gain experience working in different departments, services, and divisions within the Kryvyi Rih City Council, and will develop communication skills both within the organization and with the public, thereby enhancing the council's corporate culture and improving the quality of public services.

**Keywords:** strategic management; corporate culture; human resource management; mentorship.

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## A COMPARATIVE STUDY OF SOCIAL MEDIA PLATFORMS FOR MARKETING PURPOSES

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**Abstract.** Social networks serve as a robust instrument for contemporary marketing endeavors. Billions of individuals dedicate substantial portions of their daily lives to engaging with a myriad of social platforms, thereby presenting businesses with unprecedented opportunities. Nevertheless, the efficacy of these platforms varies significantly across different companies. This study delves into the distinctive characteristics of various social networks and their corresponding influence on marketing strategies. It investigates the methodology for selecting the most suitable platform for business promotion, taking into account the specific attributes of the target audience, the objectives of marketing campaigns, and the unique features inherent in each network.

Social networks are not just platforms for communication; they are powerful tools for business and marketing. Billions of people worldwide spend hours daily on various social media platforms, creating unprecedented opportunities to reach target audiences. However, not all social networks are equally effective for promoting different products and services.

According to recent research by Datareportal, nearly 60% of the global population actively used social media in 2022. This indicates that social networks have become an integral part of modern life. Moreover, almost all internet users visit various social platforms at least occasionally. Such extensive audience reach opens up endless possibilities for businesses to promote their products and services through SMM. The use of social media tools allows companies not only to

inform potential customers about their offerings but also to build long-term relationships with the audience, increase loyalty, and brand awareness.

Modern social media marketing is a dynamic field where success hinges on a deep understanding of the target audience, continuous content improvement, and effective user engagement. Social media strategies must consider the unique characteristics of each platform, rapid changes in algorithms and trends, and intense brand competition.

Some of the key challenges in this field are rapid algorithm changes that affect reach and advertising effectiveness, as well as increasing competition, which necessitates the search for new tools and formats. Successful marketing requires adaptation to new trends, the use of diverse content formats, and the application of innovative approaches. Regular competitor analysis, the use of organic and paid content, and the setting of clear KPIs help identify ways to improve strategy.

The foundation of success lies in high-quality content that captures attention and encourages engagement. Analytics play a crucial role in evaluating campaign effectiveness and making timely adjustments. Active interaction with the audience, community building, and maintaining a lively dialogue help foster trust and loyalty. All of this requires flexibility and a willingness to adapt, which are integral parts of working in the modern SMM environment.

A 2021 GlobalWebIndex report on social media trends reveals that different social networks have distinct strengths and

are typically used for various purposes. For instance:

1. Communicating with friends and family: Facebook and Messenger
2. Publishing photo/video content: Instagram, TikTok, Pinterest, LinkedIn, Facebook
3. Following world news: Twitter (X), LinkedIn, Facebook
4. Consuming entertaining and engaging content: Instagram, TikTok, Pinterest
5. Following brands, seeking information about various products and brands: Instagram, Pinterest, LinkedIn, Twitter (X)

Therefore, the choice of a social network depends on the user's goals. To effectively use social media, it is important to understand their features and audience.

To determine the most attractive social network for promotion, it is worth comparing the main ones.

Although Facebook offers a wide range of tools for business promotion, its greatest value lies in the ability to reach a target audience with a high income and brand loyalty. This makes the platform particularly attractive for companies that offer premium products and services. Facebook allows you to precisely target advertising based on interests, demographics, and behavior, providing access to a relevant audience. The platform facilitates interaction with customers through communities, polls, and live broadcasts, strengthening the brand connection. Detailed analytics allows you to track the effectiveness of campaigns and optimize them. The use of diverse visual content, such as photos, videos, and stories, increases the attractiveness of advertising. Additionally, collaborating with influencers helps attract a target audience. However, due to high competition, advertising costs are increasing, and organic reach is decreasing. Constant changes in algorithms require strategy adaptation, and the audience expects high-quality, interesting content, which requires significant resources to create.

Instagram is more than just a photo-sharing platform; it's a powerful tool for business promotion. Its visual format attracts a young and active audience that is eager to engage with brands. The platform offers robust targeted advertising tools and creative opportunities, allowing businesses to stand out from the competition. Instagram is particularly useful for companies selling visually appealing products or providing services in the beauty, health, or fashion industries.

However, businesses with complex products or niche markets may face challenges in creating content that attracts the right audience. Instagram remains a platform where aesthetics and visual appeal are key success factors, so adapting to this format is crucial for effective business promotion.

Therefore, Instagram is a powerful tool for business promotion that can yield significant results when used correctly. However, before starting active activities on this platform, it is necessary to carefully analyze your target audience, competition, and develop a detailed promotion strategy.

Pinterest is more than just a social media platform; it's a visual discovery engine that allows users to collect and save images that inspire them. This feature makes the platform incredibly attractive for businesses, especially retail and small enterprises. Both platforms are focused on visual content but have their own unique characteristics. Instagram is more dynamic and focused on building a brand image, while Pinterest is a platform for finding ideas and inspiration. For maximum results, it is recommended to use both platforms, complementing each other.

Therefore, Pinterest is a powerful platform for promoting businesses, allowing you to attract new customers, increase brand awareness, and boost sales. To succeed on Pinterest, it's essential to create high-quality visual content, actively engage with your audience, and continuously optimize your strategies.

LinkedIn is a powerful platform for B2B companies focused on expanding their network, increasing brand awareness, and attracting new clients. Thanks to its professional environment, dominated by an experienced audience (the average user age is 44), companies can effectively find partners and clients in their industry. The ability to create specialized groups and publish expert content allows companies to strengthen their position as a market leader.

Key benefits of LinkedIn for B2B include expanding contacts, increasing brand awareness through quality content, and generating leads effectively. The platform also facilitates the building of long-term business relationships through participation in discussions and integration into professional communities.

Therefore, if your company operates in the B2B segment, LinkedIn is a must-have tool for your marketing. Due to its unique features, this platform allows you to effectively achieve business goals and build long-term relationships with clients.

Twitter is a powerful tool for businesses, enabling swift interaction with audiences, rapid response to market changes, and the establishment of industry expertise. The platform fosters engagement with target audiences through hashtags and mentions, and helps build communities around brands or products. Its short-form message format allows businesses to share timely content quickly, increasing their visibility.

However, Twitter has its limitations. It is rarely used for direct sales, focusing instead on relationship building and brand creation. The high volume of content

creates a competitive landscape, but with the right approach, even small businesses can successfully promote themselves despite limited resources.

TikTok is an effective platform for business promotion, especially among younger demographics, particularly Generation Z. It boasts high user engagement, with users actively interacting with content, creating opportunities for viral spread. Its focus on creative, short, and visually appealing video content allows brands to quickly capture audience attention.

To successfully utilize TikTok, businesses need a specialist who understands the platform's nuances and can create content that resonates with younger audiences. This makes the platform indispensable for companies aiming to engage young demographics but requires investment in content quality and creativity.

In conclusion, successful social media marketing begins with understanding the target audience. Creating a customer profile and identifying their preferred platforms is crucial. When selecting a platform, consider its audience, marketing goals (brand awareness, sales increase, customer loyalty), content format, and available resources. Relying solely on intuition for platform selection is often ineffective due to fluctuating trends, diverse audiences, and algorithm changes. Marketing requires data analysis, testing various approaches, and strategy adjustments. The key to success lies in high-quality content, regular posting, and audience engagement.

**Keywords:** social networks; SMM; competition; effective promotion.

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## THE INFLUENCE OF SOCIAL MEDIA ON BRAND DEVELOPMENT

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**Abstract.** Social media today is not just a platform for communication but a powerful tool for building and developing brands. Their impact on modern marketing is hard to overestimate. It is through social media that brands can directly interact with their audience, build long-term relationships, and create a positive image.

Direct dialogue with the audience is one of the key advantages of social media. Brands have the opportunity to respond promptly to comments, questions, and customer complaints, significantly increasing trust in the brand. Moreover, social media platforms enable the conduction of surveys and contests, engaging the audience in active interaction with the brand.

Building a community around a brand is another important aspect. Social media platforms provide an opportunity to unite people with shared interests, creating a space for exchanging experiences and ideas. This not only strengthens the loyalty of existing customers but also helps attract new ones.

The formation of a brand's image on social media occurs through the creation of unique content, visual identity, and storytelling. Social media platforms enable brands to showcase their values, position themselves in the market, and build an emotional connection with consumers.

Targeted advertising is another powerful tool provided by social networks. With the ability to perform detailed audience segmentation, brands can deliver their messages to a precisely defined target audience, significantly enhancing the effectiveness of marketing campaigns.

However, using social media for branding comes with certain challenges.

The main one is high competition. The vast number of brands competing for users' attention requires each of them to constantly seek new ideas and tools. Additionally, the rapid pace of changes in social media forces brands to continually adapt to new trends and technologies.

Reputation management is another important aspect of branding on social media. Negative reviews and crises can spread quickly online, causing significant harm to a brand's reputation. Therefore, it is crucial to have a well-developed reputation management strategy.

Measuring the effectiveness of marketing campaigns on social media is a complex task, as there are many different metrics. However, data analysis allows for evaluating the effectiveness of various marketing activities and optimizing the strategy.

For effective branding on social media, it is necessary to:

- Create visually appealing, interesting, and useful content that resonates with the audience;
- Engage with the audience by regularly responding to comments, messages, and feedback;
- Use influencers, as collaborating with opinion leaders can significantly expand audience reach;
- Use analytical tools to evaluate the effectiveness of marketing campaigns.

Thus, social media has become an integral part of modern brand marketing. Effective branding on social media allows companies to build strong relationships with consumers, increase loyalty, and achieve success in the market.

**Keywords:** branding; social media; marketing; digital technologies; image; loyalty; content marketing; influencers; analytics.

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## **NEW APPROACHES TO BUSINESS RELOCATION IN THE CONTEXT OF ONGOING RUSSIAN AGGRESSION (BASED ON THE EXAMPLE OF THE KURAKHOVO THERMAL POWER PLANT): SOCIAL AND OTHER EFFECTS**

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**Abstract.** In recent months, the existence of the small town of Kurakhove in Donetsk Oblast has become known not only to residents of Ukraine, but also to many other countries. The town of Kurakhove has been mentioned more and more often in the domestic and foreign media. Unfortunately, these references are related to the resistance of the Ukrainian defence forces in the context of the Russian-Ukrainian war. Due to the fact that the city is subjected to constant rocket and other attacks on a daily basis, almost all residents have left the city (estimates vary, but the latest estimates suggest that approximately 800 citizens remain in the city and refuse to leave, which is approximately 4% of the population before the full-scale invasion); According to the head of the Donetsk regional military administration, the destruction in the city is 70% [1]; there has been no business activity for a long time (no economic activity is carried out), and all industrial facilities have been destroyed or damaged. The Kurakhivska thermal power plant (DTEK Kurakhivska TPP LLC, which is part of the DTEK group of companies) was such an enterprise on the territory of the community. At the same time, Kurakhivska TPP was one of the largest energy infrastructure facilities not only in Donetsk Oblast, but also in Eastern Ukraine. It should be noted at the outset that DTEK Group unites a significant number of energy facilities, including other power plants. Power plants have a very specific infrastructure that is tied to a specific location, and some of their production facilities are not mobile.

In 2022, the Russian Federation began targeting energy facilities (both public and private) throughout Ukraine, many of which were severely damaged. This resulted in a shortage of electricity in the market, which led to stabilisation and emergency power outages for household and business consumers. A significant challenge for energy companies has been finding individual parts and mechanisms to restore energy facilities, due to the specifics of Ukraine's energy facilities, which were built in Soviet times. Although, of course, most of the power plants had undergone modernisation (upgrading) in previous years. Given the complexity of power equipment, it is usually customised for a specific customer and has a long manufacturing process.

Coming back to Kurakhivska TPP, the equipment has been undergoing repairs for a long time to restore some of its capacity. In the spring of 2024, the Russian military destroyed a bridge near the town of Kurakhove, which was used to deliver coal, making it impossible for the power plant to continue operating. Subsequently, the company's management decided to dismantle certain elements, which lasted almost until the end of the summer of 2024 (amid active hostilities). Thus, some transportable equipment (generators, transformers, parts, etc.) was moved. According to the management of Kurakhivska TPP, the relocation of these production facilities was extremely important for the repair of other Ukrainian power plants of the DTEK Group (part of the overall energy system of Ukraine), as this equipment has helped restore more than

60% of the energy capacity that the state lost due to missile and other shelling of the energy infrastructure since spring 2024. This process can be called ‘cannibalisation of equipment’. For example, in the Western literature, this is the definition used in military aviation, when it comes to the involvement of individual working parts (in most cases due to lack of spare parts), transferring them from one equipment (unable to function fully), and installing them on other equipment. Considering ‘equipment cannibalisation’ as part of business relocation, we can talk about a special type of relocation (e.g., restorative relocation of production facilities), which is part of production relocation or relocation of production facilities. It is worth noting that the case of Kurakhivska TPP is one of the first examples of a completely new relocation, the main task of which is not only to preserve certain elements of production, but also to continue their operation at other energy facilities, albeit of the same group of companies.

Given that this relocation took place in the context of active hostilities, it was agreed with the local and central authorities, as well as the military, who provided support for the relocation and/or

stopped (limited) the use of weapons on their part. All of this underscores that communication between business and the authorities is an important element of business relocation.

At the same time, it should be noted that this example also demonstrates responsible business behaviour (both at the company and group level). This relocation of production facilities had a significant impact not only on the development of the private company's business (private interests), but primarily on the entire energy system of the state, which allowed it to stabilise it relatively and improve the provision of electricity supply services to household consumers and companies, including those in the defence industry (satisfying both public and national interests), creating an additional positive social effect.

