

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
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SYSTEMATIZATION OF SCIENTIFIC CONCEPTS AND THEORIES OF THE FORMATION OF CLUSTER-UNITED ENTERPRISES

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The purpose of the article is research and systematization of scientific concepts and theories regarding the formation of cluster-united enterprises.

Research methods. In this study, when carrying out the systematization of scientific concepts and theories, the authors used general scientific research methods, in particular, to reveal the evolutionary foundations of the development of cluster theory, comparative analysis of scientific concepts of both foreign and domestic scientists regarding the development of cluster formations, the formation of cluster-united enterprises, the following empirical methods were used as a method of historical analysis, methods of logical and comparative analysis.

Presentation of the main research material. In the course of research and systematization of scientific concepts and theories regarding the formation of cluster-united enterprises, analyzing scientific concepts and theories regarding the formation of cluster-united enterprises, it was highlighted that within the limits of these theories, the concept of a cluster is complemented by such

characteristics as systems of generation and dissemination of innovative ideas and experience, which in turn generally affects the modernization of the national economy. The article substantiates that cluster forms of organization of research subjects and organization of production make it possible to facilitate the commercialization of innovations and make it possible to create favorable conditions for the development of new highly specialized innovative and active areas of activity.

Conclusions from the conducted research. The article outlines that modern science still lacks a generally accepted understanding of when the first clusters appeared. The evolutionary study of the development of cluster formations and their global connections indisputably points to the growing relationship of cluster-united enterprises, where resources and competences are combined, access to target markets and know-how becomes open, information and experience are exchanged between clusters.

Keywords: cluster theory; cluster; cluster formations; clusterization.

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СИСТЕМАТИЗАЦІЯ НАУКОВИХ КОНЦЕПЦІЙ ТА ТЕОРІЙ ФОРМУВАННЯ КЛАСТЕРОБ'ЄДНАНИХ ПІДПРИЄМСТВ

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Метою даної статті є дослідження та систематизація наукових концепцій та теорій щодо формування кластероб'єднаних підприємств.

Методи дослідження. У даному дослідженні при здійсненні систематизації наукових концепцій та теорій автори використали загальнонаукові методи дослідження, зокрема, для розкриття еволюційних засад розвитку кластерної теорії, порівняльного аналізу наукових концепцій як зарубіжних так і вітчизняних науковців щодо розвитку кластерних формувань, формування кластероб'єднаних підприємств застосовувались емпіричні методи такі як метод історичного аналізу, методи логічного та порівняльного аналізу.

Виклад основного матеріалу дослідження. У ході дослідження та систематизація наукових концепцій та теорій щодо формування кластероб'єднаних підприємств, аналізуючи наукові концепції та теорії щодо формування кластероб'єднаних підприємств, виділено, що у межах зазначених теорій, поняття кластеру доповнюється такими характеристиками як системи генерації та

поширення інноваційних ідей і досвіду, що в свою чергу загалом впливає на модернізацію національної економіки. В статті обґрунтовано, що кластерні форми організації науково-дослідних суб'єктів та організації виробництва дають можливість полегшити комерціалізацію нововведень та дають змогу створити сприятливі умови для розвитку нових вузькоспеціалізованих інноваційно-активних напрямів діяльності.

Висновки з проведеного дослідження. В статті окреслено, що сучасній науці дотепер відсутнє загальноприйняте розуміння щодо того, коли з'явилися перші кластери. Еволюційне дослідження розвитку кластерних утворень та їх глобальних зв'язків беззаперечно вказує на зростаючий взаємозв'язок кластероб'єднаних підприємств, де поєднуються ресурси та компетентності, стає відкритим доступ до цільових ринків та ноу-хау, відбувається обмін інформацією та досвідом між кластерами.

Ключові слова: кластерна теорія; кластер; кластерні утворення; кластеризація.

Statement of the problem and its relation to important scientific and practical tasks. In the modern economy, despite the presence of numerous jobs foreign and domestic specialists in the formation of clusters, no there are complex studies on the clustering of the economy. In connection with these, we are trying to systematize scientific views cluster formation within the framework of various economic theories and concepts.

Analysis of recent publications on the problem. Theoretical issues of the functioning of cluster formations in the economy were the object of research by scientists from many countries around the world: L. de Ablas, A. Banyaska, J. Becattini, T. Bryan, S. Brusko, A. Weber, O. Williamson, P. Drucker, M. Enright, K. Ketels, V. Laundhart, J. Lindqvist, M. Meskon, S. Rosenfeld, O. Solvell, A. Thompson, E. Feather, M. Friedman, and others. Among Ukrainian researchers, it is worth noting the achievements of such scientists as: M. Voynarenko, S. Golubka, L. Hanushchak-Efimenko, V. Gotra, V. Gerasymchuk, M. Yermoshenko, Zh. Zhygalkevych, and others. However, it should be emphasized that until now there is no consensus among Ukrainian and foreign scientists in understanding and unity regarding the interrelationship of economic categories and concepts that constitute the methodological toolkit for the analysis of the process of formation of cluster-united enterprises, which determined the purpose of this study as the systematization of scientific concepts and theories regarding the development of cluster formations.

Statement of the main results and rationale. The study of the issues among the scientific treatises of foreign and domestic scientists on the development of cluster-united enterprises and their global connections shows the growth of the relationship between cluster formations, in which the resources of clusters are combined, both information and experience are exchanged between clusters, access is opened to target markets and innovative discoveries, there are opportunities to use sources of knowledge from around the world and at the same time the development of a new field of knowledge is taking place.

Having considered the development evolution and formation of the cluster theory, it is worth noting that in modern science there is still no generally accepted understanding of when the first clusters appeared. For the first time, the phenomenon of a cluster, as an object of economic agglomeration of interconnected enterprises on a limited territory, has been known since the beginning of the 18th century, from the time of craft production (Pottier, 1963). The first processes of industrial clustering were observed from the middle to the second half of the 19th century, and the first scientific studies of these processes appeared already at the end of the 19th to the beginning of the 20th century.

According to M. Porter, the process of clustering during the formation of the first technological system was characterized by a significant degree of stochasticity and was carried out between organizations of the same industry or

related industries that functioned within the same territory, which contributes to the expansion and establishment of business contacts, allows the use common elements of infrastructure, lobbying professional and commercial interests. As a typical example of a cluster, M. Porter (2005) described a group of enterprises of the Italian shoe industry and noted its similarity to a medieval craft guild – its business rules, rules of interaction and professional ethics.

The next stage of the implementation of cluster-united enterprises, which coincides with the beginning of the second industrial revolution, was the spatial localization of enterprises of similar industries. The characteristic of this stage is described by the English neoclassical economist Alfred Marshall in his main study "Principles of Economic Science" in the section "Concentrations of specialized industries in certain localities" (1890): "Once an industry has chosen its location, it is likely to remain there for a long time ..." (Marshall, 1920). In this scientific work, A. Marshall uses the term "industrial districts" for the first time. However, according to V.N. Ukrainsky, the concept of a cluster appeared much earlier, in the joint work of A. Marshall and his wife Mary Marshall "Economic theories of industry", where the thesis on the localization of economic activity is discussed for the first time, and later in the work "Principles of economic science" this term acquired a more broad content (Marshall, 1920).

The further development of the agglomeration approach was determined by the works of the classic of economic thought J. Schumpeter. Justifying the leading role of technological changes in industrial development, he introduced the concept of innovation in relation to the product (service), its production and management technology. According to J. Schumpeter, innovations are the main tool of economic growth, while two factors – the size of the organization and entrepreneurship – contribute to the development of innovations (Schumpeter, 1934).

Therefore, we would like to emphasize that in the historical foundations of clustering, on the one hand, are the "industrial district" and the economy of agglomerations by A. Marshall, and on the other hand, J. Schumpeter's innovations that cause economic growth within regional agglomerations.

An interesting approach to the development of cluster formations is observed in the development of the classics of the Italian school of economics (Bagnasco, 1977, 1999; Becattini, 1991; Becattini and Giovannetti, 2006). Their cluster theory is mainly based on the structure of the national economy, and more precisely, on the study of the industrial development of regions ("industrial districts"), which A. Bagnasco calls "Third Italy" (Becattini, 1991). At this stage, a cluster was understood as an agglomeration localized in a certain territory (or "Industrial district" by Giacomo Becattini), which includes the joint activity of an interdependent and concentrated group of enterprises of the same industry based on vertical and horizontal connections (Becattini, 1991).

The research interest in the works of J. Beccatini lies in the fact that the Italian scientist is one of the first who tried to consider the processes of formation of industrial districts from different positions: both economic and socio-cultural.

A thorough analysis of a significant number of scientific literary sources made it possible to establish that the conceptual ideas of specialized industrial localization were established at the beginning of the 20th century within the framework of economic geography, which at that time was part of the system of economic sciences and the theory of regional economy. Therefore, the emergence and development of the theory of clusters was influenced by the theory of regional development (the classic representatives of which are German economists: A. Weber, A. Loesch, J. Tyunen), the theory of regional specialization (A. Smith, D. Ricardo, P. Samuelson and V. Nordhaus), the doctrine of the "Autarky of large spaces" by Friedrich List, the concept of polycentrism (geopolitical regions) and the balance of geostrategic forces by S. Cohen, the concept of urban development by the American economics professor Gertler Merik and the theory of spatial analysis by the American economist Walter Isard. These theories explain the unification of different branches of the economy into separate branches, the interrelationships between geographical ones associations and economies of scale, and the specialization of territories. As the most important factor in the formation of clusters, they determine external effects related to the scale of production.

In more detail, it is worth considering "The Theory of the Location of Industry" (1929), a classic of the German economic school by Alfred Weber. This theory considers a conceptual study of the interconnected development of enterprises and industries that complement each other in a certain territory. A German economist and sociologist identified the agglomerate factors of production location. A. Weber defines a higher degree of agglomeration as "spatial convergence of homogeneous industries (without merging them into one production unit)", which allows to increase the benefit due to the increase in the number of enterprises.

It can also be noted that the birth of the future theory of clusters is clearly expressed in the scientific works of the German economist A. Loesch and the American representative of economic regionalism V. Izard. For almost 50 years after the publication of A. Marshall's work, economists did not pay much attention to space in their research on cluster theory. However, as early as 1950, Izard Walter and other scientists (Blaug, 1997) organized the field of regional science, based on the scientific research of German economists (A. Loesch and F. Tyunen).