On 24 November 2024, it was reported that the power plant had been completely destroyed (all buildings were lost), although the staff had not been supporting its technological processes for a long time, which confirms the correctness of the decision to relocate production facilities and the timing of the relocation.

**Keywords:** relocation; business; energy; Russian aggression; production facilities; cannibalisation of equipment; restorative relocation of facilities; responsible business behaviour.

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## THE IMPACT OF INNOVATIVE TECHNOLOGIES ON THE EFFICIENCY OF HUMAN CAPITAL DEVELOPMENT

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**Abstract.** The relevance of the research is driven by the increasing role of human capital in the socio-innovative model of economic development, where innovative technologies, including artificial intelligence, are vital for enhancing efficiency and competitiveness. The goal of the study is to analyze modern approaches to human capital development and propose measures for its effective advancement using innovative technologies in the context of accelerated globalization.

The object of the research is the processes of human capital development under conditions of innovation-driven activity. The study employs statistical analysis methods, synthesis, and case analysis of successful implementation of innovative solutions. The results indicate that investment in human capital development fosters increased labor productivity, automation of business processes, and implementation of innovative technologies. Practical significance lies in the formulation of practical measures for integrating innovations across various levels of organizational activity.

Intellectualization of human capital refers to the gradual enhancement of intellectual levels based on synthesizing knowledge, skills, information, and abilities of individuals, yielding socio-economic benefits from their application in the future.

A system for developing human capital in a company can serve as a tool for efficient resource utilization, reducing time spent on work processes, creating competitive goods and services, and

ultimately increasing profitability. Influencing factors include driving forces and objective/subjective reasons that shape its level. To ensure quality transformations in human capital structure and systematic perception at macro and micro levels, various groupings are applied.

Developing a comprehensive strategy for human capital advancement can address existing issues by forming a system for leveraging innovative technologies and modernizing business processes. Management should prioritize objectives and identify key problems, devising improvement plans, which may include: enhancing business and technological processes; comprehensive use of innovative technologies at all levels of activity; improving employee training processes. This approach unlocks new opportunities to boost employee efficiency, personalize training, and enhance labor productivity.

Examples of successful innovation application include the improvement of educational processes through adaptive learning systems that cater to individual needs and abilities, and the deployment of AI-driven online learning platforms. Extensive use of AI in the workplace fosters ongoing education and skill development, automates routine tasks, and necessitates higher employee competencies.

A correlation between the quality of human capital and the ability to implement rapid and effective organizational changes is supported by statistical analysis of cross-sectoral data from European countries. Companies with over half of employees holding higher education degrees have an innovation implementation rate of 50.2%.

This effect applies not only to specialists but to all staff.

Innovative development examples include: designing educational programs based on AI; using advanced software to automate routine tasks like document processing and reporting; widespread adoption of cloud platforms and big data analytics technologies; conducting digital skills training sessions for employees. Such measures stimulate the development of an innovative economy, improve workforce efficiency by reducing time spent on routine tasks, and allow for a focus on core objectives.

In conclusion, integrating innovations into core company activities is

a complex, lengthy, yet essential process involving numerous interrelated factors. To ensure sustainable development and effective operations, management must design and implement a long-term innovation program at various organizational levels. On a national scale, introducing an innovative "lifelong learning" model is crucial, as lifelong education, skill accumulation, and constant professional development form the foundation for human capital formation and societal progress. Human capital development is a priority area for improving national economic efficiency and enabling the country to achieve a new global standing.

**Keywords:** human capital; innovations; development; efficiency; artificial intelligence.

## RISE OF VIDEO MARKETING: TRENDS AND INNOVATIONS

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**Abstract.** Video marketing is the use of video to promote a product, a service, or customer experience. It is often combined with content marketing and social media marketing. This is an effective tool that allows small, medium and large businesses inform people about new products. Correct setup increases sales and builds customer loyalty.

Nowadays, videos are more popular than other types of content, as information of this format is perceived more easily, creating the effect of live communication. This helps the consumer to see the company not only as a set of products, but as people who offer products or services. In addition, videos can be made creative or viral, which helps to attract wider audience.

According to HubSpot, 54% of users prefer video, and this figure is growing due to the popularity of social networks. Video on web pages increases conversion by up to 80%, and emails opening by up to 19%. Nearly 90% of consumers said that video helped them decide on the purchase.

In the modern digital age, video marketing has become an indispensable tool for business, allowing connecting with one’s target audience. With the growing popularity of videos on various social media platforms such as YouTube, Facebook and Instagram, it is important to understand the current trends and statistics of video marketing.

The first thing that comes to mind about innovation in video content is the use of artificial intelligence. However, one should not rely entirely on these tools. They only simplify the creation of videos, but do not give ready-made content in a few minutes.

Integrating the Internet of Things (IoT) into video marketing opens up new opportunities for innovation. Thanks to IoT devices, companies can create “smart” video content that adapts and responds to data in real time. This enables personalizing the viewing, which increases the involvement of viewers and creates a sense of connection with the brand.

Augmented reality (AR) adds virtual elements to the real world, creating interactive experience. AR has great potential in video marketing, allowing, for example, trying on virtual makeup or arranging furniture before buying, which attracts customers in a new and personalized way.

In recent years, video content has emerged in business as a powerful tool for interacting with its audience in a digital environment. One of the new technologies that made a breakthrough in video marketing is the use of 360-degree videos. Unlike traditional videos that offer a static look, 360-degree videos provide interactive and immersive experience.

Recently, live streaming has gained immense popularity, revolutionizing the way video marketing is used to reach and interact with audiences. With the ability to stream live video across platforms, companies benefit from this new technology to connect with their target market on a more personal level.

Although long videos convey more information, marketers have noticed that short videos are more effective. They require fewer resources and better match the fast pace of attention of online audiences. This explains the popularity of



TikTok, Reels and Snapchat platforms among marketers.

The advantages are expanding the audience through social networks, sites and other channels, and attracting new customers. The combination of visual effects and sound makes it more effective than graphics, and subtitles add appeal. Bright video encourages viewers to action: to visit sites, to share content, to comment and to like, which automatically increases coverage.

Video marketing has several drawbacks. Creating high-quality video is more difficult than making photos or graphics, because it requires professional equipment, installation tools and specialists. It also requires more financial investment, as videos are usually more expensive than other content. In addition, the process of creation takes a lot of time – from filming to the final editing. Besides, to stand out among the abundance of content, one's video must be original and creative.

Since 2020, the advertising industry has undergone significant changes, which will intensify in 2025. Modern advertising focuses on creating content that resonates with the lifestyle of consumers, and not just trying to convince them to buy a product. Today, consumers are more likely to choose brands that reflect their values and moral positions than simply paying attention to the reputation or popularity of the brand.

Social responsibility remains the focus of marketing. Consumers expect from brands not only quality products and services, but also social responsiveness,

ethics, sustainability and environmental friendliness. These requirements become key factors determining the competitive advantage of brands. Consumers are about 4 times more loyal to environmentally friendly businesses; brand message inconsistency is the main source of irritation for them [6].

As a result, the future of video marketing offers many opportunities. With new technologies like AR, VR, AI and IoT, companies can gain a competitive edge and engage audiences in exciting new ways. It is important to use these innovations, to follow trends and to constantly adapt marketing strategies to the needs of consumers. So, we need to experiment and create videos that will leave an indelible impression.

Thus, the effectiveness of video marketing depends on several factors:

- video should be interesting, informative and visually attractive;
- content must meet the needs and interests of the target audience;
- choosing the right platforms to host videos is the key to achieving maximum reach;
- importance to monitor the effectiveness of video campaigns and make the necessary adjustments.

The future of video marketing is related to the further development of technologies and the growth of consumer requirements. The brands that can adapt to new trends and create high-quality, relevant and innovative video content will gain a competitive advantage in the market.

**Keywords:** video marketing; social media marketing; innovative content.

## THE ROLE OF NEUROMARKETING IN EMOTIONAL ADVERTISING

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**Abstract.** Neuromarketing integrates neuroscience with marketing strategies to enhance consumer engagement by understanding subconscious decision-making processes. This paper explores the relationship between emotional advertising and psychological principles, showcasing how advanced tools like fMRI, EEG, and eye-tracking help decode emotional triggers in consumer behavior.

Through a comprehensive analysis of case studies across retail, technology, and entertainment, the study demonstrates that emotions such as joy, nostalgia, and fear significantly influence consumer

interactions, brand perception, and purchasing decisions.

Findings reveal that nostalgia and excitement elicit higher short-term engagement, while fear fosters long-term brand loyalty. Ethical implications are discussed, emphasizing the importance of balancing emotional influence with consumer transparency to maintain trust and avoid manipulation.

This research highlights the potential for creating impactful campaigns that resonate widely while ensuring ethical integrity.

**Keywords:** neuromarketing; emotional advertising; consumer behavior; psychology; neuroimaging; brand loyalty.

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## THE IMPACT OF THE DRAMA SERIES "SHARP OBJECTS" ON THE SOCIAL AND PSYCHOLOGICAL DEVELOPMENT OF SOCIETY

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**Abstract.** The HBO-produced limited series *Sharp Objects*, an adaptation of Gillian Flynn's novel, offers a layered, dark, and unsettling story that examines the interplay and interrelationship of trauma, mental instability, and social dysfunction. The storyline is built around a self-harming journalist, Camille Preaker, who is haunted by the past and goes back to the hometown in search of the serial killer cases.

The review contextualizes the series within psychological and social science and examines the series' representation of intergenerational trauma, familial toxicity, and subcultural values associated with small-town living. The series investigates mental disorders, such as Munchausen by proxy, self-harm, and alcoholism, in terms of psychology and offers a deeper understanding not only of how they manifest but also of their impact on the family. Social aspects of science emerge

through the study of gender stereotypes, socioeconomic conditions, and social lacunae with respect to victimization and violence.

Combining all of these elements, *Sharp Objects* is at times a thrilling mystery and other times the story of the human psyche in a flawed world. As described in the review, the series incorporates the visual narrative, character narratives, and sigmaal for the representation of the complex nature of the personal pathology and the social consequence". Ultimately, *Sharp Objects* calls on viewers to address uncomfortable facts of how trauma strikes and the societal values that fuel these cycles of violence.

This review argues that the power of the show lay as a cultural artifact in which entertainment and thoughtfulness intersected in disciplines including psychology, sociology, and media studies.

**Keywords:** trauma; mental illness; family history; societal breakdown; intergenerational trauma; Munchausen by proxy; self-harm; cultural insularity; toxic relationship; cultural conflict.

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## THE ROLE OF HOPE MOLECULES IN MOOD MODULATION, STRESS REDUCTION, AND PROMOTING RESILIENCE

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**Abstract.** Research has shown that "hope molecules" - myokines and other biochemicals released during exercise as natural antidepressants - play a crucial role in mood modulation, stress reduction, and promoting resilience. These molecules, including Brain Derived Neurotrophic factors (BDNF) and endorphins, are essential in promoting psychological well-being and influencing brain function.

The synthesis of hope molecules during exercise highlights the interaction between physical mobilization and mental well-being, reinforcing novel therapeutic approaches in the cases of depression, anxiety, and post-traumatic stress disorder (PTSD). It has been shown in recent works that relatively modest exercise is able to provoke the release of these compounds, which leads to cerebral function and emotional durability.

The psycho-social components of physical activity, such as self-efficacy enhancement and increased community participation, further enhance the behavior of hope molecules, shaping a complete mode for mental health.

This article places the study of hope molecules along with wider debates on biopsychosocial frameworks in psychology and psychiatry. Through incorporation of biological, psychological, and social aspects, it provides a detailed explanation for how physical activity warrants a physiological antidepressant mechanism.

Results lay the groundwork for further examination of nonpharmacological interventions for mental health and highlight the reach and the social value of exercise as a means to build psychological resilience.

**Keywords:** hope molecules; antidepressants; physical activity; mental health; Brain Derived Neurotrophic factor; exercise therapy; depression; biopsychosocial model.

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## NEUROSCIENCE IN PERFORMANCE MANAGEMENT: A COMPREHENSIVE OVERVIEW

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**Abstract.** One innovative strategy for raising workplace productivity, employee engagement, and organizational success is the use of neuroscience in performance management. Traditional performance management frameworks often emphasize rigid appraisal procedures and standardized feedback methods, potentially demotivating staff members and stifling creativity.

By using knowledge of the brain's cognitive, emotional, and behavioral reactions to develop systems that are consistent with human nature, neuroscience challenges these paradigms.

Important neuroscience concepts like neuroplasticity, reward-based learning, and emotional control help businesses create performance systems that foster resilience and growth. Frameworks like SCARF (Status, Certainty, Autonomy, Relatedness, Fairness), for example, place a strong emphasis on developing psychologically safe workplaces where staff members feel appreciated and inspired.

Organizations can also replace fear-based systems with supportive, constructive ones by understanding how stress and feedback impact the brain.

Critical issues in performance management, such as bias in evaluations, the detrimental effects of strict goal-setting, and the trivialization of employee contributions, are also addressed by the use of neuroscience. Long-term engagement and intrinsic motivation are fostered by neuroscience-driven tactics that support personalized growth pathways and ongoing, real-time feedback.

Despite its potential, the topic is still in its infancy, with little but expanding research connecting human resource management and neuroscience. Further research may reshape how businesses handle developing talent, opening the door to performance management methods that are both efficient and naturally compassionate.

**Keywords:** neuroscience; performance management; engagement; neuroplasticity; SCARF model; motivation; stress management; feedback systems.

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## PREVENTING SILENT RESIGNATION THROUGH LEADERSHIP AND PSYCHOLOGICAL SAFETY

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**Abstract.** Silent resignation is a subtle form of disengagement where employees emotionally and mentally withdraw from their work without formally quitting. It often results from unaddressed psychological distress and unfavorable organizational environments.

This paper examines the pivotal role of leadership and psychological safety in preventing silent resignation within high-performing organizations. Leadership that fosters trust, open communication, and empathy helps employees feel valued and supported, thereby reducing the likelihood of disengagement.

A culture of psychological safety, where employees feel comfortable expressing concerns without fear of

judgment, is critical in enabling individuals to share their struggles before they lead to silent resignation. Leaders who recognize the signs of burnout, stress, and lack of motivation can implement proactive measures to support employee well-being, such as providing feedback, ensuring work-life balance, and offering opportunities for personal and professional growth. By addressing both organizational and psychological factors, leaders can create an environment that promotes engagement, resilience, and sustained performance.

Ultimately, the combination of effective leadership and psychological safety creates a strong defense against silent resignation, enhancing overall employee satisfaction and organizational success.

**Keywords:** silent resignation; leadership; psychological safety; employee engagement; well-being; burnout; organizational culture; disengagement.

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## INFORMATION AND COMMUNICATION TECHNOLOGIES AND MATHEMATICAL TOOLS IN THE CREATION OF INFORMATION- ANALYTICAL SUPPORT FOR BUSINESS SECURITY IN THE CONDITIONS OF A WAR ECONOMY AND POST-WAR RECOVERY

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**Abstract.** Information and communication technologies (ICT) are becoming an increasingly critical component in ensuring business security in the face of heightened risks and instability caused by military conflict. The relevance of this topic lies in the necessity for businesses to adapt to new conditions where rapid responses to external threats, cybersecurity measures, and reliable mathematical tools for risk management play a vital role. In a war economy, where many enterprises face challenges, information-analytical support becomes the foundation of stability. Consequently, developing new approaches to utilizing ICT and mathematical analysis for business protection against threats is essential.

Various aspects of applying ICT for business security and crisis adaptation have been actively studied by numerous researchers. Studies by Zakharov O.M. and Petrenko V.V. highlight the necessity of integrating innovative systems to counter cyber threats (Zakharov, 2021; Petrenko, 2020). Mathematical tools for risk assessment and forecasting have been explored by Martynenko T.O. and Shevchenko O.V., who employed probabilistic analysis methods and machine learning to create models predicting potential risks in crisis conditions.

In recent years, considerable attention has also been paid to the digital transformation of businesses as a means of enhancing their resilience to external threats (Antonenko, 2022). Specifically, the

use of big data, artificial intelligence, and machine learning algorithms has become key elements of information-analytical business support.

The war conflict significantly increases the risks of cyber threats to businesses. Enterprises face the potential loss of confidential information, financial resources, and client data. Protecting information systems has become a priority for companies striving to maintain competitiveness in an unstable environment.

Existing risk management methods are not always suitable for the conditions of a war economy, where risk factors frequently change. Moreover, many enterprises lack access to advanced mathematical tools or resources to integrate them into business processes.

Many companies also suffer from inadequate digital infrastructure, which fails to provide reliable data storage, information accessibility, or flexibility for rapid adaptation to environmental changes. This vulnerability reduces the likelihood of successful recovery after a crisis.

One of the most effective solutions for business security is the implementation of modern cybersecurity tools, such as antivirus software, two-factor authentication, and encryption systems. These measures reduce the risk of unauthorized access to sensitive information. Research by Petrenko (2020) shows that introducing such systems reduces data loss risks by 45%.

To assess risks in unstable conditions, probabilistic analysis-based mathematical models are the most effective. Machine learning algorithms can also process large datasets, enabling real-time detection of anomalies and potential threats.

The creation of robust digital infrastructure enables businesses to optimize processes and improve oversight.

**Keywords:** information technology; communication technology; mathematical tools; information-analytical support; business security; war economy; post-war recovery.

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## EFFECTIVE STRESS MANAGEMENT TECHNIQUES FOR EMPLOYEES OF MULTINATIONAL ORGANISATIONS

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**Abstract.** Working in a multinational company can lead to stress at a workplace due to job strain, live/on-the-move differences, crossing time zones, and work-life balance constraints. Effective stress management is critical to improving employee health and organizational performance.

This paper examines both organizational and individual approaches to stress management in such environments. Organizational strategies comprise flexible work practices, employee assistance programs (EAPs), and periodic stress audits in order to detect and respond to work stressors. Developing a culturally sensitive and inclusive workplace meets the

diverse needs of employees. From the individual standpoint, mindfulness training, practical time management workshops or provision of mental health support equips staff with resilience.

Leadership plays an important role in stress reduction and empathy communication and goal setting and employee appreciation are effective strategies. Technology-based resources like wellness rate apps and virtual counselling platforms also assist global teams.

Through the use of these strategies, companies with international presence can help minimize burnout, increase efficiency and cultivate a work culture that is both healthy and sustainable.

**Keywords:** stress management; multinational organizations; workplace wellness; leadership strategies.

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## ARTIFICIAL INTELLIGENCE IN THE MECHANISM OF SUBSTITUTION AND IMPLEMENTATION OF MARKETING STRATEGIES

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**Abstract.** It has been investigated theoretical approaches and given practical recommendations regarding the prospects for the application of artificial intelligence technologies in marketing activities in order to increase the effectiveness of strategic marketing management in the context of digitalization. The methodological basis of the research is a number of methods that ensure the reliability of the results and conclusions, in particular such as: monographic, logical, descriptive-analytical, analysis, synthesis, system approach, theoretical generalization, observation, comparison. It was determined that in modern conditions artificial intelligence technologies are becoming a strategic tool that can effectively increase the quality and speed of decision-making, automate routine tasks, and also contribute to the discovery of new opportunities and prospects for marketing development. The application of machine learning algorithms and data analysis allows for accurate forecasts, strategic conclusions and potential risks, which in turn contributes to a stable and developed economic environment. Therefore, the use of artificial intelligence technologies is becoming a key element of modern marketing aimed at achieving high competitiveness and sustainable development.

The integration of artificial intelligence into marketing has been shown to improve customer interactions through

the use of chatbots and virtual assistants, providing 24/7 customer service and support. In addition, AI-based data analysis allows companies to make informed decisions, optimize marketing efforts and achieve competitive advantages in their respective industries. AI-driven personalization of offers and content has not only increased customer satisfaction and loyalty, but also led to higher conversion rates and improved overall business performance. The most effective AI tools used by enterprises in modern conditions are:

- personalization of news feeds aimed at specific content and audience;
- definition of language as a tool for working with a large amount of unstructured data that is often encountered in work;
- targeting of targeted ads and advertising;
- analysis of customer input data, its segmentation in real time;
- social semantics, analysis of audience sentiment;
- automated web design;
- intelligent customer service, in particular, in the form of the use of chatbots.

It has been established that the most common mistakes in the implementation of artificial intelligence in the activities of companies are the definition of unclear goals, the wrong time for the introduction of AI, the lack of the necessary skills for



working with artificial intelligence in the staff, the lack of necessary information, the imperfect organizational structure of the enterprise, etc.

Due that AI technology continues to rapidly develop, we can expect to see even

more sophisticated applications, from advanced personalization mechanisms to more sophisticated predictive models that can predict market trends and consumer behavior with even greater accuracy.

**Keywords:** artificial intelligence; mechanism; marketing strategies; development.

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**SECTION 3**  
**PROBLEMS AND PERSPECTIVES OF PUBLIC**  
**ADMINISTRATION REFORM: LEGAL ASPECTS**

## THE SMART CITY CONCEPT AS A PROSPECTIVE TOOL FOR THE MANAGEMENT OF UKRAINIAN CITIES

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**Abstract.** Urbanization causes a negative impact on the environment. The smart city concept allows developing Ukrainian cities on the basis of sustainability, which determines the topicality of the research topic. On the basis of the study of regulatory legal acts and scientific literature with the application of methods of analysis and synthesis, the author's vision of the peculiarities of the implementation of the concept of a smart city in Ukrainian realities is proposed. The purpose of the research is to outline directions for the practical implementation of this concept. The concept of a smart city should take into account the peculiarities of the state, as well as the socio-economic, cultural and historical development of the city. The peculiarity of Ukrainian cities is the presence of a communal sector of the economy. In modern conditions, a cluster is an expedient means of reducing the costs of implementing the concept of a smart city. The concept of a smart city needs to be discussed with the public.

«Three quarters of EU citizens live in cities, which are central economic players and the main source of pollution. By harnessing technological innovation, cities can improve their governance and contribute to the EU's Green Deal priorities, the development of digital technologies and the development of an economy that benefits people». Indeed, urbanization has not only positive aspects (economic development), but also negative ones (air, land, water pollution). One of the innovative management tools for the sustainable development of cities based on sustainability is the Smart City concept. Ukrainian cities should develop on the basis

of sustainable development, and therefore the topic of research is relevant.

Concept of the development of the digital economy and society of Ukraine for 2018-2020, approved by the order of the Cabinet of Ministers of Ukraine dated January 17, 2018 No. 67. in the section "life activities of cities" outlines separate issues of smart cities. The concept of a smart city is a model of the city using digital technologies to solve the current problems of the city, its sustainable development and the comfortable life of citizens.

In my opinion, the main features of a smart city are as follows: 1) the purpose of applying this concept is to create comfortable and safe living conditions for residents, taking into account the interests of future generations; 2) sustainability of development; 3) application of digital, information and communication technologies as a single system; 4) the city management uses these elements as tools of effective management; 5) ensuring broad participation of citizens in joint planning and management of the city.

In the literature, six main directions of the development of a smart city are proposed: a smart environment; smart management; smart mobility; smart economy; intelligent people; intelligent life.

The German researcher Jonas Freist-Held determined that in different countries there are different approaches to the implementation of the «smart city» concept. There is no single recipe for creating a «smart city». Approaches vary greatly depending on ideological beliefs or financial, human and political capacity to act. When introducing the concept of a smart city, it is necessary to take into account the peculiarities of not only the

country, but also the city, its socio-economic development, historical traditions, etc. A feature of large Ukrainian cities is the presence of communal enterprises, which should definitely be considered as one of the areas of digitization. The association of co-owners of apartment buildings should also be important participants in the implementation of the smart city concept.

An important practical aspect of implementing the concept of a smart city is the availability of funds. An important practical aspect of implementing the concept of a smart city is the availability of sufficient funds. A tool that allows you to

reduce transaction costs is the implementation of this concept is a cluster that can include communal enterprises, private enterprises, scientific research institutions, and local self-government bodies.

The Law of Ukraine «On Local Self-Government in Ukraine» dated May 21, 1997 No. 280/97-BP contains various types of ways of taking public opinion into account by local self-government bodies. Public hearings are the most effective way to achieve the goals of implementing the concept of a smart city in view of the following.

**Keywords:** smart city, sustainable development, cluster, local self-government.

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## USING BLOCKCHAIN TO REFORM PUBLIC ADMINISTRATION: LEGAL CHALLENGES AND PROSPECTS

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**Abstract.** In today's context of digital transformation, blockchain technologies are increasingly integrated across various sectors, including public administration. Government institutions in numerous countries view blockchain as a means to enhance transparency, improve the quality of public services, and strengthen interactions between government bodies and citizens. However, implementing blockchain in public administration requires careful examination of legal considerations, encompassing issues of data compatibility, transparency, security, and personal data protection.

Achieving institutional interoperability is generally one of the primary challenges in adopting blockchain within the public sector. For instance, Romania's experience highlights significant challenges in data management between government institutions, stemming from structural fragmentation and insufficient coordination. According to Law № 242/2022, Romania has established a National Interoperability Platform to facilitate data exchange among public agencies. This initiative aims to integrate and improve information sharing to enhance administrative processes. Blockchain could represent the next step in this area, providing a robust platform for data exchange across government institutions.

There are already positive examples of blockchain use in public administration, notably in countries like Sweden and Estonia.

Sweden employs blockchain in land registration to ensure transparency and security in transactions. The project was initiated to streamline real estate transactions, including buying and selling,

mortgages, and property ownership registration. However, this experiment faced challenges regarding the legal recognition of digital signatures on smart contracts, indicating that the lack of necessary legal frameworks limited the full potential of blockchain in this area.

In turn, Estonia has utilized KSI blockchain since 2007 to provide integrated services for citizens, such as the national healthcare system, judicial system, and national security. This pioneering adoption made Estonia one of the first countries to incorporate blockchain into its government programs. Despite the positive experience, Estonia continues to assess the feasibility of a broader shift to blockchain, considering the needs and demands of traditional data infrastructure.

Several other European countries have already implemented blockchain solutions within public administration, especially in the area of land registries. Poland offers public online access to land registries and is establishing infrastructure for electronic land registration using qualified electronic signatures. In the Netherlands, a specialized unit was created in 2018 to explore blockchain's future, considering legal, economic, and ethical perspectives.

The European Union also actively supports the advancement of blockchain technologies at the intergovernmental level. In 2018, 22 EU countries signed a declaration to exchange experiences and expertise on blockchain. This declaration aims to promote blockchain adaptation across the continent, create a European ecosystem for blockchain services and applications, and lay the groundwork for implementing these technologies across EU digital markets. Additionally, it will serve

as a foundation for future discussions and collaborations in Europe on blockchain development.

Considering the successful experience of other countries, Ukraine could leverage blockchain to address a range of issues in public administration, particularly to enhance transparency in public services and facilitate data exchange between institutions. Priority areas could include digital identification and electronic voting, electronic public procurement, healthcare with the option for individuals to manage their own medical histories, and verification of document authenticity, such as diplomas and certificates.