Within the framework of the neoclassical "standard" theory of A. Losh ("Spatial organization of production", 1940), the theoretical problems of farm

placement were studied. His merit lies in considering the economic space not at the level of individual enterprises and settlements, but at the level of economic regions. He considered the regional economic space as a market with boundaries determined by interregional competition (Blaug, 1997). V. Izard devoted his further research, in particular, "Location and economy of space" to solving the problems of location of industrial complexes by preventing regional conflicts based on the coordination of existing interests (Blaug, 1997). The research of A. Losh and V. Izard (Blaug, 1997) made it possible to explain the importance of the formation of clusters, these scientific works later became the basis of the cluster concepts of M. Porter (2005) and M. Enright (1992).

Further study of industrial areas flows into the field of building multifactorial models, in which, in addition to production facilities, facilities of financial, transport, engineering, scientific and innovative infrastructure are investigated. A systematic approach to considering the concentration and cooperation of firms from the standpoint of various factors forms the methodological basis within which the modern definition of the concept of "cluster" arose.

For the first time about clusters as organizational forms of economic activity were mentioned by American researchers from the University of Cornwall Stan Czamanski and Luis de Abblas in the 70s of the XX century. in the framework of scientific articles devoted to the study of industrial complexes of the USA. In their opinion, "clusters are groups of industries connected by flows of goods and services, provided they are geographically close" (Czamanski and de Abblas, 2011). As a consequence of the influence of such trends, despite the lack of cluster support programs in Europe, starting from the 1970s, territorial programs quite similar in form and content were implemented: in Italy, Germany, and Austria. In the 70s – 80s of the 20th century, the concepts of spatial location and concentration of subjects of economic activity were actively discussed within the framework of regionalism and geoeconomics. French economist Pierre Pottier (1963) was the first to introduce the concept of "corridor (axis) of development", and English economists Peter Buckley and Mark Casson (1976) – the concept of "internationalization" (Blaug, 1997). The main directions of clustering research were the study of the impact of scientific and technological progress and wave fluctuations of the economy on the effectiveness of the functioning of cluster formations, which served as an impetus for the development of neoclassical theories of economic growth, including taking into account the territorial organization of economic systems.

Since 1990, the American economist Michael Porter, is considered a classic and the founder of the cluster theory, who in his treatise "Competitive Strategy. Methodology for the analysis of industries and competitors" for the first time introduces the term "cluster" into the scientific circle as "a geographically

concentrated group of interdependent companies, specialized suppliers, service providers, firms in the relevant fields, as well as organizations related to their activities (for example, universities, standardization agencies, trade associations) in certain areas, competing, but at the same time conducting joint work" (Porter, 2005). In his studies, M. Porter examines the problems and trends of development, reasons and opportunities for the development of clusters. So, in his opinion, "it is necessary to support the development of all clusters without exception, because it is impossible to predict which cluster will develop faster and which will be slower" (Porter, 2005). He does not propose the artificial creation of clusters "from above", but in real life their identification and support from state structures and research institutes.

The next stage in the development of the cluster theory was the incorporation of the innovative component into the concept of a cluster. At the end of the 20 century and at the beginning of the 21 century the category of "innovation cluster" appears in world economic practice, which is due to the development of the theory of the national innovation system by K. Freeman and B. Lundvall. The analysis of the factors of ensuring the industrial development of the territory based on the concept of technological development and methods of diffusion of innovations became the key direction of research within the framework of the development of theories of territorial concentration of economic activity (Lundvall et al., 2002).

Within the framework of these theories, clusters began to be considered as systems of generation and dissemination of innovative ideas and experience, which affects the modernization of the regional economy in general. It was substantiated that cluster forms of organization of production and research subjects facilitate the commercialization of innovations and create proper conditions for the development of new high specialized innovative and active areas of activity (including the use of outsourcing) and ensuring the production of new goods (Hanushachak-Yefimanko et al., 2022).

Given that the most important role for the development of clusters in the specified period began to be played by innovation processes, including those based on open innovations, as well as information and communication systems, the concept of "distance" between cluster participants underwent a transformation. The modern American economist D. Anderson in his scientific works describes the importance of global markets, which expand the opportunities of business entities to use available labor resources and capital to stimulate the development of clusters (Anderson et al., 2004). He also interprets the concept of "cluster" as "spatial agglomeration of similar and related forms of economic activity, which forms the core of the local environment, which promotes the transfer of knowledge and stimulates various forms of learning and adaptation" (Andresen et al., 1989). In view of this, factors of localization and

geographical proximity of cluster participants cease to play a decisive role in the decision on its formation. The definition of "concentration" of cluster participants was expanded by definitions of cross-border and transnational ties, as well as the formulation of new types of methods of rapprochement, such as: organizational, social, cognitive, informational, institutional, etc.

Increasing the development of the knowledge economy prompted a change in approaches to forming the composition of cluster participants, since the importance of the process of interaction between industrial enterprises and innovative infrastructure enterprises has increased significantly. It is also worth noting that the "triple spiral" model proposed by Stanford University professor G. Itzkovits and Amsterdam University professor L. Leidesdorff involves the active involvement of state structures formed in the cluster in the innovation process (Frangsmir et al., 1989). The relevance of the idea of the innovation process in this way is determined by the fact that a new method of achieving coordination of the interests and goals of the elements of complex network socio-economic systems is proposed, which is especially relevant for the functioning of clusters in the conditions transformation to a full-fledged unification between clusters regarding the processes of production and commercialization of innovations.

Conclusions and prospects for further research. Having thoroughly researched the scientific achievements of foreign and national scientists in recent years in the study of the conceptual and categorical apparatus regarding the development of cluster-united enterprises, we can observe that this concept does not have a generally accepted theoretical basis, which becomes the object of future research.

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THEORETICAL AND METHODOLOGICAL ASPECTS OF MANAGEMENT OF THE COMPETITIVENESS OF AGRICULTURAL ENTERPRISES UNDER MILITARY CONDITIONS

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The main aim of the article is to study the theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law.

Research methods were used when writing the article – general, scientific, economic methods of researching economic phenomena and processes: categorical analysis, the method of analysis and synthesis, the graphical and tabular method, the method of structuring and grouping.

Presentation of the main research material. The article proves that the urgent issues of ensuring the competitiveness of agro-industrial enterprises, especially in the conditions of a full-scale invasion, are of fundamental importance, since the state and level of the country's food security and the intensity of post-war recovery depend on the stability of the functioning of both individual agricultural enterprises and the entire system of the agro-industrial complex. It was determined that in the conditions of the martial law economy, the stability of the operation of an agro-industrial enterprise is determined by the effectiveness of managing its competitiveness, namely, the potential and available opportunities for the production and sale of agricultural products, which, according to their basic characteristics, are more attractive to consumers than the products of their competitors. It has been established that the theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law acquire special importance, since it is the provision of high competitiveness of agro-industrial enterprises that should improve the process of forming a comprehensive agrarian policy, ensure optimal production-territorial relations between the subjects of the agro-industrial complex and prevent the emergence food crisis. The current state of the agro-industrial market was analyzed and the main

competitive agro-industrial enterprises of Ukraine were identified as of the end of 2022: Kernel, MHP, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey.

Conclusions. Because of the study, it was proven that an important aspect in managing the competitiveness of agro-industrial enterprises is their ability to adapt to changing economic conditions, which includes not only the use of competitive advantages, but also the ability to effectively respond to changes in the market and change its strategy in accordance with new conditions. Especially the conditions of martial law. It was found that the competitiveness of agro-industrial enterprises determines their ability to gain advantages in the competitive environment, which is characteristic of the market of agricultural products and services, which covers many aspects, given the current state of war in the country: purposeful state policy; the role of the state in the development of the agricultural sector; product quality; reduction of production costs; state order for products; scientific support of agro-industrial complex. The implementation of strategic tasks, which require a comprehensive approach and cooperation between the state, economic entities in the field of agro-industrial policy and research institutions, is structured. The definition of managing the competitiveness of agro-industrial enterprises in the conditions of military aggression has been added, which requires the implementation of effective measures to preserve and strengthen the positions of agricultural enterprises in the market in order to prevent a food crisis.

Keywords: management; competitiveness; agro-industrial enterprises; agro-industrial complex; agricultural products; martial law; food crisis; agrosphere; agro-technologies; product quality; innovations.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
18	2	1

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ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ АСПЕКТИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ АГРОПРОМИСЛОВИХ ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО СТАНУ

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Основна мета статті – дослідження теоретико-методологічних аспектів управління конкурентоспроможністю агропромислових підприємств в умовах воєнного стану.

При написанні статті використовувались такі методи дослідження – загальні, наукові, економічні методи досліджень економічних явищ та процесів: категоріальний аналіз, метод аналізу та синтезу, графічно-табличний метод, метод структурування і групування.

Виклад основного матеріалу дослідження. В статті доведено, що актуальні питання забезпечення конкурентоспроможності агропромислових підприємств, особливо в умовах повномасштабного вторгнення набувають фундаментального значення, оскільки від стабільності функціонування, як окремих аграрних підприємств, так і від всієї системи агропромислового комплексу залежить стан та рівень продовольчої безпеки країни та інтенсивність післявоєнного відновлення. Визначено, що в умовах економіки воєнного стану стабільність функціонування агропромислового підприємства визначається ефективністю управління його конкурентоспроможністю, а саме потенційними та наявними можливостями щодо виробництва та збуту агропродукції, яка за базовими характеристиками є більш привабливою для споживачів, ніж продукція їх конкурентів. Встановлено, що теоретико-методологічні аспекти управління конкурентоспроможністю агропромислових підприємств в умовах воєнного стану набувають особливого значення, оскільки саме забезпечення високої конкурентоспроможності підприємств агропромислової сфери має удосконалити процес формування багатуокладної аграрної політики, забезпечити оптимальні виробничо-територіальні відносини між суб'єктами агропромислового комплексу та унеможливити виникнення продовольчої кризи. Проаналізовано сучасний стан ринку агропромислової продукції

і визначено основні конкурентоспроможні агропромислові підприємства України станом на кінець 2022 р.: Kernel, МНР, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey.