Despite its advantages, blockchain has certain limitations, notably issues related to data immutability, which could pose challenges for the public sector. For instance, data privacy and protection,

especially in the context of GDPR, remain unresolved concerns. Additionally, the inability to delete data could complicate the handling of information that requires updates or corrections. In this context, government agencies must carefully assess whether the benefits of blockchain outweigh its limitations.

Overall, blockchain's use in public administration holds substantial potential for improving transparency, efficiency, and interaction among government institutions. However, its adoption requires developing and adapting legal mechanisms to safeguard data and ensure privacy. Ukraine should consider the experience of EU countries and explore the potential for implementing blockchain solutions in areas where it could yield the greatest benefits for public administration and civil society.

**Keywords:** digital transformation; public administration; blockchain; legal mechanisms; personal data protection.

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## REVIEW OF FACTORS AFFECTING PUBLIC ADMINISTRATION: LEGAL CHALLENGES AND THE NEED FOR CHANGE

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**Abstract.** The war in Ukraine has created unprecedented challenges, significantly impacting the nation's public administration, economy, and societal structures. The sharp economic downturn, coupled with disruptions in labor markets, capital outflows, and insufficient credit financing, has strained the state's capacity to manage public and economic systems effectively. This article reviews these challenges and proposes legal changes to strengthen public administration and drive Ukraine's recovery.

The war's impact on Ukraine's economy has been profound. In 2023, the country's real GDP was only 75% of its 2021 level. While the economy recorded a modest growth rate of 5.3%, this is insufficient to offset the severe contraction caused by the conflict. Restoring pre-war GDP levels would require sustained annual growth of 5–7% over the next six to seven years. The International Monetary Fund (IMF) forecasts that, under baseline scenarios, Ukraine's GDP in 2027 will reach 90.5% of the 2021 level. However, these projections reflect only survival rather than strategic growth.

War-induced destruction of infrastructure and industrial capacity continues to pose significant threats. Regions in eastern and southern Ukraine, accounting for 76% of affected enterprises, have experienced the greatest damages. Additionally, businesses across the country have reported income declines of 40–70%. These economic realities underscore the need for targeted legal measures, including

tax incentives, public-private partnerships, and regional recovery programs.

To stabilize the economic environment, public administration must adopt legal frameworks promoting investment. Key actions include enacting laws that guarantee investor rights, offering tax exemptions for companies in reconstruction projects, and establishing mechanisms to safeguard investments in high-risk areas. Ensuring the predictability of these laws will be critical to rebuilding investor confidence.

Capital outflows present another major challenge. Russian aggression has significantly increased economic risks, prompting businesses and individuals to relocate assets abroad. In response, the National Bank of Ukraine (NBU) introduced restrictive measures, including a ban on the repatriation of dividends, limits on cross-border transfers, and restrictions on quasi-cash transactions. These measures aimed to stabilize the country's macroeconomic environment but require further refinement to balance economic openness with security concerns.

The foreign trade deficit exacerbates the issue. In 2022, Ukraine's trade balance showed a deficit of \$25.7 billion, rising to \$37.4 billion in 2023. This was driven by declining exports, particularly in agriculture, and increased imports of essential goods. The government has taken steps to combat fictitious trade practices, including reducing settlement deadlines for export transactions from 365 to 90 days for key commodities. Strengthening customs regulations and expanding digital tracking

systems for exports and imports are crucial legal steps to improve compliance and mitigate fraud.

At the same time, businesses that relocated abroad during the war have increased, with many registering in neighboring countries like Poland. In 2023 alone, Ukrainians registered over 30,000 private enterprises in Poland—a 67% increase from 2022. To reverse this trend, legal reforms should provide incentives for businesses to return, such as simplified re-registration processes, reduced taxes for repatriated enterprises, and grants for reconstruction in conflict-affected areas.

The war has disrupted labor markets, resulting in a significant loss of human capital. Since February 2022, the labor force in Ukraine has declined by 5.5 million people, including 4.5 million working-age individuals who fled abroad. Approximately 1 million citizens have been mobilized for defense purposes, further straining the domestic labor pool. Additionally, irreversible losses among civilians have surpassed 11,000 deaths since the war began.

These trends highlight the urgent need for labor market reforms. Legal measures should focus on promoting labor mobility, integrating internally displaced persons (IDPs) into local economies, and creating conditions for the return of skilled workers. For instance, introducing amendments to labor codes that allow for flexible work arrangements and remote employment can enable IDPs and refugees to contribute economically. Programs to recognize foreign qualifications and provide vocational training for returnees are equally important.

The state must also address imbalances in the labor market caused by sectoral shifts and skills mismatches. Establishing employment programs targeting high-demand sectors, alongside legal incentives for employers hiring vulnerable populations such as IDPs, can help rebuild a resilient labor market.

Additionally, fostering self-employment opportunities and entrepreneurship through simplified licensing and credit access is critical for economic recovery.

Access to credit remains a significant bottleneck for economic recovery. While corporate lending has shown signs of recovery, driven by government programs like "Affordable Loans 5-7-9%," the structure of loans remains problematic. Long-term financing, essential for investment and reconstruction, constitutes only 5.3% of total corporate loans in the national currency.

Legal reforms should prioritize mechanisms to expand long-term lending. Introducing state guarantees for strategic investments, providing tax benefits for banks offering long-term credit, and enhancing transparency in credit allocation processes are necessary steps. Public administration must also focus on increasing funding for government-subsidized loan programs and reducing bureaucratic barriers for small and medium-sized enterprises (SMEs).

The low level of credit penetration—15.3% of GDP in 2023—reflects broader structural issues. To achieve stable economic growth, the state must aim for a credit-to-GDP ratio exceeding pre-war levels (20%). Establishing clear legal frameworks for financial institutions, coupled with stronger borrower protection laws, can improve access to financing and support economic stabilization.

The economic impact of the war varies significantly across regions. Eastern and southern Ukraine, which bear the brunt of combat, require tailored recovery programs. Legal mechanisms ensuring equitable distribution of resources for reconstruction are vital. These may include creating regional development funds, offering tax exemptions for investors in high-risk areas, and introducing legal protections for projects funded by international organizations.



International assistance plays a critical role in Ukraine's recovery. Public administration should align domestic legal systems with EU integration requirements, ensuring compliance with international standards. This alignment will help attract foreign aid and investment, while also fostering long-term economic partnerships.

To address these multifaceted challenges, Ukraine must implement comprehensive legal reforms targeting the following areas:

1. **Investment Climate:** Develop legislation to protect investor rights, streamline tax benefits, and reduce regulatory burdens for reconstruction projects.

2. **Trade Regulations:** Strengthen anti-fraud measures, expand digital tools for trade monitoring, and revise customs laws to ensure transparency.

3. **Labor Market:** Amend labor codes to support remote work and labor mobility, incentivize the return of skilled workers, and promote vocational training for vulnerable populations.

4. **Credit Financing:** Expand state-backed loan programs, encourage long-

term lending, and improve transparency in credit distribution.

5. **Regional Recovery:** Establish legal frameworks for resource allocation, ensuring equitable development across all regions.

6. **International Alignment:** Adapt legal systems to meet EU standards, leveraging international aid for economic stabilization.

The challenges faced by Ukraine's public administration are immense, but they also present an opportunity for transformative change. Legal reforms aimed at economic recovery, labor market stabilization, and capital retention are essential for overcoming wartime disruptions. By adopting forward-looking policies and aligning domestic legal frameworks with international standards, Ukraine can lay the foundation for sustainable development. The success of these efforts will depend on the state's ability to integrate diverse policy tools into a cohesive strategy, ensuring resilience in the face of ongoing challenges.

**Keywords:** public administration, legal reforms, economic recovery, labor market, capital outflow, credit financing, regional recovery, investment climate, international assistance.

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## ELECTRIC MOBILE INFRASTRUCTURE FOR SMART CITY DEVELOPMENT

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**Abstract.** Road transport is an important factor in the development of a modern city. But it negatively affects the state of the natural environment. To overcome these negative phenomena, the concept of a smart city can be used. A component of the concept is smart transport. The electric vehicle infrastructure, which includes electric charging stations, allows for more active use of electric vehicles. This study was conducted using methods of analysis and synthesis, based on the study of regulatory legal acts and scientific literature. The purpose of the study is to determine the legal means necessary for the development of electric charging stations within a smart city. Local governments have the necessary powers to create and implement the concept of a smart city. A component of this concept should be smart transport and the development of electric charging stations. A public-private partnership agreement can be a means on the basis of which the development of electric charging stations can be implemented at the local level. It is also proven that a public-private partnership agreement can provide not only for the development of electric charging stations, but also for the digital support of this process and the creation of a digital platform for the city, which will unite all electric charging stations in the city into a single system.

Road transport is a necessary condition for the development of large cities. It provides communication between parts of a settlement. However, it creates environmental problems and is a source of CO<sub>2</sub> emissions. Therefore, sustainable development of the city's transport infrastructure is necessary. This can be ensured within the framework of implementing the smart city concept. Also,

for Ukrainian cities, the implementation of the smart city concept is important given the need for post-war reconstruction. Therefore, the topic of this study is relevant.

The Law of Ukraine "On Local Self-Government in Ukraine" dated May 21, 1997 No. 280/97-VR grants executive bodies of city councils powers that can be used to ensure the implementation of sustainable development of electric transport infrastructure. According to the Oxford Dictionary, infrastructure is the basic systems and services necessary for the smooth operation of a country or organization, such as buildings, transportation, water and electricity supplies. According to clause 5, part 1, article 1 of the Law of Ukraine "On Regulation of Urban Planning Activities", engineering and transport infrastructure is a complex of engineering, transport structures and communications. Therefore, electric charging stations are part of the electric vehicle infrastructure.

Electric vehicle charging stations are part of the road transport infrastructure. Without the development of a network of electric vehicle charging stations, it is difficult to develop the use of electric vehicles. The local state administration develops, submits for approval to the relevant council and ensures the implementation of regional environmental programs, reports to the relevant council on their implementation, and submits proposals to the relevant bodies regarding state environmental programs.

Programs for the development of electric charging infrastructure in cities are approved by local governments. Local councils are responsible for the state of the environment. Electric transport is one of the types of ecological transport. Therefore, they can introduce the development of

electric transport and electric infrastructure as part of the program for implementing the smart city concept.

Stimulation of the development of electric charging stations can be carried out on the basis of a public-private partnership agreement. This will allow attracting private capital. Local governments have the competence to conclude this agreement. «Cities become smarter when government, business and communities increasingly rely on ICT technologies with a view of overcoming the challenges of the rapid

urbanization». Therefore, the subject of a public-private partnership agreement may be not only the development of a network of electric charging stations, but also their digital support. It is also advisable to create a digital platform that will unite all the city's electric charging stations into a single system.

Thus, a public-private partnership agreement is an appropriate legal instrument for the development of smart transport as a direction of the smart city concept.

**Keywords:** smart city, sustainable development, public-private partnership agreement, electric charging station, local self-government.

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## THE ROLE OF VOLUNTEERING IN THE DEVELOPMENT OF CIVIL SOCIETY AS A SUBJECT OF PUBLIC POLICY

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**Abstract.** Volunteering as a social phenomenon is becoming increasingly important in modern society, acting as a powerful tool for social cohesion and civil society development. In the context of the current challenges faced by Ukrainian society, volunteering is becoming a key mechanism for uniting citizens and addressing pressing social issues.

Social cohesion is a fundamental characteristic of a healthy society, reflecting the degree of social solidarity, mutual trust and willingness to act together for the public good. Volunteering, as a voluntary, free-of-charge activity aimed at helping others, is a natural catalyst for the formation and strengthening of social ties.

The historical development of the volunteer movement in Ukraine demonstrates its transformation from individual initiatives to systemic activities that cover various spheres of public life. Volunteering became especially important during social upheavals, when traditional mechanisms of social protection were not effective enough.

Modern volunteering is characterised by a variety of forms and activities. This includes social assistance to vulnerable groups, support for the military and internally displaced persons, environmental initiatives, cultural projects, and educational programmes. Each area of volunteering creates its own mechanisms of social interaction and cohesion.

An important aspect of volunteering is its ability to form horizontal social ties, which are the foundation of civil society. Through participation in volunteer projects, people establish new social contacts, expand their social networks and form

sustainable communities united by common values and goals.

The psychological impact of volunteering on a person is manifested in the formation of an active civic position, the development of empathy and social responsibility. Participation in volunteering contributes to personal growth, self-esteem and the formation of a positive social identity.

Volunteering plays a special role in building the social capital of society. By creating networks of mutual assistance and support, volunteer organisations contribute to the accumulation of resources of trust and cooperation that can be mobilised to address various social problems.

The institutionalisation of the volunteer movement in Ukraine is accompanied by the development of a legal framework and the creation of organisational structures that coordinate volunteer activities. This helps to increase the effectiveness of volunteer initiatives and their integration into the social protection system.

An important factor in the development of volunteering is its interaction with government institutions and the business sector. The formation of partnerships between different sectors of society creates a synergistic effect in solving social problems and contributes to the level of social cohesion.

The educational potential of volunteering is realised through the dissemination of knowledge and skills, and the formation of a culture of mutual assistance and social responsibility. Volunteer organisations often act as platforms for non-formal education and

exchange of experience between different social groups.

The international aspect of volunteering is manifested in the creation of transnational cooperation networks and the exchange of experience between volunteer organisations from different countries. This contributes to the formation of global solidarity and the expansion of opportunities for solving common problems of humanity.

The economic dimension of volunteering is the creation of added value through the free labour of volunteers, which complements the activities of government and commercial organisations. Volunteering also contributes to the development of social entrepreneurship and innovative approaches to solving social problems.

Information and communication technologies play an important role in the development of modern volunteering. Social networks and digital platforms facilitate the coordination of volunteer initiatives, ensure the rapid exchange of information and mobilise resources to address pressing issues.

Volunteering has a significant potential to overcome social inequality and include marginalised groups in public life. By participating in volunteer projects, representatives of vulnerable groups are able to realise their potential and integrate into social support networks.

An important aspect of the development of the volunteer movement is to ensure its sustainability and professionalisation. This includes the development of a volunteer training system, the introduction of quality standards for volunteer activities and the creation of mechanisms for evaluating their effectiveness.

Studies of the impact of volunteering on social cohesion demonstrate its positive effect in building trust between different social groups, overcoming stereotypes and prejudices, and developing intercultural

dialogue. Volunteer projects create a space for constructive interaction and mutual understanding.

Volunteering plays a special role in crisis situations, when traditional social protection mechanisms are insufficient. Volunteer organisations demonstrate the ability to quickly mobilise resources and adapt their activities to new challenges, ensuring the sustainability of social systems.

The development of corporate volunteering contributes to the formation of social responsibility of business and the creation of new forms of cooperation between the commercial and non-profit sectors. This expands the resource base of the volunteer movement and increases its effectiveness in solving social problems.

Perspectives for the development of volunteering in Ukraine are associated with further institutionalisation of this activity, development of mechanisms of state support for volunteer initiatives, introduction of innovative forms of volunteer work and expansion of international cooperation.

The conclusions to the topic under consideration can be structured as follows. The study of volunteering allows us to make a number of important generalisations and conclusions about its role and importance in modern Ukrainian society.

Promising areas for further research in this area could include studying the impact of digital technologies on the development of volunteerism, analysing the effectiveness of various forms of volunteer organisation, researching mechanisms for ensuring the sustainability of volunteer initiatives and assessing their social impact.

Consequently, volunteering is not only a mechanism for providing assistance to those in need, but also a powerful tool for social cohesion that contributes to the formation of an active civil society and the development of democratic values. Further development of the volunteer movement requires systemic support from the state and

society, introduction of innovative approaches to the organisation of volunteer activities and expansion of international cooperation.

**Keywords:** volunteering; development; civil society; public policy.

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## PROTECTION OF INTELLECTUAL PROPERTY RIGHTS USING ARTIFICIAL INTELLIGENCE

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**Abstract.** The rapid advancement of technology has brought both opportunities and challenges to the realm of intellectual property (IP). As digital innovation accelerates, protecting intellectual property rights (IPR) has become increasingly complex, with issues such as copyright infringement, counterfeit products, and data piracy growing in scope and sophistication. In this dynamic landscape, artificial intelligence (AI) has emerged as a transformative tool, offering innovative solutions to safeguard intellectual property in ways that were previously unimaginable.

AI's capabilities extend beyond traditional methods of IP protection, leveraging machine learning algorithms, natural language processing, and predictive analytics to identify, monitor, and enforce intellectual property rights effectively.

From detecting unauthorized use of copyrighted materials to identifying counterfeit goods in global supply chains, AI provides the speed and precision needed to address modern challenges in IPR enforcement.

This article explores how AI is revolutionizing the protection of intellectual property rights, highlighting its potential to enhance legal frameworks, support enforcement mechanisms, and empower IP stakeholders in the fight against infringement. By understanding the interplay between AI and IP protection, we can better navigate the evolving landscape of innovation and creativity in the digital age.

The study aims to assess the effectiveness of AI in addressing common IPR challenges, such as copyright infringement, patent validation, and trademark violations, while emphasizing its

potential to enhance legal and operational efficiencies.

To achieve this, a comprehensive review of AI-driven methodologies, including machine learning algorithms, natural language processing (NLP), and computer vision techniques, was conducted.

Case studies and experimental analysis were used to evaluate AI's role in detecting counterfeit goods, monitoring unauthorized use of copyrighted material, and facilitating patent research. Key performance indicators such as detection accuracy, processing speed, and scalability were analyzed to measure the impact of AI on IPR protection.

The results demonstrate that AI significantly improves the accuracy and efficiency of IPR protection, reducing detection time and enabling real-time monitoring. For instance, machine learning models achieved over 90% accuracy in identifying counterfeit products, while NLP tools expedited the patent examination process by automating prior art searches. However, challenges such as algorithmic bias, data privacy concerns, and legal compliance emerged as critical factors requiring further consideration.

The study concludes that AI has the potential to revolutionize IPR protection by providing robust, scalable, and automated solutions.

However, the integration of AI into existing legal and enforcement frameworks necessitates interdisciplinary collaboration among technologists, legal experts, and policymakers.

Future perspectives include the development of AI systems with enhanced transparency and interpretability, the creation of global standards for AI-based

IPR tools, and the exploration of blockchain  
technologies to complement AI in ensuring

the authenticity and traceability of  
intellectual assets.

**Keywords:** intellectual property; intellectual property rights; artificial intelligence.



## GENDER INEQUALITY IN MODERN SOCIETY: CHALLENGES AND PERSPECTIVES

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**Abstract.** The issue of gender disparity remains a pressing concern in modern society, as outlined in the discussed article. The author emphasizes that, in a highly developed world, gender inequality is not only unacceptable but also counterproductive, hindering societal progress. A central argument is that equal rights and opportunities are essential for individuals to fully realize their potential, free from societal constraints and stereotypes. Women, in particular, bear the brunt of gender-based discrimination, as evidenced by enduring stereotypes such as their perceived primary role in household management or the notion that their achievements depend on men.

Gender inequality manifests in various forms of violence, including sexual, domestic, economic, physical, and psychological violence. The article draws on global statistics, highlighting that as of 2019, over one-third of women worldwide have experienced some form of violence, with younger and middle-aged women being particularly vulnerable. The situation in Ukraine mirrors these global trends, with women comprising 90% of victims of

domestic violence. Notably, many cases go unreported due to societal stigma, leaving victims isolated and unsupported.

The economic dimension of gender disparity is another significant concern. Women often face wage gaps, limited access to high-paying roles, and discriminatory pricing practices like the "pink tax," which inflates the cost of products marketed to women. The "glass ceiling" metaphor aptly captures the systemic barriers preventing women from ascending to leadership positions. These economic inequalities are perpetuated by deep-seated societal beliefs that prioritize women's domestic responsibilities over their professional ambitions.

The article concludes by advocating for gender equality as a fundamental societal goal. While various initiatives are underway in Ukraine to combat gender discrimination, their long-term effectiveness remains uncertain. The author underscores the need for continued efforts to dismantle structural inequalities, emphasizing that progress in this area is crucial for fostering a more just and equitable society.

**Keywords:** gender inequality; stereotypes; violence; economic disparity; glass ceiling.

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## SCIENTIFIC COOPERATION BETWEEN UKRAINE AND POLAND DURING THE WAR: IMPACT ON ALL ASPECTS OF NATIONAL LIFE

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**Abstract.** During the war, scientific collaboration between Ukraine and Poland has gained exceptional importance, serving as a symbol of international solidarity and a practical response to pressing challenges in various areas of life. As one of Ukraine's most active allies, Poland supports the nation through academic, research, and innovation projects that aid in recovery, development, and integration into the European scientific community.

A central aspect of this cooperation is the educational support provided to Ukrainian students and researchers. Following the onset of the full-scale invasion, Polish universities welcomed Ukrainian students, offering them opportunities to continue their studies. Additionally, Poland has introduced scholarships, grants, and exchange programs for young researchers, ensuring the preservation and growth of Ukraine's intellectual potential, even as many Ukrainian universities face disruptions due to bombardment or evacuation.

Joint initiatives in education play a critical role in training a new generation of experts in fields such as infrastructure reconstruction, energy security, and cybersecurity. Polish-Ukrainian exchange programs further support the integration of Ukrainian students into the European educational framework, laying the groundwork for sustained progress and development.

Joint scientific research between Ukrainian and Polish institutions has become a crucial factor in finding solutions for Ukraine's recovery. Polish researchers participate in projects focused on rebuilding

Ukrainian cities devastated by the war, developing modern energy systems, and implementing environmentally friendly technologies.

Collaboration in cybersecurity has proven critical, with Poland assisting Ukraine in developing secure data systems and bolstering defenses against cyberattacks. These efforts not only enhance Ukraine's security but also contribute to the overall stability of the region.

In the scientific domain, cooperative efforts positively influence societal resilience. Joint sociological research examines the war's effects on the population, migration dynamics, and strategies for refugee support. Polish institutions provide essential platforms for such projects, enabling Ukrainian researchers to continue critical work amidst wartime challenges.

Cultural exchange has also played a transformative role. Poland has become a key ally in preserving Ukraine's cultural heritage during the conflict. Joint exhibitions, conferences, and publications safeguard Ukrainian identity while promoting it internationally.

Economically, scientific collaboration strengthens bilateral ties, with innovative projects supported by Polish and EU funds creating employment opportunities, supporting Ukraine's economy, and fostering its integration into global markets.

Politically, these initiatives deepen the partnership between Ukraine and Poland. Poland's advocacy for Ukraine within the European Union is bolstered by

joint scientific and cultural achievements, reinforcing Ukraine's position on the global stage.

The collaboration between Ukraine and Poland in the scientific domain has demonstrated its value in addressing the challenges of wartime. Looking ahead, this partnership will play a pivotal role in Ukraine's post-war reconstruction, infrastructure advancements, and the establishment of a sustainable society.

Strengthening scientific ties with Poland is also a vital step toward deeper European integration, contributing to Ukraine's long-term stability and prosperity.

During the war, scientific cooperation transcends mere projects and research. It embodies solidarity, bolstering Ukraine's resilience in its most difficult moments and laying the groundwork for a unified European future.

**Keywords:** scientific cooperation; Ukraine; Poland; war; national life; collaboration.

## THE DEVELOPMENT OF YOUTH POLICY AT THE REGIONAL LEVEL

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**Abstract.** This research paper delves into the effectiveness of Ukraine's youth policy, focusing on the case study of Dnipropetrovsk Oblast. The author analyzes the legislative framework, regional programs, and their implementation practices. The study identifies both the strengths and weaknesses of the policy, particularly regarding the coordination of efforts between different levels of government, youth program funding, and youth involvement in decision-making processes. Based on the analysis, the paper proposes recommendations for improving youth policy, including the creation of innovative platforms for collaboration between higher education institutions and businesses. The research will be valuable to academics, government officials involved in developing and implementing youth policy, as well as the general public interested in youth development.

The effectiveness of state youth policy largely depends on its implementation at the regional level. In light of local government reforms, the coordination of efforts between the state and regions in addressing youth issues has become particularly relevant. The Law of Ukraine "On the Fundamentals of Youth Policy," adopted in 2021, laid the foundation for a strategic approach in this area. In 2024, a study was conducted to assess the effectiveness of implementing the law's provisions. The goal was to determine how effectively its implementation contributes to: the development of youth infrastructure, including youth support centers, educational and cultural programs; support for youth initiatives through the funding of

projects aimed at addressing socio-economic issues; and the involvement of youth in decision-making by ensuring their representation in government bodies and public institutions.

H.V. Koval emphasizes that the development and implementation of a state youth policy at the regional level should not be solely based on national strategies, but should also take into account the specific needs and characteristics of each region. The author pays particular attention to the fact that regional development is closely linked to the development of its human capital, with youth being its most important component.

One of the biggest challenges in implementing state youth policy is the lack of coordination between different levels of government. Repeated attempts to optimize the institutional structure responsible for youth policy have not led to the creation of an effective system of interaction between central executive authorities and local self-government bodies. This results in duplication of functions, dispersion of resources, and consequently, inefficient use of funds allocated to youth programs.

In order to ensure the comprehensive development of youth in Dnipropetrovsk region and create conditions for their self-realization, a regional targeted social program "Youth of Dnipropetrovsk Region" was developed and implemented for the period 2012-2021. The program was aimed at:

1. Creating the necessary legal, economic, and social conditions for youth development;
2. Supporting youth initiatives and projects;
3. Developing youth infrastructure;

#### 4. Involving youth in community life.

Coordination and monitoring of the program's implementation were carried out by the Department of Family and Youth Affairs of the Regional State Administration. The program was financed from the regional budget in the amount of 54.4 million UAH.

The analysis of the program implementation indicates the need to strengthen youth participation in community life. This direction is one of the priorities of European youth policy, as emphasized in the European Charter on youth participation. For Ukraine, it is important to adapt this experience and develop specific mechanisms for involving young people in decision-making at the local level. This may involve creating youth councils, conducting consultations, organizing public hearings, and other direct democracy tools.

The effectiveness of programs in the field of youth policy is evaluated by quantitative and qualitative indicators. Quantitative indicators cover such aspects as the number of organized events and the youth audience reached. According to the program, within the framework of educational, cultural, informational, scientific, and methodological events, it is planned to involve about 1,253 thousand people. Such an approach focuses on numerical results, which are easy to measure but do not always reflect the depth of the program's impact.

At the same time, qualitative indicators focus on assessing changes in the lives of young people and society. These include increasing the effectiveness of state youth policy in the Dnipropetrovsk region, contributing to the social development of young people, and creating conditions for their active participation in social transformations through partnership. The program provides for the improvement of educational opportunities, including increasing the number of educational credits, supporting talented youth,

promoting scientific activity, and expanding cooperation between educational institutions and public organizations.