Висновки. В результаті дослідження доведено, що важливим аспектом в управлінні конкурентоспроможністю агропромислових підприємств є їх здатність адаптуватись до змінних умов господарювання, що включає у себе не лише використання конкурентних переваг, але і здатність ефективно реагувати на зміни на ринку та змінювати свою стратегію відповідно до нових умов, особливо умов воєнного стану. З'ясовано, що конкурентоспроможність агропромислових підприємств визначає їх здатність здобувати переваги в конкурентній середі, яка характерна для ринку сільськогосподарської продукції та послуг, що охоплює багато аспектів, з огляду на сучасний воєнний стан в країні: цілеспрямована політика держави; роль держави в розвитку аграрного сектора; якість продукції; зниження витрат виробництва; державне замовлення на продукцію; наукове забезпечення АПК. Структуровано реалізацію стратегічних завдань, які потребують комплексного підходу та співпраці між державою, господарськими суб'єктами у сфері агропромислової політики та науково-дослідними установами. Доповнено визначення управління конкурентоспроможністю агропромислових підприємств в умовах воєнної агресії, що вимагає здійснення ефективних заходів для збереження та зміцнення позицій підприємств агросфери на ринку з метою не допущення продовольчої кризи.

Ключові слова: управління; конкурентоспроможність; агропромислові підприємства; АПК; сільськогосподарська продукція; воєнний стан; продовольча криза; агросфера; агротехнології; якість продукції; інновації.

Statement of the problem. Current issues of ensuring the competitiveness of agro-industrial enterprises, especially in the conditions of a full-scale invasion, are of fundamental importance, since the state and level of the country's food security and the intensity of post-war recovery depend on the stability of the functioning of both individual agricultural enterprises and the entire system of the agro-industrial complex (Hatsko, 2018; Homeniuk, 2013; Zhytnyk, 2018).

In the conditions of a martial law economy, the stability of the functioning of an agro-industrial enterprise is determined by the effectiveness of managing its competitiveness, namely, the potential and available opportunities for the production and sale of agricultural products, which, according to their basic characteristics, are more attractive to consumers than the products of their competitors. Thus, the competitiveness of agro-industrial enterprises in today's realities characterizes the possibility and dynamics of adaptation of agrarian enterprises to the conditions of market competition in the conditions of martial law. Since the concept of competitiveness of agro-industrial enterprises is very multifaceted and fundamentally important, it is synergistically interdependent with the real state of the system of managing the activities of the enterprise itself, national branches of the economy, individual commodity producers or products, the economy of the state as a whole, which is manifested in the general behavior of economic agents in a competitive environment (Zghurska, 2013; Zghurska, 2014; Kysh, 2018).

Analysis of publications on the problem. Issues related to managing the competitiveness of agro-industrial enterprises have always remained in the focus of scientists and researchers among many economists of our time: A.F. Hatsko, O.I. Homeniuk, T.P. Zhytnyk, O.M. Zghurska, L.M. Kysh, Ya.S. Larina, K.A. Tsymbaliuk, O.V. Mytiai, H.B. Pekna, V.P. Riabokon, O.O. Kuzubov, V.V. Skrypnyk, S.V. Bebko, V.V. Levchenko, S.O. Vasylenko, O.M. Fedorchuk, O.I. Protosvitska, A.V. Cherep, A.V. Petrova, I.I. Cherneha, N.O. Shevchenko, A.O. Revutska and other. Most of them devoted their attention to the study of factors that ensure the competitiveness of agro-industrial enterprises, but the analysis of this problem from the point of view of the state of war in Ukraine remains insufficiently researched.

Statement of the main results. Theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law acquire special importance, since it is the provision of high competitiveness of agro-industrial enterprises that must improve the process of forming a comprehensive agrarian policy, ensure optimal production and territorial relations between the subjects of the agro-industrial complex and prevent the occurrence of a food crisis (Larina and Tsymbaliuk, 2017; Mytiai, 2015).

Among the factors that determine the competitiveness of agro-industrial enterprises of Ukraine are:

- change in property relations and the formation of the agrarian economy – the transition from collective agricultural production to more diverse forms of ownership contributes to the development of the agrarian economy, including the private and corporate sectors;

- rational production-territorial relations – effective connection between enterprises processing different types of products and providing different services can increase the competitiveness of the agro-industrial complex as a whole;

- economic factors – the level of socio-economic development of the country, the technical condition of fixed assets, the availability of labor resources and the development of the transport and geographical infrastructure significantly affect the ability of enterprises to compete on the market;

- natural resources and land stock – use of natural resources and access to land are critical for the agricultural sector. Optimum use of land can improve the productivity and competitiveness of agro-industrial enterprises;

- effectiveness of management and reform – implementation of market relations, economic and land reform contributes to the improvement of management and expansion of opportunities of agro-industrial enterprises;

- personnel and scientific potentials - the availability of qualified workers and scientific resources contributes to agro-innovations and improvement of agro-industrial production;

- consumer demand and international division of labor – taking into account consumer demand for products and the possibility of participation in the international division of labor help determine the directions of development and adaptation of agro-industrial enterprises;

- preservation of the environment – consideration of ecological aspects of agricultural production is important for ensuring long-term stability and competitiveness of agro-industrial enterprises.

In general, the competitiveness of agro-industrial enterprises depends on the comprehensive consideration of all these factors, as well as on the improvement of management, the implementation of reforms and the promotion of innovations in the field of agriculture.

The problem of the competitiveness of agro-industrial enterprises in the conditions of the military invasion of the Russian Federation on the territory of Ukraine is decisive in the industrial and agrarian development of the national economy of our state. The process of forming competitive agro-industrial enterprises capable of using de-occupied and demined territories as efficiently as possible, while ensuring stable food security of Ukraine, occupies an important place in agrarian policy. Thus, the importance of the competitiveness of agro-

industrial enterprises in the conditions of martial law is constantly growing and it becomes more necessary to saturate the market with domestically produced agricultural products, improve their quality, expand the assortment, which in turn determines the country's ability to sell its products both inside and outside the country, and therefore to prevent a food crisis ourselves (Pekna, 2017; Riabokon and Kuzubov, 2015).

The main aspects of managing the competitiveness of agro-industrial enterprises in modern conditions are given in table 1.

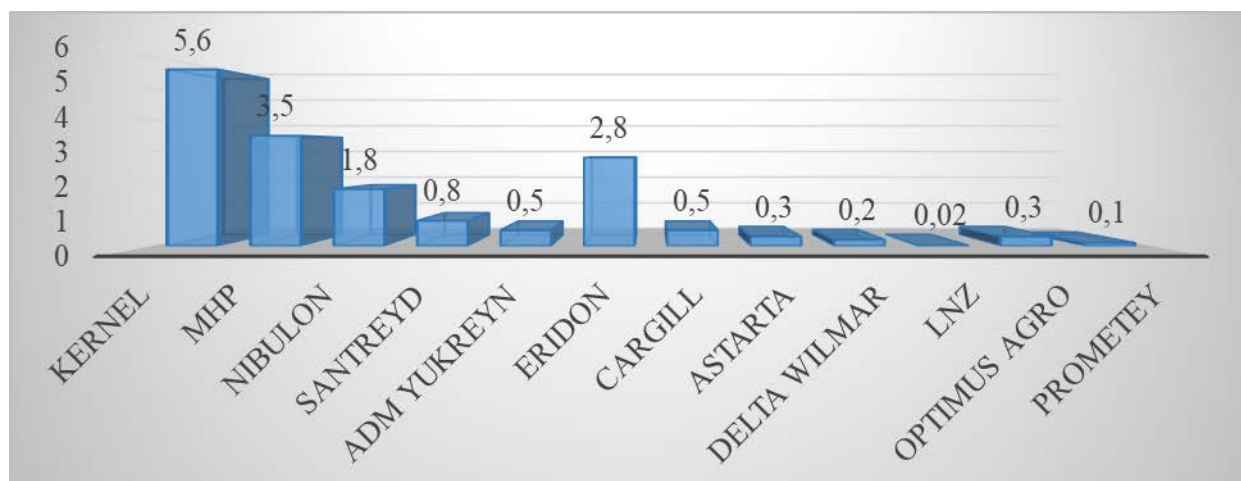
Table 1

**Current aspects of managing the competitiveness
of agro-industrial enterprises**

№	Factor	Characteristic
1.	Increasing competitiveness	The competitiveness of agro-industrial enterprises means their ability to compete effectively on the market. This includes reducing production costs, improving product quality, introducing the latest technologies and innovations, as well as ensuring resilience to changes in economic conditions.
2.	Consumers and markets	Competitiveness allows agro-industrial enterprises to attract more consumers and expand sales markets. Consumers are looking for quality and innovative products, so agro-industrial enterprises must meet their requirements.
3.	Export and import	The competitiveness of agro-industrial enterprises determines their ability to successfully export their agricultural products to foreign markets and compete with other countries. This helps increase export revenues and improves the country's trade balance.
4.	Innovation and research	Competitiveness stimulates agro-industrial enterprises to implement the latest technologies, research and innovation. This contributes to the improvement of productivity, quality of agricultural products and expansion of the assortment.
5.	Conservation of resources	Increasing competitiveness encourages agro-industrial enterprises to more efficiently use resources – both human and natural. This is important from the point of view of sustainable development and environmental responsibility.
6.	Job creation	Competitiveness contributes to the growth of agro-industrial enterprises, which in turn can lead to the creation of new jobs, reduction of unemployment and improvement of the socio-economic situation of the population.