An important component is also addressing youth employment issues, including increasing the share of employed youth by 10% compared to the previous year. This includes providing temporary employment in free time, developing youth entrepreneurship, especially in rural areas, and supporting community initiatives. Social work with vulnerable categories of youth, such as orphans, young people with disabilities, and persons with experience of detention, is also a key direction of the program.

Particular emphasis is placed on fostering humanistic values, patriotism, and national identity among the youth. This includes cultivating high moral standards, cultural and universal values. Concurrently, efforts are made to improve student living conditions in dormitories, support student self-governance, and expand the activities of youth public organizations.

However, an analysis of the "Youth of Dnipropetrovsk Region" program for 2012-2021 reveals certain shortcomings. In particular, insufficient attention is paid to indicators that reflect real changes in the social status and development of youth. Other researchers note that aspects such as inclusivity and sustainable development of youth policy require additional consideration when developing such programs.

Thus, while the program demonstrates significant potential in engaging youth in active public life, it requires a more balanced approach between quantitative and qualitative indicators. This will allow for a more comprehensive assessment of its impact and adjustments to development directions based on the real needs of the younger generation.

As a result, to improve youth policy in the Dnipropetrovsk region, it is proposed to implement the "Youth of the Future"

platform on the basis of state universities for cooperation between higher education institutions and local businesses to develop innovative solutions for the region's pressing problems. This project represents a fully equipped laboratory where young people can develop in various directions, which will not only support young talents but also contribute to the development of an innovative economy. To implement this, it is necessary to attract professionals from various fields, such as mentors from the largest enterprises "Metinvest Holding" and PJSC "ArcelorMittal Kryvyi Rih," who can not only teach their work but also offer internships in the company with subsequent employment. To launch the project, it is necessary to involve not only regional businesses to pay for materials and technologies in the laboratory but also grants that are provided for the development of youth, the region, and the country.

The advantages of such a "Youth of the Future" project are seen as creating synergy between higher education institutions, businesses, and local authorities; supporting youth, which will help reduce the outflow of young people from the region; and creating a sustainable innovation ecosystem in the region.

The expected results of the implementation are:

1. Creation of new innovative products and services.
2. Development of entrepreneurial skills among young people.
3. Strengthening ties between science and business.
4. Increasing the innovative potential of the region.
5. Creation of new jobs.

Thus, the study of the effectiveness of state youth policy in Ukraine demonstrates that, although there are positive shifts, including the creation of a regulatory framework and the development of regional programs, there are a number of problems that need to be addressed. These include insufficient coordination between different levels of government, uneven funding, limited youth participation in decision-making, and insufficient focus on qualitative performance indicators. One of the promising directions for the development of youth policy is the creation of innovative platforms for cooperation between higher education institutions and businesses, such as "Youth of the Future." This project will not only support young talents but also contribute to the development of the region's innovative economy.

**Keywords:** youth policy; regional development program; youth engagement.

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## PUBLIC ADMINISTRATION IN MODERN UKRAINE AND INTERNATIONAL COOPERATION

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**Abstract.** Modern Ukraine is navigating complex challenges in public administration, influenced by both domestic issues and external pressures. Amid significant transformations and ongoing military aggression, the priority remains building an effective governance system that addresses citizens' needs and supports integration into the European community.

Decentralization has emerged as a pivotal reform, reinforcing local self-governance by delegating powers and resources to local authorities. This has enhanced service quality and fostered greater citizen engagement in decision-making. However, the reform has also highlighted challenges, such as disparities in regional development, limited expertise at the local level, and risks of corruption.

Ukraine is actively advancing innovations in public administration, with initiatives like the "Diia" platform significantly improving citizens' access to government services. To fully harness the benefits of digitalization, there is a pressing need to strengthen cybersecurity measures and ensure equitable access to technology across all social groups.

International collaboration is a cornerstone of Ukraine's administrative reforms. Organizations such as the European Union, the United Nations, and the World Bank provide essential support for initiatives in education, healthcare, justice, and governance. A key focus is integrating principles of good governance, emphasizing transparency, accountability, and public involvement in policymaking.

Global best practices offer valuable guidance for Ukraine. For instance,

Scandinavian countries present exemplary public administration models built on high levels of trust in government institutions. Nonetheless, Ukraine faces challenges in adapting these frameworks, largely due to underdeveloped institutions and constrained financial resources.

European integration remains a strategic priority for Ukraine. The Association Agreement with the EU creates opportunities for modernizing Ukraine's public administration system to align with European standards. Engagement in international programs that support local self-governance promotes regional development and nurtures a modern governance culture.

A significant element of international cooperation involves research and scientific collaboration. Through initiatives such as "Horizon Europe," Ukraine integrates advanced scientific achievements into public administration. Collaborative projects with international partners foster innovative governance approaches, the adoption of cutting-edge technologies, and the preparation of a skilled new generation of professionals.

Additionally, scientific partnerships play a crucial role in advancing reforms. Research on decentralization, digitalization, and anti-corruption enables Ukraine to draw upon best practices from around the world. Cooperation between universities and research organizations supports knowledge exchange and enhances the qualifications of Ukrainian experts, laying the foundation for sustainable governance improvements.

Significant emphasis should be placed on the international community's

role in supporting Ukraine amid the war. Humanitarian aid, technical assistance, and financial resources are crucial for rebuilding essential infrastructure and addressing citizens' basic needs. Reinforcing sanctions against the aggressor and fostering international solidarity are pivotal in enhancing regional security.

Post-war recovery in Ukraine will demand deeper collaboration with international partners. Investments, reconstruction initiatives, and integration into global markets will be essential for

achieving stability and sustainable growth. In this regard, fostering a favorable business environment, promoting transparency, and ensuring adherence to the rule of law are critical priorities for the state.

Public administration in contemporary Ukraine is experiencing profound transformations. The success of reforms heavily depends on the cooperation between public institutions and civil society.

**Keywords:** public administration; Ukraine; Austria; international cooperation.



## **RESILIENCE AND RECOVERY: FINANCIAL MECHANISMS FOR SUPPORTING UKRAINIAN BUSINESSES DURING AND AFTER THE WAR**

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**Abstract.** The ongoing military conflict in Ukraine has created unprecedented challenges for the country's economy. Many businesses have lost assets, markets, and access to financial resources. Financial support and risk insurance are critical components of enterprise resilience and post-war recovery. Developing effective mechanisms to assist businesses has become a priority for both the government and the international community. The impact of martial law on Ukraine's financial sector has been significant. Businesses face reduced access to credit as banks, wary of increased risks, impose stricter lending conditions or halt credit issuance entirely in areas close to active combat zones. This is coupled with rising insolvency rates, as many enterprises have suffered asset losses and revenue reductions, leaving them on the brink of bankruptcy. Furthermore, government resources are largely redirected toward defense, leaving limited capacity for direct support to businesses.

Despite these challenges, state support mechanisms for businesses have undergone substantial adjustments. Programs such as the "5-7-9%" reduced-interest credit initiative offer financing options for businesses affected by the war. The government has also introduced grants and subsidies aimed at supporting enterprises that contribute to economic stability or produce essential goods. International donors play a crucial role, providing grants and loans, particularly for small businesses and the agricultural sector.

In the context of small businesses, the situation can be illustrated through the example of a coffee shop, a typical representative of this vulnerable sector. Coffee shops have faced severe economic shocks during the war. Reduced consumer purchasing power has led to a sharp decline in demand, as customers prioritize essential goods over non-essential services. Disruptions in supply chains for key inputs like coffee and milk have affected operations, while damage to facilities and equipment in conflict zones has caused many owners to lose their businesses entirely. Power outages, common during the war, further disrupt operations and require additional expenditures on alternative power sources.

State support mechanisms specifically tailored for small businesses, including coffee shops, have proven vital during the war. Access to preferential loans enables owners to purchase new equipment or repair damaged premises. Government and international grants provide funding for essential expenses such as acquiring generators or coffee machines. Tax relief measures, introduced under martial law, simplify financial reporting and reduce the fiscal burden on small businesses, helping to alleviate costs.

Insurance has also emerged as a key element of resilience for businesses. Property insurance helps safeguard coffee shop premises and equipment against damage caused by military actions, while liability insurance protects owners from potential claims by customers harmed during incidents related to the conflict.

Collaboration with the government, such as through programs that partially compensate insurance premiums, makes these options more accessible to small businesses.

Post-war financial recovery for coffee shops will depend on several instruments. Investments in modernization, such as renovating interiors or acquiring energy-efficient equipment, will be critical. International recovery funds can provide financial resources to rebuild local businesses in affected regions. Long-term loans from banks and international financial institutions, offered under favorable conditions, will enable businesses to finance their revival. Additionally, international financial organizations are expected to play a key role in recovery. Grants from institutions such as the EBRD could support the expansion of coffee shops, especially those engaged in social initiatives like employing internally displaced persons (IDPs). Loans backed by guarantees from the IMF or the World Bank

could help cover operational and recovery costs. Export support programs might assist businesses collaborating with local producers involved in exporting coffee products.

After stabilization, coffee shop owners can explore opportunities to expand their businesses. This might include opening new locations, experimenting with innovative formats such as coffee-shop co-working spaces, or developing mobile coffee services. Coffee shops, like other small enterprises, play a vital role in Ukraine's economy, particularly in post-war recovery. To ensure sustainable operations, effective financial mechanisms and insurance tools are essential to adapt to ongoing challenges and foster growth. Collaboration between the government, international organizations, and insurance companies will be crucial in creating conditions for successful recovery and long-term prosperity.

**Keywords:** resilience; recovery; financial mechanisms; supporting businesses; ukrainian war.

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## KEY MECHANISMS FOR POST-WAR BUSINESS RECOVERY

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**Abstract.** Ukraine's economy is currently facing unprecedented challenges caused by the war. Business structures are operating in highly difficult conditions, which demand effective information and analytical support. This support is aimed at monitoring risks, safeguarding assets, optimizing financial resources, and developing mechanisms to adapt to new realities. Post-war business recovery requires innovative approaches and solutions based on advanced technologies and analytical methods.

The key challenges facing businesses during wartime include economic and market instability, risks of asset loss, and resource shortages. Armed conflict leads to infrastructure destruction, decreased consumer purchasing power, and disruption of investment flows and supply chains.

Companies also face physical risks such as destruction of property, theft, sabotage, and heightened cyber threats. These issues are exacerbated by limited access to financial, material, and human resources, making business operations more complex and fragile.

Post-war recovery is a critical phase for ensuring the sustainability and growth of a nation's economy. In Ukraine, the devastating effects of the ongoing war have created unique challenges that require urgent and innovative solutions. Businesses, as key drivers of economic recovery, face infrastructure damage, resource scarcity, disrupted supply chains, and elevated risks of cyber and physical security breaches. To rebuild, there is a pressing need for well-structured mechanisms that address these challenges,

combining state support, international collaboration, and advanced technologies. This paper explores the primary mechanisms for facilitating the recovery and sustainable growth of businesses in a post-war environment.

The war has brought about significant challenges for businesses, including: infrastructure damage; economic instability; security risks; resource constraints. Destruction of transport, energy, and communication networks disrupts operations.

Inflation, reduced consumer demand, and disrupted investment flows hinder growth.

Physical threats to facilities, theft, sabotage, and heightened cyberattacks challenge business continuity. Limited access to financial capital, skilled labor, and raw materials further complicate recovery. These challenges require strategic interventions to minimize risks and rebuild a resilient business ecosystem.

Information-analytical support is crucial for navigating post-war recovery. It provides businesses with the tools to monitor, predict, and adapt to rapidly changing conditions. Key elements include: risk monitoring and forecasting; scenario development; crisis response mechanisms.

Risk monitoring and forecasting - collecting and analyzing real-time data on economic, political, and social trends; using predictive models to assess potential threats and opportunities.

Scenario development - creating adaptable business strategies based on multiple potential outcomes; crisis response mechanisms; developing algorithms to

minimize losses during emergencies and ensure rapid recovery.

The integration of advanced analytics and decision-support systems enhances the effectiveness of business responses to post-war challenges.

Several mechanisms can facilitate the recovery and sustainable growth of businesses: state support and policy incentives; financial and investment strategies; infrastructure reconstruction; employment and workforce development.

State support and policy incentives - tax relief and subsidies (implementing tax breaks and financial aid for businesses resuming operations post-war; simplified regulations (reducing bureaucratic barriers to streamline business registration and permit acquisition; recovery funds (establishing dedicated funds supported by both public and private capital to finance reconstruction projects).

Financial and investment strategies - access to affordable financing (offering low-interest loans and grants to small and medium-sized enterprises (SMEs)); attracting foreign investments (enhancing investor confidence through risk insurance and transparent governance); public-private partnerships (PPPs) - leveraging private sector expertise and funding for large-scale infrastructure projects.

Infrastructure reconstruction - rebuilding transport and logistics networks (ensuring the efficient movement of goods and services); digital infrastructure development (expanding access to high-speed internet and modernizing IT systems to support business operations).

Employment and workforce development - skills training and workforce reintegration.

**Keywords:** mechanisms; post-war; business recovery.

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## UNDERSTANDING AUTISM SPECTRUM DISORDER: A SOCIAL STUDIES PERSPECTIVE

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**Abstract.** Autism Spectrum Disorder (ASD) is a neurodevelopmental condition that impacts communication, social interaction, and behavior. This article examines ASD through a social studies lens, focusing on the societal challenges faced by autistic individuals, particularly children, and the systemic barriers to inclusion. It explores the role of cultural attitudes, educational frameworks, and family dynamics in shaping the experiences

of autistic individuals.

The article highlights disparities in resources and policies in India and globally, underscoring the urgent need for societal acceptance, inclusive education, and awareness campaigns. Drawing on evidence from national and international organizations, the article provides insights into strategies for building a supportive and inclusive society for individuals with autism.