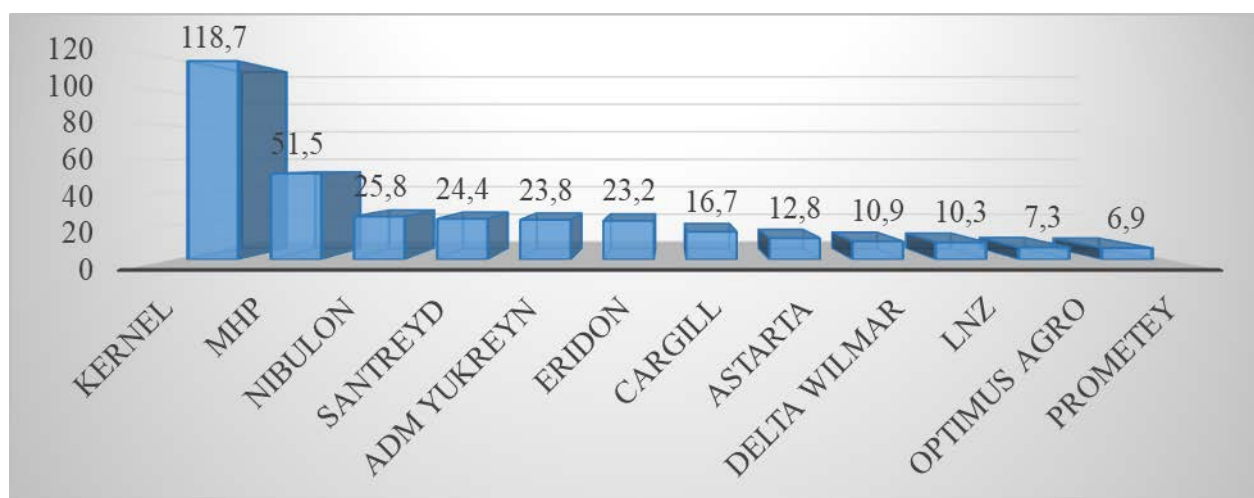
Source: built by the author on the basis of (<http://forbes.ua>, 2022).

Evaluating the current state of the agro-industrial market, it should be emphasized that among the main agro-industrial enterprises of Ukraine as of the end of 2022, the following companies remain competitive: Kernel, MHP, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey, whose turnover and financial results remain at a high level (Fig. 1 and Fig. 2).



Source: built by the author on the basis of (<http://forbes.ua>, 2022).

Fig. 1. TOP agro-industrial enterprises by financial result in 2022, billion hryvnias



Source: built by the author on the basis of (<http://forbes.ua>, 2022).

Fig. 2. TOP agro-industrial enterprises by turnover in 2022, billion hryvnias

In the context of the integration of the Ukrainian economy into the European and world community, the question of assessing the competitiveness of agro-industrial enterprises not only in domestic but also in foreign markets also arises. An important factor in assessing the competitiveness of agro-industrial enterprises in the foreign market is obtaining the consent of leading international firms not only to buy products from the enterprise, but also to actively cooperate with it on mutually beneficial partnership terms. This is how the modern potential of an agro-industrial enterprise is formed and its competitive capabilities are increased (Skrypnyk et al., 2022; Fedorchuk and Protosvitska, 2018).

Conclusions. Therefore, an important aspect in managing the competitiveness of agro-industrial enterprises is their ability to adapt to changing economic conditions, which includes not only the use of competitive advantages, but also the ability to effectively respond to changes in the market and change its strategy in accordance with new conditions, especially conditions of martial law (Cherep and Petrova, 2018).

It is also important to take into account the specifics of agricultural production, which can affect competitiveness. Dependence on weather conditions, natural resources, a long production cycle – these factors can create challenges for enterprises and require the development of more flexible strategies. Competition in the agricultural sector also plays an important role. A significant number and variety of manufacturers can lead to intense competition for market positions, which reinforces the need to improve competitive strategies (Chernea et al., 2015).

In general, the competitiveness of agro-industrial enterprises determines their ability to gain advantages in the competitive environment, which is characteristic of the market of agricultural products and services (Ishchejkin et al., 2022). This concept covers many aspects, given the current state of war in the country:

- purposeful state policy – state support and implementation of purposeful agrarian policy can help stimulate the development of the agrarian sector. This may include measures to support farmers, subsidies for the cultivation of specific crops, infrastructure development, etc.;

- the role of the state in the development of the agricultural sector - state support may include the creation of favorable conditions for the development of agriculture, including the simplification of administrative procedures, providing access to financing and technologies, as well as the creation of a stable regulatory environment;

- product quality – improving product quality can help attract more consumers and expand exports. The development of modern methods of soil cultivation, the use of effective agricultural technologies and ensuring the quality of products can increase competitiveness;

- reduction of production costs – efficient use of resources and optimization of costs can help increase the profitability of agricultural enterprises;

- state order for products – attracting state orders for agricultural products can stimulate demand and ensure a stable market for agricultural products;

- scientific support of the agricultural sector – innovations and scientific research in the agricultural sector can lead to the improvement of technologies, increased yields and improved product quality.

Summarizing the above, we can emphasize that the implementation of these strategic tasks requires a comprehensive approach and cooperation between the state, economic entities in the field of agro-industrial policy, and research institutions (Puzyrova, P. et al 2021). Therefore, managing the competitiveness of enterprises of the agro-industrial complex in the conditions of military aggression is a difficult task that requires the implementation of effective measures to preserve and strengthen the positions of enterprises in the market in order to prevent a food crisis.

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ZARZĄDZANIE ZESPOŁEM – AKTUALNE WYZWANIA DLA MENEDŻERA W WARUNKACH KRYZYSOWYCH

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WPROWADZENIE. Dynamizm sytuacji społecznej, gospodarczej, politycznej bezpośrednio wpływa na funkcjonowanie organizacji, a więc także kreuje nowe wyzwania dla menedżerów związane z zarządzaniem zespołami zdalnymi. Celem pracy jest prezentacja aktualnych wyzwań dla menedżerów zarządzających zespołami w warunkach kryzysowych.

METODY. W ramach naszych badań wykorzystaliśmy takie warianty klasycznej metody opisowej jak opisowo-analityczna i opisowo-historyczna, analiza typologiczna oraz metoda badań empirycznych.

WYNIKI. Kryzysy, których doświadcza dziś ludzkość, stwarzają niezwykle trudności w podejmowaniu skutecznych decyzji dotyczących zarządzania zespołem. Zespoły muszą szybko integrować dostępne informacje, aby na miejscu podejmować świadome decyzje i aktualizować swoje decyzje w miarę pojawiania się nowych informacji. Ponadto podejmowanie właściwych decyzji jest trudne, ponieważ wymaga poświęceń dla dobra wspólnego,

wreszcie realizacja podjętych decyzji nie jest łatwa, ponieważ wymaga wytrwałości w obliczu silnej presji społecznej.

WNIOSKI. Przedstawione wnioski i pomysły mogą stanowić pewną inspirację dla menedżerów, w jaki sposób świadomie budować skuteczne zespoły w oparciu nie tylko o powszechnie znane koncepcje, ale przede wszystkim z dużym wyczuleniem na kwestie związane z komunikacją w zespole. Jesteśmy przekonani, że tematyka będzie się dynamicznie rozwijać. W jakim kierunku – będzie zależeć od menedżerów. W tym miejscu warto zacytować klasyka zarządzania Petera Druckera: «najlepszą metodą przewidywania przyszłości jest jej tworzenie». Tak więc skuteczność działań menedżerów będzie w dużej mierze zależała od nich samych.

Słowa kluczowe: kompetencje; budowanie i zarządzanie zespołem; zarządzanie zespołem rozproszonym; komunikacja w zespole; warunki kryzysowe.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
15	1	0

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УПРАВЛІННЯ КОМАНДОЮ – АКТУАЛЬНІ ВИКЛИКИ ДЛЯ МЕНЕДЖЕРА В УМОВАХ КРИЗИ

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ВСТУП. Динамічність соціальної, економічної та політичної ситуації безпосередньо впливає на функціонування організації, а отже, створює нові виклики для менеджерів, пов'язані з управлінням командами. Мета роботи – дослідити актуальні виклики для менеджерів, які управляють командами в умовах кризи.

МЕТОДИ. У нашому дослідженні ми застосували такі варіанти класичного описового методу як описово-аналітичний та описово-історичний, типологічний аналіз та емпіричний метод дослідження.

РЕЗУЛЬТАТИ. Кризи, які сьогодні переживає людство, створюють надзвичайні труднощі у прийнятті ефективних рішень щодо управління командою. Команди повинні швидко інтегрувати наявну інформацію, щоб приймати обґрунтовані рішення на місцях, і оновлювати свої рішення, коли

з'являється нова інформація. Крім того, приймати правильні рішення важко, тому що це вимагає жертв заради загального блага, а остаточно реалізувати прийняті рішення нелегко, оскільки це вимагає наполегливості в умовах сильного соціального тиску.

ВИСНОВКИ. Представлені висновки та ідеї можуть стати джерелом натхнення для менеджерів щодо того, як свідомо будувати ефективні команди, засновані не лише на загальновідомих концепціях, але, перш за все, з великою чутливістю до питань, пов'язаних з командною комунікацією. Ми переконані, що тема розвиватиметься динамічно. В якому напрямку – залежатиме від менеджерів.

Ключові слова: компетенції; командоутворення та управління; управління командою; командна комунікація; кризові умови.

WPROWADZENIE. Dynamizm sytuacji społecznej, gospodarczej, politycznej bezpośrednio wpływa na funkcjonowanie organizacji, a więc także kreuje nowe wyzwania dla menedżerów związane z zarządzaniem zespołami zdalnymi. Globalna sytuacja kryzysowa, taka jak pandemia, i teraz dzisiejsza wojna rosyjska z Ukrainą, mają bezpośredni wpływ na zmianę zasad zarządzania nie tylko w krajach o trudnej sytuacji gospodarczej, ale także w ogólnoswiatowej społeczności.

Problematykę zarządzania sytuacjami kryzysowymi rozważali w swoich pracach naukowcy V.V. Gobela, Z.B. Zhivko, G.Z. Leskiv, S.I. Melnyk (2022), teoretyczne i stosowane zasady współczesnego antykryzysowego zarządzania przedsiębiorstwem zostały uwzględnione w opracowaniach I.V. Kryvyovyazyuk (2020), A.O. Kasyanova (2015), antykryzysowe zarządzanie korporacyjne w pracach S.S. Hasanova, A.M. Shtangret i Ya.V. Kotlyarevskyi (2012). Jednak dziś problematyka efektywnego zarządzania zespołem w czasie kryzysu pozostaje niedostatecznie zbadana.

METODY BADANIA. W ramach naszych badań wykorzystaliśmy takie warianty klasycznej metody opisowej jak opisowo-analityczna i opisowo-historyczna, analiza typologiczna oraz metoda badań empirycznych. W artykule podejmujemy prezentację aktualnych wyzwań dla menedżerów zarządzających zespołami w warunkach kryzysowych.

WYNIKI BADANIA. Człowiek jako istota społeczna zawsze musiał funkcjonować w ramach grup, które pozwalały mu przetrwać i rozwijać się w każdych warunkach. Także dziś sprawnie działające zespoły w ramach struktur organizacji stanowią podstawę skutecznego osiągnięcia celów taktycznych, operacyjnych czy strategicznych dla organizacji. Według Michała Jezuseka – w dobie organizacji bazujących na rozwoju wiedzy, kompetencji i szeroko pojętego kapitału intelektualnego pracowników, umiejętność stworzenia grupy specjalistów dążących do osiągnięcia wspólnego celu organizacji jest niemalże fundamentem jej funkcjonowania (Jezusek, 2021).

To rosnące dziś zainteresowanie zespołami wynika z potrzeby skutecznej reakcji na zjawiska zachodzące aktualnie w społeczeństwach oraz organizacjach, a ich odzwierciedleniem w biznesie może być określenie VUCA czy dziś jeszcze bardziej aktualne – BANI.

Innym powodem wzrostu zainteresowania zespołami jest pogłębiający się kryzys więzi i relacji w społeczeństwach., czego pochodną jest kryzys więzi w organizacjach. Amerykański socjolog Richard Sennett (2010) opisując przed ponad dekadą zjawiska zachodzące w gospodarce kapitalistycznej podkreślił znaczenie trzech deficytów, które coraz mocniej odciskają swoje piętno na relacjach międzyludzkich. Deficyty te powstały wskutek strukturalnej przemiany w społeczeństwach, a dotyczą kolejno:

• obniżenia lojalności wobec instytucji, szczególnie osłabienia nieformalnych więzi zaufania między pracownikami. W tym kontekście istotne jest pojęcie kapitału społecznego określanego jako zespół nieformalnych wartości i norm, które uznają członkowie danej grupy i które umożliwiają im współpracę (Fukuyama, 2000). Jego podstawowe wartości w przypadku organizacji opierają się na takich cechach jak zdolność do współpracy pomiędzy ludźmi i pracownikami, do kompromisu i dialogu, społecznej wiarygodności (Marek, 2000).

- pogorszenia się stanu wiedzy instytucjonalnej.

Mówiąc dalej o otaczającej nas dynamicznej rzeczywistości organizacyjnej warto odnieść się do francuskiego socjologa – Michela Crozier, który te zjawiska dezindustrializacji scharakteryzował jako sytuację, w której tradycyjny przemysł pozostanie, ale zniknie logika dotychczasowego społeczeństwa przemysłowego, a więc: zmienia się struktura zatrudnienia, wzrasta rola nowoczesnej technologii i usług, procesy globalizacji gospodarki, zagrożenie stabilności dużych firm. To z kolei będzie determinować nową logikę działania, która będzie opierać się na: zdolności do tworzenia innowacji w sferze produktów, techniki ale i relacji międzyludzkich, wzrastającej roli kapitału ludzkiego oraz zmiany doboru ludzi w organizacjach- będzie liczyć się umiejętność działania, a nie dyplomy (Crozier, 1993).

Opisane powyżej zjawiska stanowią wyzwania dla liderów zespołów i determinują wiele konsekwencji dla codziennego funkcjonowania życia biznesowego zespołów w postaci chociażby:

- swoistej *modę na zainteresowanie zespołami* jako użytecznymi narzędziami w osiąganiu celów firmy. W efekcie można dziś zauważyć swoistą „modę na zespół” w wielu firmach- zespoły często są tworzone odgórnie, liderzy takich zespołów mają narzucony skład uczestników i określone rezultaty do osiągnięcia. Wobec powszechnej „mody na zespoły” menedżerom nie wypada powiedzieć, że nie lubią lub nie chcą pracować w danym zespole, w rezultacie deklarują, że im taka sytuacja odpowiada, ale czy na pewno tak jest w rzeczywistości czy to tylko deklaracja? Taką sytuację deklaracji opisuje w case study Ed Carpenter z Intela, kiedy to rozpoczął sesję ze swoimi zespołem nad poprawą efektywności współpracy: członkowie ścisłego kierownictwa optymalizowali funkcjonowanie swoich działów, lecz nie orientowali się na dobro całej organizacji. Prawie nie rozmawiali ze sobą i rzadko starali się wyobrazić sobie, jak mogliby sobie nawzajem pomagać. Jak powiedział później któryś z moich menadżerów, nie troszczyli się w gruncie rzeczy o sukcesy innych” (Senge, 2013);

- wzrostem zainteresowania *zjawiskami zachodzącymi w zespołach* w kontekście ich skuteczności (np. synergia, zjawiska psychologiczne typu rozproszenie odpowiedzialności, działania w zespołach międzygeneracyjnych),

badaniami nad możliwościami wzrostu skuteczności zespołów i przyczynami ich porażek bądź niezadowalającej efektywności, ale także znaczącym w ostatnich dwóch latach zainteresowaniem zespołami rozproszonym, pracą zdalną w ramach zespołów (co należy pojmować w dużej mierze jako rezultat pandemii i przymusowego przejścia na tryb pracy zdalnej wielu pracowników, uczniów, studentów). W tym wypadku możemy mówić o tzw. zespołach 4D. Skrót ten oznacza zespoły: zróżnicowane (diverse), rozproszone (dispersed), dynamiczne (dynamic) i zdigitalizowane (digital) (Haas, Mortensen, 2016);

- rosnące zainteresowanie kluczowymi *kompetencjami menedżerskimi koniecznymi do budowania i zarządzania zespołami*. Józef Penc uważa, że od skutecznych menedżerów wymaga się przede wszystkim predyspozycji do kierowania ludźmi – ta najważniejsza dziedzina zarządzania nigdy bowiem nie była tak trudna, jak obecnie” (Penc, 2005).

Kluczowymi kompetencjami związanymi z zespołami przedstawiono na rysunku (rysunek 1).

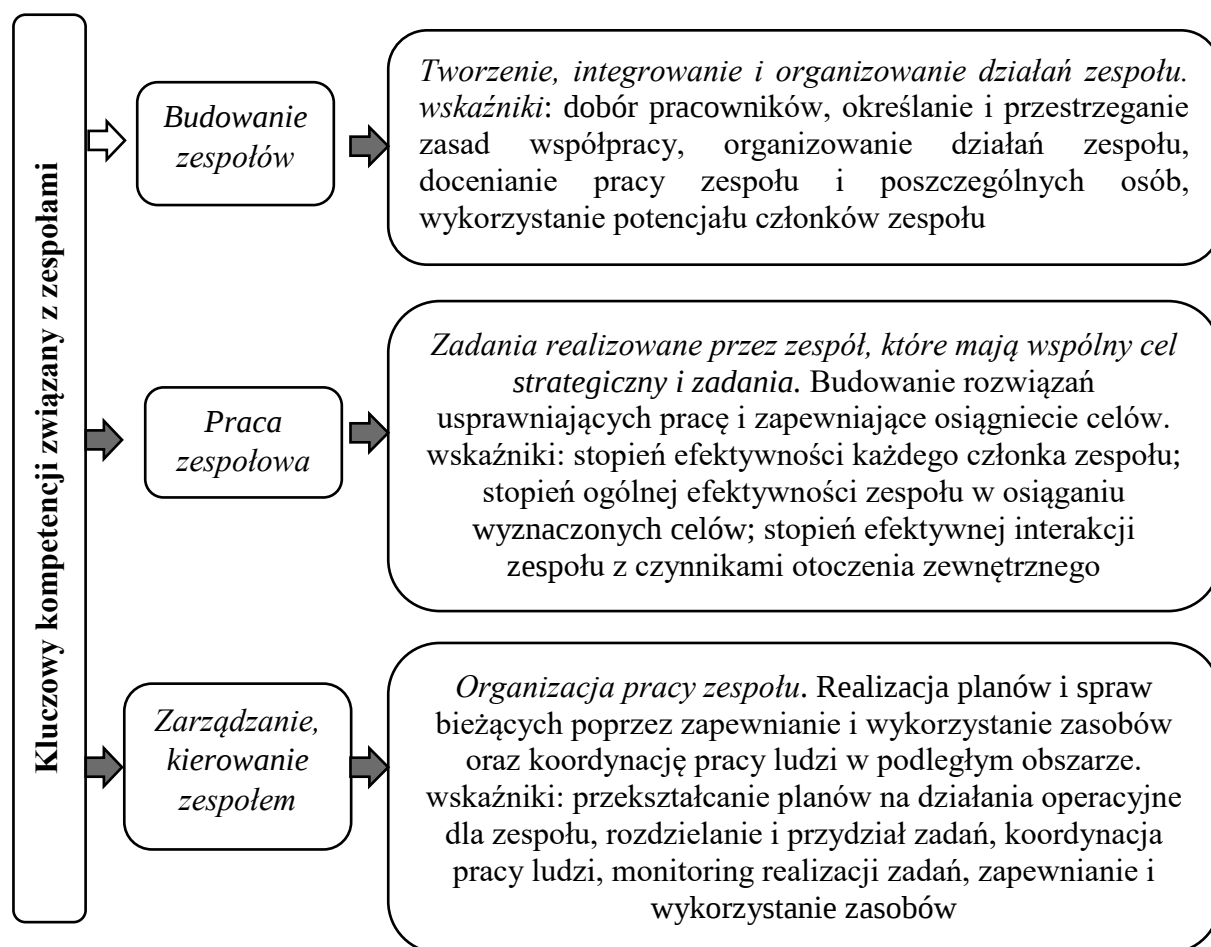
- wzrostem zainteresowania różnego rodzaju szkoleniami, kursami, webinarium omawiającymi zasady budowania zespołów i liderstwem. Warto jednak zwrócić uwagę, że uczenie współpracy zespołowej może przebiegać niejako „przy okazji” stworzonej przez właściwy klimat zwany organizacją uczącą się. Wtedy menedżerowie mają okazję nabywać nowe umiejętności, bo pole do tego tworzy organizacja. Zdaniem Etienne Wengera, procesy uczenia się (także współpracy zespołowej) w nowoczesnych organizacjach nie mogą być rozumiane jako proces indywidualny jednostki, ale powinny zakładać: uczenie się jest dla człowieka czymś równie naturalnym co jedzenie czy spanie; człowiek uczy się bezwiednie poprzez aktywne uczestnictwo w życiu różnych grup społecznych (Evans, 2005).