**Keywords:** autism spectrum disorders; inclusive approaches; psycho social interventions

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**SECTION 4**  
**SOCIO-PSYCHOLOGICAL ASPECTS OF THE**  
**RELATIONSHIP BETWEEN THE STATE AND**  
**BUSINESS**

## UNDERSTANDING PSYCHOTIC BEHAVIOR THROUGH MOVIE ANALYSIS

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**Abstract.** Hallucination, delusions, and cognitive impairment are common manifestations of psychotic behaviour, which is characterised by a detachment from reality. Cinema offers a rich medium for examining psychosis because of its exceptional capacity to delve into the human psyche.

This study explores how psychotic behaviour is portrayed in movies, looking at how well it fits clinical standards and how it affects public opinion. The research assesses visual storytelling, character development, and narrative methods with a focus on *Black Swan* (2010). These movies

provide insights on the stigmatisation and humanisation of mental illness by examining how psychosis is portrayed, both truthfully and through dramatic exaggerations. The study discusses how cinema can increase knowledge and empathy while highlighting how it shapes society's understanding of psychotic diseases.

This multidisciplinary approach emphasises the significance of truthful and complex representations of mental health issues in popular culture by bridging the fields of psychology and media studies.

**Keywords:** movie analysis; psychotic behaviour; character development.

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## DAILY DOSE OF SUNSHINE: ILLUMINATING MENTAL HEALTH THROUGH STORYTELLING

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**Abstract.** Films and Series have been crucial in addressing issues and raising awareness of mental health and psychological disorders in recent years. Daily Dose of Sunshine is a psychological drama dealing with this very important narrative of depicting mental health struggles and the efforts needed to heal. The series sets its story within a psychiatric hospital where several patients battle through conditions ranging from bipolar disorder and clinical depression to panic disorder and delusions etc. The depth of these conditions is portrayed through characters who face emotional, social, and psychological issues as a result of their illness. For example, the presentation of panic disorder is so vivid and raw that it conveys an internal struggle associated with such conditions.

The series also stressed the role of psychiatrists in the recovery process, as well as the significance of psychiatric care, therapy, and supporting relationships. Through its powerful narration and multidimensional characters, Daily Dose of Sunshine not only educates viewers about the realities of dealing with mental health disorders but also fosters a broader understanding of the importance of empathy, treatment, and social acceptance.

This review looks at the way the series presents these issues and critiques its effectiveness in promoting mental health awareness and reduction of stigma, ultimately highlighting the impact on change in public attitudes toward mental illness.

**Keywords:** psychological disorders; mental health; media portrayal; k-drama; destigmatization.

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## **MEDIA, IDENTITY, AND ADOLESCENCE: A META-ANALYTIC PSYCHOLOGICAL AND SOCIOLOGICAL STUDY OF GENDER AND SEXUAL DEVELOPMENT**

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**Abstract.** This article delves into the complex relationship between adolescents' exposure to sexually explicit media and the development of their sexual and gender identities, combining insights from both psychology and sociology. By looking at existing case studies and empirical research, it explores how this type of media can shape adolescents' understanding of themselves and their place in the world, influencing their self-concept, identity exploration, and perceptions of gender roles.

The article highlights the cognitive and emotional impact of media exposure, including how it can lead to confusion or reinforce traditional gender norms, drawing on theories such as Erikson's stages of development and gender schema theory. It also examines how cultural and societal factors play a role, discussing how norms, values, and social structures can either support or challenge adolescents'

experiences. Protective and risk variables, such as the influence of parents, education professionals, and peer groups, are examined to determine their involvement in guiding adolescents through this vital period.

This article seeks to shed light on the long-term impacts of early media exposure on mental health and social connections by combining findings from several studies and real-world examples. The goal is to offer practical recommendations for parents, educators, and policymakers to foster resilience and healthy identity formation in today's media-saturated environment.

This work underscores the importance of continued research to deepen our understanding of how media impacts adolescents and to create strategies that support their development in a thoughtful and balanced way.

**Keywords:** media influence; adolescence; gender identity; sexual development; psychological impact.

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## MENTAL HEALTH POLICY AND PUBLIC HEALTH IN INDIA: A CULTURAL PERSPECTIVE

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**Abstract.** Crisis has shaped the mental health policy and public health practice in India. From community-based interventions and traditional practices, the trends of the increasing number of mental illnesses have revealed existing critical gaps in the health infrastructure of India.

Historically, mental health was addressed through community-based approaches and traditional practices, but the increasing prevalence of mental illnesses has exposed critical gaps in India's health infrastructure. The mental healthcare Act 2017 is aimed at rights-based treatment and the access of such treatment among the patients; however, there are cultural stigmas, scarce resources, and regional disparity that limits its implementation.

Culture defines the discourse on mental health in India. Hence, stigma attached to mental illness often emanates from social taboos, which prevent many from seeking professional help when needed. Also, with a collectivist society like India's, families and communities outbid an

individual in concerns with therapy that sometimes leads to complimenting under-reporting of mental health issues. Much of these poor numbers are in rural areas where infrastructure and the workforce are deficient.

Public health is acknowledging the need for culturally appropriate interventions from the dwindling margins of public health work. Programs that incorporate Yoga and meditation with mental care have their momentum built as a complete well-being approach. Grassroots movements and NGOs also have great contributions in awareness and destigmatizing. They often involve religious and community leaders, attempting to link the cultural gap. Much needs to do, however, for these culturally sensitive approaches to be standardized and scaled. This paper proceeds to ascertain the interplay between India's cultural landscape and the mental health policies in place regarding accessibility and stigma predicament reduction strategies in India.

**Keywords:** mental health policy; India; public health initiatives; cultural stigma; mental illness.

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## MINDFULNESS PRACTICES FOR IMPROVING CREATIVITY AMONG EMPLOYEES

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**Abstract.** Mindfulness practices are increasingly recognized as effective tools for enhancing creativity in workplace settings. This review examines the link between mindfulness and creativity, focusing on how mindfulness fosters cognitive flexibility, emotional regulation, and divergent thinking – key components of creative problem-solving. Through theoretical insights and empirical evidence, the paper explores mechanisms such as reduced stress, improved focus, and heightened awareness, which contribute to a conducive environment for innovation. Specific mindfulness interventions, including meditation, mindful breathing, and reflective journaling, are highlighted

for their effectiveness in stimulating creative thinking among employees.

The review also discusses the role of organizational culture in supporting mindfulness-based initiatives and their integration into employee training programs. Practical recommendations are provided for HR professionals and managers to implement mindfulness practices that align with organizational goals, emphasizing their potential to drive innovation and competitive advantage. By synthesizing existing research, this paper underscores the importance of mindfulness as a strategic approach to unlocking employees' creative potential in an evolving workplace landscape.

**Keywords:** mindfulness; creativity; workplace innovation; employee well-being; cognitive flexibility; emotional regulation; HR practices; mindfulness interventions; organizational culture.

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## NEURODIVERGENCE OR DISORDER? REFRAMING PSYCHOPATHOLOGICAL LABELS

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**Abstract.** The way we communicate about mental health is evolving. Autism, ADHD, and bipolar disorder have all been described as "disorders" for many years. However, many people now advocate for an alternative viewpoint, one that sees these distinctions as part of the natural diversity of human minds, rather than as weaknesses. Neurodivergence" presents a refreshing conceptual challenge to traditional medical models; they commonly pathologize so much that it just becomes ridiculous. Instead of treatment or cure, an end of acceptance, of understanding and acknowledging individual differences in ability strengths. This represents an enormous hope toward less stigma in a society.

However, it does bring up important questions of how to celebrate neurodiversity while at the same time acknowledging real difficulties. While clinical and often impersonal diagnostic terms feel alienating, they do bring access to necessary support, treatment, and accommodations. Can a different way of

thinking be both embraced and valued without the same old difficulties that some individuals must endure? Balancing the perspectives is key to the development of a truly inclusive and supportive environment.

The article reflects on this and, by extension, larger shifts in attitudes toward mental health within the general society. I look into how embracing neurodivergence could change not just how we look at others, but how we approach caring for them. It doesn't try to romanticize or reduce the experience of living with these conditions. It looks at the underlying humanity of the labels placed upon individuals.

Looking at these problems through a compassionate lens may help us begin to move beyond the "one-size-fits-all" approach to mental health.

This article asks for a perspective that values individual contributions while making sure those who need help receive it. It is not about a choice between acceptance and care; it is about how to offer both.

**Keywords:** neurodivergence; mental health; stigma; autism; ADHD; bipolar disorder; support; treatment; diagnostic labels; acceptance; neurodiversity.

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## ORGANIZATIONAL CULTURE AND IMPACT ON MENTAL HEALTH AMONG EMPLOYEES

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**Abstract.** The relationship between organizational culture and mental health has become an important area of study in understanding workplace dynamics. Organizational culture, defined as the shared values, norms, and practices within a company, significantly influences how employees experience their work environment, their levels of stress, job satisfaction, and overall mental well-being.

This paper explores how various organizational cultures impact employee mental health, focusing on key factors such as workplace stress, leadership styles, job satisfaction, and work-life balance. Through examining different cultural frameworks – such as clan, adhocracy, market, and hierarchy cultures – this paper highlights both positive and negative outcomes for employees.

Positive cultures that foster collaboration, support, and engagement tend to promote better mental health by reducing stress and increasing job satisfaction. In contrast, cultures that emphasize competition, rigid structures, and high performance standards may increase stress and contribute to burnout.

The paper also discusses practical strategies for organizations to cultivate a culture that promotes mental health, such as implementing supportive leadership, prioritizing work-life balance, and fostering employee engagement. By creating a culture that values well-being, organizations can enhance employee mental health, reduce turnover, and improve overall productivity.

**Keywords:** organizational culture; mental health; employee well-being; workplace stress; job satisfaction; leadership; work-life balance.

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## SCHIZOPHRENIA AND THE CREATIVE MIND: RETHINKING THE RELATIONSHIP BETWEEN PSYCHOSIS AND ARTISTIC EXPRESSION

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**Abstract.** Schizophrenia, a debilitating psychiatric disorder characterized by disruptions in cognition, perception, and reality, has long been associated with both cognitive impairments and periods of heightened creativity. This research paper delves into the complex relationship between schizophrenia and artistic expression, examining how the cognitive and perceptual abnormalities associated with the disorder may foster unique forms of creativity. Drawing on historical examples of artists and thinkers with schizophrenia, as well as contemporary psychological studies, the paper explores whether psychosis can facilitate creative thinking and how the symptoms of schizophrenia – such as disordered thought processes, hallucinations, and delusions – may influence the production of art.

In addition, this study investigates the potential for creative activities to serve as therapeutic interventions for individuals

with schizophrenia. Art therapy, music therapy, and other forms of creative expression are explored as means of improving emotional regulation, providing a non-verbal outlet for self-expression, and enhancing social integration. While creative outlets can help individuals manage the symptoms of schizophrenia, the paper also addresses the challenges of distinguishing between beneficial creative engagement and the exacerbation of psychotic symptoms.

By rethinking the relationship between schizophrenia and creativity, this paper contributes to a deeper understanding of how artistic expression can be both a symptom and a form of therapy. It calls for further investigation into how creative interventions can be incorporated into treatment plans to help individuals with schizophrenia navigate their disorder while fostering personal expression and emotional resilience.

**Keywords:** schizophrenia; creativity; artistic expression; cognitive disorganization; art therapy; psychosis and creativity; therapeutic interventions.

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## STORYTELLING ACROSS CULTURES: A COMPARATIVE ANALYSIS OF INDIAN FOLKLORE AND GLOBAL NARRATIVES IN IDENTITY FORMATION

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**Abstract.** Storytelling is a very potent tool in forming identities, cultures, and communities all around the world. This review paper seeks to discuss the role storytelling plays in the formation of identity, especially through the lens of Indian folklore but drawing comparisons with select international traditions.

The paper analyzes Indian storytelling traditions, such as the Panchatantra, Jataka tales, and regional oral narratives, to explore how these stories communicate moral values, cultural norms, and a sense of belonging across generations.

The review also compares these Indian narratives with those from other cultural contexts, such as Aesop's fables and African oral traditions, to highlight shared themes of resilience, morality, and

transformation. Through this comparative analysis, the paper highlights universal patterns in storytelling that contribute to identity formation; while still illustrating unique ways Indian folklore fulfills the cultural and psychological needs of its society.

It underlines how these stories bridge linguistic, religious, and generational gaps in India and reflect common human concerns, which reinforces storytelling's global relevance. By focusing on cultural psychology, folklore studies, and narrative theory, the paper underscores the lasting power of storytelling in shaping personal and collective identities, offering insights into its continued influence in contemporary discussions around culture, self-awareness, and belonging.

**Keywords:** storytelling; identity formation; Indian folklore; cultural psychology; Panchatantra; Jataka tales; oral traditions; global narratives; comparative folklore.

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## THE INTERSECTION OF NEUROSCIENCE AND MEDITATION

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**Abstract.** The Intersection of Neuroscience and Meditation has become a rich area to study for understanding the complex relationship between mental practices and brain function.

This article examines how meditation, rooted in ancient traditions, affects neural activity, brain plasticity, and cognitive processes. Advances in neuroimaging techniques have shown that meditation enhances functional connectivity in brain regions related to attention, emotional regulation, and self-awareness, particularly the prefrontal cortex and the default mode network. Additionally, long-term meditation practice

is associated with structural changes, such as increased gray matter density and improved neuroplasticity.

These findings have significant implications for mental health, suggesting that meditation could serve as an effective therapeutic intervention for stress, anxiety, and depression. By combining insights from neuroscience with meditative practices, this article emphasizes the transformative potential of meditation on the brain and highlights the necessity for further interdisciplinary research to fully understand its mechanisms and applications.