Teoretyczne badania i praktyczne doświadczenie pozwalają zasugerować kluczowe parametry przewagi dzisiejszych zespołów – wybrane wskazówki dla menedżerów.

a. Jasne wyznaczenie celów (ale także elastyczna nieustępliwość).

Wyznaczanie klarownych celów (krótko i długoterminowych) ma szczególne znaczenie w sytuacji pracy zdalnej, zarówno dla zespołu (cele zespołowe) jak i dla pojedynczych pracowników – członków teamu.

Kiedy przez dłuższy czas pracujemy samodzielnie we własnej przestrzeni, nie mając bezpośredniego kontaktu fizycznego z innymi członkami zespołu, rośnie ryzyko nie tylko osłabienia tych więzi zespołowych, ale także pewnej demotywacji czy rozproszenia uwagi. Dlatego jasny cel zakomunikowany i regularnie przypominany przez lidera daje poczucie stabilizacji członkom zespołu. Cel staje się swoistą latarnią morską – punktem odniesienia dla pracowników wpływających do wspólnego portu.



Źródło: opracowane przez autorów.

Rysunek 1. Kluczowymi kompetencjami związanymi z zespołami

Mówiąc o celach, nie sposób nie odnieść się do akronimu SMART. Warto wspomnieć, że oprócz wielu kombinacji tego akronimu w oryginale opisanym przez Georga T. Dorana w 1981r. SMART oznaczał kolejno:

- *Specific*: specyfika – ogólne cele nie wystarczą, dlatego trzeba konkretnie i jednoznacznie określić, co się chce osiągnąć.
- *Measurable*: mierzalność – konieczne jest zastosowanie określonych kryteriów, aby ocenić postęp w osiąganiu wyznaczonego celu.
- *Assignable*: wykonalność – analiza realności osiągnięcia założonego celu, porównanie czasu, wysiłku i kosztów z oczekiwanymi korzyściami i innymi priorytetowymi zadaniami przedsiębiorstwa.
- *Realistic*: trafność – istotność celu w szerszej organizacji.
- *Time-related*: ograniczenia czasowe: czas – określenie docelowej daty i zadanie konkretnych pytań o to, co można zrobić w tym okresie.

Właśnie w kontekście celów ten trzeci element SMART – «assignable» jest szczególnie istotny w analizie efektywności zespołu. Warto podkreślić, że jako

lider zespołu zdalnego powinien wyznaczyć jasny cel dla zespołu, ale jednocześnie w ramach tego celu ogólnego wyznaczyć konkretne podzadania (podcele) dla poszczególnych osób. Dzięki temu unikniesz ryzyka tzw. rozproszenia odpowiedzialności.

Przygotowując cele dla zespołu warto przypomnieć, że «w krótkim okresie liderzy mogą być efektywni, nawet jeśli skupią się tylko na osiąganiu celów. prawdopodobnym rezultatem takiego podejścia będzie jednak pogorszenie się poziomu czynnika ludzkiego w organizacji. Koncentracja tylko na wynikach sprawia, że zapomina się o morale i zadowoleniu z pracy swoich pracowników (Blanchard, 2007).

Ważnym elementem przy planowaniu celów zespołowych jest także elastyczna nieustępliwość. Działanie to najczęściej jest opisywane jako jedna ze strategii działania w sytuacji konfliktowej, a polega na obniżaniu napięcia i podejmowaniu dialogu z przeciwnikiem po to, by określić zadowalające obie strony sposoby rozwiązania sporu. Jednocześnie zakłada się, że z pewnych celów i interesów nie można zrezygnować. Elastyczność polega na tym, że jedna ze stron odmawia prowadzenia ogólnych dyskusji moralnych na temat przeciwnika. W związku z tym oczekuje się, że druga strona przyjmie taką samą reakcję, co doprowadzi do pewnych zasad pojednania. Takie działania mogą zmniejszyć konflikt, który może przybrać większą skalę.

Mówiąc o elastycznej nieustępliwości chodzi o sytuację, gdy ważne jest osiągnięcie określonego celu (i tutaj jesteś nieustępliwy), ale jako lider pozwalasz na znajdowanie różnych dróg dojścia do tego celu (tutaj jesteś elastyczny, pozwalasz członkom zespołu na poszukiwanie własnych rozwiązań – oczywiście zgodnie z obowiązującym prawem zasadami współżycia społecznego, obowiązującymi zasadami w firmie czy wyznacznikami kultury organizacyjnej). Zasada ta świetnie sprawdza się w momencie, gdy masz w zespole samodzielnych, doświadczonych pracowników, których motywuje tworzenie nowych rzeczy, lubią się motywować, inspirować, rozwijać i uczyć się, a nie satysfakcjonuje ich powtarzalność zadań. Warto w tym miejscu przypomnieć sobie nieco już chyba przez praktyków zapomnianą koncepcję zarządzania sytuacyjnego Paula Herseya i Kennetha Blancharda. Zakłada ona dostosowanie sposobu zarządzania w zależności od stopnia rozwoju i samodzielności pracownika. Model elastycznej nieustępliwości doskonale sprawdza się z pracownikami na poziomie S1 i S4 (określani w terminologii Blancharda jako Praktyk i Ekspert).

b. Jasne zasady komunikacji (indywidualnej i w grupie) i otwartość w komunikacji.

Skuteczna komunikacja w zespole stanowi kręgosłup jego funkcjonowania. Jak pokazuje praktyka oraz badania prowadzone nad zespołami, właśnie forma komunikowania, opracowane jasne zasady wymiany poglądów i otwartość w

prezentowaniu swojego zdania stanowi podstawę sukcesów zespołów. Właściwą formę komunikowania łatwiej utrzymać w zespołach pracujących ze sobą bezpośrednio, dlatego faktycznym wyzwaniem dla teamleaderów zespołów pracujących zdalnie jest wypracowanie takiej kultury komunikowania z zastosowaniem odpowiednich narzędzi (np. komunikatorów), które przynajmniej przybliżą (bo na pewno nie zastąpią) w jakiś stopniu osoby z zespołów do siebie w sprawach wzajemnego zaufania, odczytywania komunikatów nie tylko werbalnych ale i pozawerbalnych – w przypadku komunikacji za pośrednictwem narzędzi jesteśmy tych możliwości po prostu pozbawieni. Zyskujemy szybkość i wygodę kontaktów kosztem ich prawdziwości, faktycznego zrozumienia głębi, motywów czy intencji rozmówcy. Tym bardziej ważna staje się forma wypowiedzi – jak podkreślają autorzy badań zrealizowanych na MIT «wydaje się niemal absurdalne, że sposób komunikowania się jest o wiele ważniejszy dla sukcesu grupy niż treści, które przekazujemy» (Pentland, 2012).

c. Planowanie pracy dla siebie i innych (*do tego wspólne narzędzia, organizacja dnia pracy*).

Zarządzanie zespołem pracującym zdalnie to duże wyzwanie jeśli chodzi o organizację pracy. Kluczowymi sprawami są:

- ustalenie wspólnych dla wszystkich metod organizacji pracy zdalnej. Celem jest zapewnienie np. wspólnych godzin, gdy wszyscy są dostępni, ustalenie stałych godzin telekonferencji czy zasad prezentacji postępów pracy, przygotowania do zebrań online. Efektem ma być wytworzenie pewnych rytuałów pracy zdalnej dla zespołu;

- dobranie właściwych, optymalnych narzędzi (oprogramowania) wspierających realizację działań zespołowych w ramach pracy rozproszonej;

- zapewnienie uczestnikom odpowiednich kompetencji w zakresie samodzielnej organizacji czasu pracy (kompetencje z zakresu zarządzania sobą w czasie wraz ze znajomością technik typu: ustalanie priorytetów, matryca Eisenhowera). Jest to bardzo ważne, bowiem praca zdalna wiąże się z koniecznością wysokiego poziomu automotywacji. Często praca zdalna wiąże się z wysokim poczuciem zadaniowości i pojawia się możliwość, że pracownik opłacany wynagrodzeniem za godziny realizuje swoje zadania poza standardowymi godzinami (z racji np. tego że wygodniej mu się pracuje w nocy lub w ciągu dnia nie ma możliwości swobodnej pracy z domu) i nie jest wtedy w pełni dostępny dla pozostałych członków zespołu lub pracuje krócej. Często bowiem elastyczny czas pracy (jeśli taki włączymy w pracę zespołu zdalnego) jest traktowany jako możliwość krótszego czasu pracy.

Powyższe działania związane z organizacją metod pracy i narzędzi mają szczególne znaczenie, gdy: zespół rozpoczyna prace w trybie całkowicie zdalnym bądź hybrydowym (i nie ma wcześniejszych doświadczeń w tym

zakresie); w zespole są młodzi stażem pracownicy (wg koncepcji Blancharda na poziomie S1 i S2), niezintegrowani z innymi członkami zespołu.

WNIOSKI. Kryzysy, których doświadcza dziś ludzkość, stwarzają niezwykle trudności w podejmowaniu skutecznych decyzji dotyczących zarządzania zespołem. Zespoły muszą szybko integrować dostępne informacje, aby na miejscu podejmować świadome decyzje i aktualizować swoje decyzje w miarę pojawiania się nowych informacji. Ponadto podejmowanie właściwych decyzji jest trudne, ponieważ wymaga poświęceń dla dobra wspólnego, wreszcie realizacja podjętych decyzji nie jest łatwa, ponieważ wymaga wytrwałości w obliczu silnej presji społecznej.

Przedstawione wnioski i pomysły mogą stanowić pewną inspirację dla menedżerów, w jaki sposób świadomie budować skuteczne zespoły w oparciu nie tylko o powszechnie znane koncepcje, ale przede wszystkim z dużym wyczuleniem na kwestie związane z komunikacją w zespole. Jesteśmy przekonani, że tematyka będzie się dynamicznie rozwijać. W jakim kierunku – będzie zależeć od menedżerów. W tym miejscu warto zacytować klasyka zarządzania Petera Druckera: «najlepszą metodą przewidywania przyszłości jest jej tworzenie». Tak więc skuteczność działań menedżerów będzie w dużej mierze zależała od nich samych.

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USING THE LEAN MANUFACTURING METHODOLOGY TO IMPROVE THE QUALITY OF THE ENTERPRISE'S BUSINESS PROCESSES

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Formulation of the problem. In the conditions of global competition, lean production acquires special importance. For enterprises all over the world, the only way to survive in the market is to produce goods and provide services that most fully satisfy the demands of consumers, while using advanced management methods and technologies. Lean manufacturing is one of the modern tools of production organization and management technology, which is used to improve the quality of products and services, the most complete satisfaction of consumer needs, while ensuring a careful attitude to the company's resources and their savings.

The purpose of the study is the further development of methodological, methodical and practical approaches to the concept of Lean manufacturing to improve the quality of the enterprise's business processes.

Research methods. The research used scientific methods, such as theoretical generalization, comparison, analysis, synthesis.

Result. In the process of research, a comparison of traditional business management and the concept of lean production was made and revealed. that the concept of lean production has such advantages as the transition from centralized, vertical management to horizontal, involvement of all employees in the process, teamwork, focus on rational use of resources. The concept of lean production is aimed at eliminating the following main types of losses: overproduction

of goods; waiting for raw materials, semi-finished products, necessary service information; unnecessary movement of materials; redundant processing steps arising due to errors in the design of business processes; excessive stocks and business processes leading to their occurrence; unjustified rotation of personnel in the work process; production of waste; underutilization of employees' creative potential.

Conclusions. Six main elements and 52 components (requirements) of Lean manufacturing are defined based on the SAE J4000 standard for more successful application of lean manufacturing ideas in practice production to analyze the levels of implementation of lean manufacturing methodology components and elements. The main elements of the concept of lean manufacturing, the development and improvement of which should be focused on, are: company management and trust in it; enterprise personnel; information environment; chain "supplier – organization – consumer"; product; business processes. An important role in the concept of lean manufacturing is played by the 5S ordering system and the system of general maintenance of TPM equipment .

Keywords: lean manufacturing; losses; flow of value creation; 5S ordering system; system of general maintenance of TPM equipment; SAE standard J4000.

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10	0	2

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ВИКОРИСТАННЯ МЕТОДОЛОГІЇ LEAN PRODUCTION ДЛЯ ПІДВИЩЕННЯ ЯКОСТІ БІЗНЕС-ПРОЦЕСІВ ПІДПРИЄМСТВА

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Постановка проблеми. В умовах глобальної конкуренції бережливе виробництво набуває особливого значення. Для підприємств усього світу єдиним шляхом виживання на ринку є виробництво товарів та надання послуг, які найбільш повно задовольняють вимоги споживачів, використовуючи при цьому передові методи та технології менеджменту. Бережливе виробництво є одним із сучасних інструментів організації виробництва та технологією менеджменту, яке використовується для підвищення якості продукції та послуг, найбільш повного задоволення потреб споживачів, одночасно забезпечуючи бережливе ставлення до ресурсів підприємства та їх економію.

Метою дослідження є подальший розвиток методологічних, методичних і практичних підходів до концепції Lean production для підвищення якості бізнес-процесів підприємства.

Методи дослідження. В дослідженні використано наукові методи, такі як теоретичне узагальнення, порівняння, аналіз, синтез.

Результат. Проведено порівняння традиційного ведення бізнесу і концепції бережливого виробництва та виявлено, що концепція бережливого виробництва має такі переваги як перехід від централізованого, вертикального управління до горизонтального, залучення до процесу усіх працівників, командна робота, зосередженість на раціональному використанні ресурсів. Концепція бережливого виробництва націлена на

ліквідацію таких основних видів втрат: надвиробництво товарів; очікування сировини, матеріалів, напівфабрикатів, необхідної службової інформації; непотрібне переміщення матеріалів; зайві етапи обробки, що виникають через похибки в проектуванні бізнес-процесів; надмірні запаси і бізнес-процеси, що ведуть до їх виникнення; невиправдана ротація персоналу у процесі роботи; виробництво браку; недовикористання творчого потенціалу співробітників.

Висновки. Для успішнішого застосування на практиці ідей бережливого виробництва на основі стандарту SAE J4000 визначено шість основних елементів і 52 компоненти (вимоги) Lean production для аналізу рівнів впровадження компонентів і елементів методології бережливого виробництва. Основними елементами концепції бережливого виробництва, на розвиток та удосконалення яких потрібно зосереджувати увагу, є: менеджмент компанії та довіра до нього; персонал підприємства; інформаційне середовище; ланцюжок «постачальник – організація – споживач»; продукція; бізнес-процеси. Важливу роль в концепції бережливого виробництва відіграють система упорядкування 5S та система загального обслуговування устаткування TPM.

Ключові слова: бережливе виробництво; втрати; потік створення цінності; система упорядкування 5S; система загального обслуговування устаткування TPM; стандарт SAE J4000.

Introduction. In the conditions of globalization and international division of labor, lean manufacturing acquires significant importance. For enterprises all over the world, the only way to survive on the market is to produce goods and provide services that best satisfy the demands and wishes of consumers, while using advanced management technologies, in particular, lean manufacturing as a management technology that ensures the rational use of the company's resources.

Resources and methods. In the domestic and foreign economic literature, the problems of improving the activities of enterprises based on the implementation of lean manufacturing have not yet been fully covered. The most famous are the works of James Womack and Daniel Jones (2003), Sigeo Shingo and Andrew Dillon (2019), Michael George (2002), Oleksandr Momot (2007), Taiichi Ohno (2019) and others. Today, there is a trend of growing interest in this problem in science and practice to ensure the sustainable development of enterprises. The competitive struggle in global markets prompts enterprises to search for modern, effective approaches to enterprise management, in particular to the use of lean manufacturing. Further development is needed to clarify the methodological foundations and practical principles of lean manufacturing and to determine possible directions for the use of this concept by companies, taking into account world experience.

Results and discussion. Currently, thousands of enterprises around the world are armed with lean manufacturing methodology. Lean manufacturing is an effective management concept that has its origins in Toyota company and the essence of which is the optimization of business processes due to the maximum orientation to the market interests and needs of the client, the constant elimination of all possible types of losses and consideration of motivation of each employee. This includes the process of involvement in the optimization of every employee's activity and is fully oriented towards the consumer. The implementation of the concept of lean manufacturing allows solving several key problems that most enterprises constantly face: to achieve high quality at minimum costs, to reduce the products creation time, to avoid overproduction, to regulate supply issues.

The purpose of Lean manufacturing methodology consists in building a production capable of quickly responding to the changing demands of consumers and making profit in any market change, including in the event of a drop in demand; creation of a perfect production system, which would instantly deliver the necessary products upon receipt of an order, and at the same time, there would be no accumulation of intermediate stocks. Lean manufacturing is one of the main components of the Japanese kaizen management system. Differences between traditional business management and the Lean manufacturing concept are shown in Table 1.

Table 1

**Differences between traditional business management and
Lean manufacturing concepts**

Characteristics	Traditional approach	Lean manufacturing
Goal	Execution of indicators	Continuous improvement
Priorities	Orientation on the result	Orientation to immediate improvement processes and results
Production management	The method of separation and detailing of operations is used with the determined cost of each process	Operations are built into a flow, the speed of production is regulated by the cycle time, exactly corresponding to the existing demand
Work planning	The process of supply of components and priorities of production in shops are determined with the help of "pushing" planning systems	Components from previous operations are "extracted" by the system if necessary, production priorities are determined by the sequence of extraction
Organization of production	Production is lined up in large batches to reduce the number of adjustments, there is no flexibility	Shortened reconfiguration time, which makes it possible to work in small batches and quickly change to another product
Fulfilment of the order	Long order fulfilment time, reference for large volume orders	Fast execution of orders of any volume and range
Management culture	Management is busy solving current problems, working with indicators	Management prevents the causes that cause difficulties
Approach to solving problems	When problems arise, they look for the culprits in order to punish them	When problems arise, everyone asks the question "How to fix the situation?"
The role of the manager	Head	Mentor
Attitudes towards staff	Employees are one of the cost items	Employees influence the effectiveness of the company's results

Source: developed on the basis of (Kharchenko and Romaniuk, 2016; Momot, 2007; Monder, 1983; Tricker, 2020).

A peculiar starting point in this matter is the transition from centralized, vertical management to horizontal management, with the involvement of all employees in the process. In other words, the cornerstone of the lean manufacturing philosophy is teamwork. In traditional management, teamwork means corporate meetings, corporate charter, joint discussion of tasks, etc. This is not enough for lean manufacturing. Ideally at enterprises implementing Lean manufacturing, it is necessary to create an atmosphere "like in a family", where everyone helps each other and does without punishments (punishments are prohibited in the Lean concept).

According to the Institute of Lean manufacturing, the implementation of these approaches allows to reduce on average: the duration of the production cycle – by 50%, the volume of work in progress – by 60%, the number of cases of overproduction – by 70%, the required area – by 30%, time required for reconfiguration of equipment – by 65%.

According to the philosophy of lean manufacturing, if there is a problem, the cause should not be sought in the employee, but in the system. Ideally, all business processes at the enterprise should be built in such a way that it is simply impossible to make a mistake. Relationships with clients are built in a similar way. For an enterprise that works according to the principles of lean manufacturing, customers and suppliers are not a source of income, but friends, almost relatives. Therefore, to successfully implement the philosophy of lean manufacturing, many companies often have to radically change the foundations of their corporate culture.

So, the concept of lean manufacturing is focused on avoiding the following main types of losses:

- overproduction of goods when the demand for them has not yet arisen;
- waiting for raw materials, semi-finished products or necessary service information;
- unnecessary movement of materials (for example, due to suboptimal logistics chains of the workshop);
- extra stages of processing arising due to errors in the design of the business process;
- excessive stocks and business processes leading to their occurrence;
- unjustified rotation of personnel in the work process;
- production of waste;
- underutilization of employees' creative potential.