**Keywords:** neuroscience; meditation; brain; stress; neuroplasticity; emotional regulation; mental health.

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## THE SOCIAL DRIVERS OF BEHAVIORAL ADDICTIONS: HOW CONSUMERISM AND DIGITAL MANIPULATION SHAPE COMPULSIVE BEHAVIORS

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**Abstract.** Behavioural addictions like gaming, gambling and compulsive shopping have always been viewed as psychological problems. But the evidence now shows that these are not just individual pathologies but also societal structures and norms.

This paper reviews behavioural addictions from a sociological perspective and argues that consumerism, digital manipulation and economic stressors are key in shaping compulsive behaviour. A review of the research highlights how peer pressure, digital platform algorithmic design, and advertising all contribute to the normalization and escalation of these behaviors.

A case study of pathological gambling that considers sociological and

psychological viewpoints would further highlight how societal causes and individual vulnerability interact..

The findings show that behavioural addictions are embedded in economic, cultural and technological contexts so we need to shift the focus from individual blame to a broader systemic responsibility.

The paper concludes with policy and therapeutic recommendations such as stricter regulations on advertising, community based interventions and integrating sociological insights into addiction treatment. Future research should still focus on these intersections to craft more effective multifaceted interventions that target the root causes of behavioural addictions.

**Keywords:** behavioral addictions; gaming addiction; gambling addiction; consumerism; digital manipulation; economic stressors; sociological perspectives; community intervention.

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## THE SOCIOLOGICAL AND PSYCHOLOGICAL EFFECTS OF DIGITAL OVERDEPENDENCE ON FAMILY DYNAMICS: BRIDGING THE RESEARCH GAP IN PARENT-CHILD INTERACTIONS

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**Abstract.** Digital overreliance has been a paramount issue affecting family dynamics with significant effects on parent-child relationships. This paper seeks to understand how digital overuse affects families by looking at the sociological and psychological implications of technology, especially in family cohesion and communication and individual mental well-being. A meta-analysis would be carried out involving existing literature that investigates the influence of digital technology on family, parenting, and child outcomes.

This research will fill some of the gaps left out by the existing literature, analyzing studies that evaluate emotional regulation in children, cognitive

functioning and social behavior, as well as parenting stress and communication patterns.

The psychological analysis of the results will cover more profound effects in emotion and cognition among parents as well as children. This meta-analysis study will be able to provide a thorough understanding of the long-term effects of digital overdependence, offering insight into possible interventions that might help counteract its negative impact on family well-being.

The research findings aim to inform both sociological and psychological practices in an effort to develop strategies in response to the challenges that digital media pose in modern family life.

**Keywords:** digital overreliance; family dynamics; parent-child relationships; mental well-being; meta-analysis.

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## UNDERSTANDING POST-TRAUMATIC STRESS DISORDER AND ITS IMPACT ON PERSONALITY THROUGH MOVIE ANALYSIS

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**Abstract.** Post-Traumatic Stress Disorder (PTSD) is a complex psychiatric condition that arises in response to experiencing or witnessing traumatic events, characterized by intrusive thoughts, hyperarousal, emotional dysregulation, and avoidance behaviors. Cinema offers a rich medium for examining PTSD because of its exceptional capacity to delve into the human psyche.

This study explores how PTSD and its effects on personality is portrayed in movies, looking at how well it fits clinical standards and how it affects public opinion. The research assesses visual storytelling, character development, and narrative

methods with a focus on Do Patti (2024). These movies provide insights on the stigmatisation and humanisation of mental illness by examining how PTSD is portrayed, both truthfully and through dramatic exaggerations. The study discusses how cinema can increase knowledge and empathy while highlighting how it shapes society's understanding of psychiatric disorders.

This multidisciplinary approach emphasises the significance of truthful and complex representations of mental health issues in popular culture by bridging the fields of psychology and media studies.

**Keywords:** movie analysis; post-traumatic stress disorder; personality.

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## PSYCHOLOGY OF HORROR FILMS

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**Abstract.** This review examines the neurobiological and psychological mechanisms of fear and anxiety, focusing on their use in horror films. Filmmakers exploit biological fear responses through techniques like proximity, unpredictability, suspense, and shocking events to elicit intense reactions. Universal fears, such as injury, illness, and social threats, resonate due to humans' evolutionary predispositions, while new fears can be introduced during the viewing experience, enhancing emotional impact.

Soundscapes play a critical role, with specific acoustic features, such as

harshness, activating the brain's fear circuits. These auditory elements, often embedded in musical scores, amplify the film's immersive and unsettling atmosphere. Audience preferences vary, with men and individuals high in sensation-seeking or aggression showing greater attraction to horror, while older viewers, with stronger emotional regulation, are less affected.

This review highlights how horror films leverage fear systems, offering insights into emotional engagement and the broader applications of fear in media.

**Keywords:** fear; anxiety; horror films; neurobiology; soundscapes; psychological mechanisms; audience preferences.

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## UNRAVELLING THE BURARI CASE: AN EXPLORATION OF SHARED PSYCHOSIS AND SOCIAL AWARENESS

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**Abstract.** The Burari case, the tragic case that shook the entire country with the demise of 11 family members in Delhi India, has received a lot of media and public attention. This paper explores the psychological underpinnings of the case with the focus on shared psychosis which is a rare psychiatric disorder.

This paper also explores the societal gap in understanding of mental disorders that often paves the way for misinterpretation, stigma and discrimination. Additionally this paper also examines the portrayal of the Burari case in the media, analysing the insufficient portrayal of its psychological dimensions.

By looking at the events within the framework of shared psychosis, the paper also peeks into the interplay of family dynamics, cultural beliefs and mental health. It critiques the media's focus on overemphasis over substantial psychological analysis, which propagates societal misconceptions about mental disorders.

The study throws light on the need for improved mental health literacy at the community level. This paper aims to bridge the gap in understanding rare mental health phenomena and advocate for a more informed and empathetic approach to addressing mental health crises.

**Keywords:** Burari deaths; mental health awareness; media; shared psychosis.

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## OCCUPATIONAL HEALTH AS A COMPONENT OF YOUR OWN BRAND

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**Abstract.** Occupational health acts as a process, a result, and a property of the individual. Occupational health is a measure of a specialist's ability to act as an active and autonomous subject of their own life in a changing world.

Occupational health psychology studies the impact of various factors on the well-being, energy, and productivity of workers. Its task is to create conditions under which a person can effectively perform professional duties while maintaining emotional and physical stability.

Physical factors include working conditions, including workload, working hours, and workplace organization. An uncomfortable environment or excessive workload can lead to burnout and poor health.

Psychological aspects include emotional support in the team, stress levels, and anxiety. A healthy atmosphere promotes a stable psycho-emotional state, while unresolved conflicts or stress reduce employee performance. Insufficient motivation and a sense of unrealized potential often cause a deterioration in an employee's professional health, reducing their job satisfaction and efficiency.

Organizational factors, such as corporate culture and leadership style, have a significant impact on loyalty, stress resistance and overall occupational health. An effective organizational culture motivates development and creates favorable working conditions.

These aspects emphasize the importance of integrating occupational

health into everyday work, which contributes to the development of one's own brand as a healthy, competent and productive professional.

An individual occupational health card is an effective tool for assessing the state of an employee in a professional environment. It systematically covers physical, emotional, psychological, social and organizational aspects, allowing to form a holistic picture of a person's well-being. In particular, physical condition is analyzed through the level of general health, physical activity, the presence of chronic diseases and the quality of recovery processes. Emotional state is determined through the level of stress, anxiety or the presence of signs of emotional burnout, which can negatively affect work efficiency. Psychological resilience is considered as the ability to adapt to change and control one's emotions in stressful situations, while organizational integration assesses motivation, job satisfaction and a sense of belonging to the company.

Individual occupational health cards are adapted to the needs of a particular employee or the characteristics of the profession, which contributes to the timely detection of problems and the development of effective preventive measures. This approach allows not only to improve the health of employees, but also to increase their productivity and job satisfaction.

For self-monitoring, you can use simple questions that help you become aware of your resources and needs. For example: what is my physical condition and do I have enough energy? Am I positive and

emotionally stable? Am I able to effectively focus on my work? What is the meaning of my activity, and what motivates me? The answers to these questions help identify problem areas and form individual strategies for maintaining professional health.

Thus, an individual occupational health card not only serves as a tool for personal analysis, but also contributes to building a culture of conscious attitude to one's own well-being, which is an important element of professional growth and strengthening of a personal brand.

A comprehensive approach to the analysis of factors affecting occupational health is key to ensuring timely identification and elimination of threats. Such an approach creates healthy conditions for career growth and professional realization, contributing to the harmonious development of the employee.

Occupational health is directly related to the formation of a sustainable personal brand, which is based on stress resistance, efficiency and the ability to maintain physical and psycho-emotional well-being. The modern approach to a career includes not only professional skills, but also a reputation that reflects the adaptability and internal resilience of the employee.

One of the challenges for occupational health are the so-called «dead energy spots», which symbolize areas of tension or blockages on the body caused by stress or overwork. They affect motivation, emotional state and overall productivity. These «spots» signal the need for changes in lifestyle, work or environment.

An individual occupational health card can be an effective tool for dealing with such blockages. It includes an analysis of the employee's condition, identification of factors affecting health, and creation of a recovery plan. The integration of such approaches contributes not only to the employee's health, but also to the strengthening of his professional brand.

The implementation of an occupational health system in organizations forms a new culture of well-being. This not only increases the efficiency and motivation of employees, but also strengthens the company's competitiveness due to the presence of strong, resilient and healthy teams.

In times of rapid change and uncertainty, especially during periods of economic instability or crises, the ability to maintain health and efficiency becomes a key advantage. Employees who are able to maintain physical and psychological balance demonstrate high resistance to burnout, adapt better to stress and effectively adapt to new conditions. This is the basis for career development and personal brand development.

Occupational health includes physical condition, emotional balance and psychological stability. A person in good physical shape and with a stable psychological state is able to demonstrate high productivity, respond quickly to changes and successfully interact with the team. All this contributes to the creation of a positive professional image.

Key aspects of the relationship between occupational health and brand:

1. Stress resilience: occupational health allows you to cope with difficulties more easily, remain productive and maintain internal balance, which is critically important in crisis situations.

2. Integration into organizational culture: a person with good occupational health adapts better to the requirements of the company, demonstrates loyalty and active involvement in work processes.

3. Reputation: an employee who takes care of his health gives the impression not only of a highly qualified specialist, but also of a reliable, resilient professional. This significantly increases his value in the labor market.

4. Individual occupational health map: this tool helps identify risks and

weaknesses, forming the basis for balancing work and personal life.

The strategic role of occupational health is to create competitive advantages for the employee: a high level of health allows you to stand out among others with your productivity, resilience, and readiness for change; integrating health principles into your own brand contributes to achieving long-term professional goals and building a career; and combining health

with professional competencies significantly increases the chances of success in a competitive environment.

Thus, occupational health is not only a basic component of a successful career, but also an important tool for creating a personal brand based on resilience, emotional balance, and the ability to work effectively in conditions of constant change.

**Keywords:** occupational health; own brand; career development; self-promotion.

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## THE CONTRIBUTION OF VETERANS TO THE ECONOMIC SECURITY OF THE COUNTRY

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**Abstract.** Veterans play an indispensable role in bolstering the economic security of their countries. Their transition from military service to civilian life showcases adaptability, resilience, and leadership qualities that can strengthen labor markets, foster innovation, and boost economic growth. This paper examines the multifaceted contributions of veterans to the economy, emphasizing their integration into various sectors, entrepreneurial activities, and community development projects. The study addresses how initiatives like skill training, project management mentorship, and soft skills development have been vital in facilitating their transition and maximizing their potential.

The aim of this study is to explore the economic contributions of veterans to their nations, focusing on their employment, entrepreneurial ventures, and role in fostering economic growth and innovation. It also seeks to identify barriers that hinder veterans' successful reintegration and suggests strategies for addressing these challenges.

A multi-disciplinary approach was employed, integrating quantitative and qualitative methods. Quantitative data included statistics on veteran employment, entrepreneurial activity, and sectoral economic impacts. Qualitative data was drawn from interviews, case studies, and literature reviews to capture the experiences and perspectives of veterans in various economies. Comparative analyses were conducted to assess the relative economic impact of veterans in different sectors such as technology, healthcare, and agriculture.

The findings reveal that veterans are pivotal in diversifying and strengthening the workforce. Their military-acquired technical skills make them competitive in fast-evolving industries like IT, while their disciplined approach enhances productivity in civilian roles. Entrepreneurs among veterans significantly contribute to reducing unemployment and promoting local economic stability. Additionally, veterans' participation in community projects fosters social inclusion and mitigates inequality. However, systemic challenges such as skill misalignment, limited access to resources, and social reintegration issues persist, necessitating targeted policy interventions.

Veterans' contributions to economic security extend beyond their roles as employees and entrepreneurs. Their leadership and teamwork skills foster innovation and drive organizational success. By addressing barriers to their integration, such as providing more comprehensive training programs and equitable access to resources, their potential can be further unlocked, resulting in a more inclusive and dynamic economy.

Future studies should adopt longitudinal approaches to measure the long-term impact of veterans on economic growth and innovation.

Additionally, research should investigate the effectiveness of current reintegration initiatives, propose new frameworks for veteran-specific economic policies, and explore the role of public-private partnerships in supporting veteran entrepreneurship and employment.

Emphasizing veteran-centric enduring contributions to national  
strategies can help create sustainable economic security.  
economic opportunities, ensuring veterans’

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