Avoiding the prerequisites for the appearance of certain types of losses allows you to reduce the time and level of costs to minimum. To combat losses, lean manufacturing offers a whole set of approaches.

For example, a description of the flow of value creation to identify "bottlenecks" in the production process; pulling (cascade production system, in which the shop or production area does nothing until the shop-consumer, located further along the technological chain, reports its need for components); production of parts or semi-finished products in small batches. But the main fight against losses begins in the literal sense from every workplace in the enterprise and with the implementation of the principles of the 5S system – one of the main "bricks" of the lean manufacturing methodology: sort, straighten, shine, standardize, sustain.

For more successful application of lean manufacturing ideas in practice, the Society of Automotive Engineers (SAE) developed the SAE J4000 standard and

a guide to implementing this methodology. The standard defines six main elements and 52 components (requirements) of Lean manufacturing and includes evaluation criteria to determine the levels of implementation of components and elements of the lean manufacturing methodology.

So, among the six main elements of the concept of lean manufacturing, most authors single out:

- company management and trust in it;
- personnel of the enterprise;
- information environment;
- chain "supplier – organization – consumer";
- products;
- business processes.

Company management. The degree of importance of each of the elements in the process of implementing the lean manufacturing methodology is determined by the number of components. The first element of the system – management / trust – affects two key principles of the lean manufacturing methodology: horizontal management (constant two-way interaction between managers and subordinates) and the human factor (attention and respect for each employee, understanding his importance for the company). The role of management in the process of implementing the concept of lean manufacturing consists, first of all, in the ability to convey to the enterprise team the essence of the changes that are taking place, as well as how important the degree of participation in the process of each of the employees is for achieving the desired result. The requirements of the standard determine exactly how and in what sequence it should be carried out and how the results of the actions taken are evaluated.

Enterprise personnel. For a more successful implementation of the principles of lean manufacturing, the company needs to train its staff in the principles of Lean. For this purpose, training programs are being developed for all categories of employees, including newcomers. The curriculum includes training in lean manufacturing tools and evaluation criteria at all levels of the organization (participation in training programs outside of working hours is paid for separately). After training, instead of functional divisions, new structural units corresponding to value creation flows (products) are formed. Each team (unit) is responsible for its area of work and continuous improvement and has a certain set of powers within which it can act without interaction with senior management. Sometimes companies implementing Lean face rejection of what is happening from middle and junior staff. As a rule, this attitude is the result of ignorance and misunderstanding of the principles of lean manufacturing. The worst thing is when the implementation takes place by "directive from above", when there is an order, but no one knows what its purpose is. In order for the

implementation process to be successful and effective, it is very important that all staff are involved in the training. The company itself is primarily interested in this, because if people look at their work business processes in a new way, they themselves will find the right, more effective solutions.

Information environment. The third important element of lean manufacturing is information. For the successful implementation of Lean, the company's employees must receive complete and reliable information on all the main issues related to production, such as productivity, equipment downtime due to malfunctions, the level of defects, the injury rate, downtime due to waiting for supplies, the number of hours of overtime work. The information is provided both centrally – for the enterprise as a whole, and individually - for the work of each of the labour units - in real time, which facilitates the collection, systematization and analysis of the received data.

Chain "Supplier – organization – consumer". The "supplier – organization – consumer" element involves the direct participation of the first and third links of the chain in the development and analysis of projects, products, etc. already at the initial stages. For this purpose, representatives of customers and suppliers are included in the composition of project groups, which makes it possible to identify all "bottlenecks" and eliminate them already at the early stages of work on projects.

Production. The fifth element of lean manufacturing is the product. The development of the product and the process of its production is carried out by united groups representing all interested parties, unlike traditional mass production, when the project passes through several departments, and there are delays when moving between departments. Much attention is paid to the prevention of losses and the prerequisites for their occurrence. The development of the product and the production process is carried out accordingly, taking into account the life cycle of the product, the principles of DFM / DFA (design assessment for manufacturability) and lean manufacturing methodology. Development time is constantly measured and reduced, which is one of the key performance indicators. Strict adherence to the procedure for launching new products built on APQP (quality planning) allows you to reduce development and launch time by 50%.

Business processes. The implementation of the sixth element of lean manufacturing – business processes – to achieve the required result involves the use of the main Lean tools – 5S and TPM, extraction and visualization methods, and as a result, it comes down to one thing – the improvement of the production process. With a lean approach, products are not made for storage. Customer orders initiate production and the passage of work through the production system, work is performed only if it is a link in the pull chain. Pulling systems give greater flexibility in production, as they allow you to produce products in

different combinations. Customers know what and when they will receive. This makes demand more stable.

In accordance with SAE J4000, the effectiveness of the implementation of each of the components is evaluated depending on the degree of achievement of the result on a scale from 0 to 3. The zero level of implementation indicates that the component is absent or significant inconsistencies with the requirements of the standard are found. Level 1 – the component is present, but minor inconsistencies were detected during the inspection. Level 2 indicates that the component is present and implemented successfully. Level 3 (which is considered a best practice for Lean companies) indicates that the component is present, effectively implemented, and actively improving over the past 12 months.

The main goal of implementing the philosophy of lean manufacturing is to create the most efficient production system, and the main advantage of the methodology is small and quick-payback investments, which can be achieved thanks to its implementation. According to world practice, the implementation of the lean manufacturing methodology allows achieving stunning economic results:

- reduction of losses in production up to 75%;
- reduction of production costs up to 40%;
- reduction of the order fulfilment cycle by up to 50%;
- reduction of labour costs and labour losses up to 45%;
- reduction of stocks up to 80%;
- increase in production volume up to 50%.

The practical experience of implementing the concept of lean manufacturing shows the possibility and expediency of using individual tools for the development of an individual system of improving the efficiency of the enterprise, the use of which undoubtedly has advantages over the "blind" copying of the methodology in general (Table 2).

When implementing the concept of lean manufacturing, companies often make common mistakes. The main mistake is usually a technological approach to understanding the improvement of the enterprise. But the technological approach means the implementation of modern equipment without support from the management, that is, the approaches to the management of human resources remain unchanged. Therefore, the management should avoid such a view of the concept and apply a management approach that considers the process of production optimization as a search for "weak spots", and later the introduction of appropriate technologies in accordance with the emerging need. Also, typical mistakes are misunderstanding the role of management in the implementation of a lean manufacturing system, insufficient flexibility of such a system, changing

jobs without changing habits, collecting data but not using it further, constant analysis of the situation, instead of constant improvements.

Table 2

Practical aspects of implementing the concept of lean manufacturing

Problem	Decision	Result
Significant stocks, long order fulfilment cycle, high level of defects, losses	Lean manufacturing implementation program	↑ Efficiency ↑ Speed ↓ Stocks ↓ Delivery terms
Unsatisfactory process indicators, presence of hidden losses	Blitz-kaizen of a specific process	↑ Target indicator ↓ Losses
The process or product is too complex, too expensive, or too slow	Radical process changes to ensure rapid value creation with less waste (kaikaku)	↓ Losses ↓ Expenses ↓ Speed
Unknown causes of existing problems, lack of understanding of their solutions	Diagnostics of the enterprise to identify the main problems and their causes, determine further actions	√ Awareness of the problem √ Awareness of reasons √ Further actions
An improvement strategy exists, but its implementation is unsuccessful, changes are ineffective or too slow	A change management program to implement improvements or implement a new strategy	↑ Changes ↑ Results √ Achieving goals
Inefficient workplaces, unsatisfactory level of production organization	Creating efficient workplaces and production areas to improve production and office processes	↑ Stability ↑ Discipline ↑ Transparency ↓ Losses
Losses of production capacity due to frequent downtimes, high costs of maintenance and repair of equipment	Implementation of the TPM system to maintain it in good condition and reduce maintenance costs	↓ Downtime ↓ Expenses ↑ Productivity
Inflexible processes and production in large batches, which worsens the response to consumer requests	Implementation of the principles of "extraction" in production and rapid reconfiguration of equipment	↓ Lot size ↓ Stocks ↑ Speed ↑ Flexibility
Unstable, unpredictable work results, process management is complicated	SDCA cycle tools to stabilize and standardize processes	↑ Stability ↑ Controllability ↑ Efficiency ↑ Speed
Employees lack the skills and knowledge to improve business processes at the enterprise	Training programs for the concept of lean manufacturing	↑ Knowledge ↑ Motivation ↑ Indicators ↓ Losses

Source: developed on the basis of (Kharchenko and Romaniuk, 2016; Momot, 2007; Hammar, 2021; Shingo and Dillon, 2019).

Separately, we can note the relevance of the implementation of the concept of lean manufacturing not only for profitable enterprises, but also for organizations facing difficulties, since the concept is focused on improving basic processes without involving additional investments. It is only necessary to have knowledge of lean technology, as well as to have the skills of practical application of knowledge, that is, no material resources are needed. In fact, many companies start using lean technologies already after new equipment or technologies do not achieve the expected result. And even though technology involves the entire company, it's usually in the form of small focus groups. But one must be aware that the use of lean manufacturing methods will naturally not provide an instant increase in turnover, because lean technology works together with proper capital management and cost reduction.

Conclusions. Lean manufacturing as an approach to improving management is based on the principles of total quality management. In unstable market conditions, providing value to the consumer and saving all kinds of resources, which lean manufacturing strives for, makes it possible to win in the competition. For more successful application of lean manufacturing ideas in practice, based on the SAE J4000 standard, six main elements and 52 components (requirements) of Lean are defined to analyze the level of implementation of components and elements of the lean manufacturing methodology. The main elements of the concept of lean manufacturing, the development and improvement of which managers at all levels should focus on, are: company management and trust in it; enterprise personnel; information environment; chain "supplier – organization – consumer"; product; business processes. An important system-forming role in the concept of lean manufacturing is played by the 5S ordering system and the system of general maintenance of TPM equipment.

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COMPONENTS OF SERVICE-DOMINANT LOGIC IN B2B MARKETING

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Introduction. In the dynamic landscape of contemporary business, the traditional marketing concept undergoes critique due to its limitations concerning B2B interactions. The incongruity between theoretical developments and practical market needs has spurred the emergence of supplementary marketing disciplines, such as service marketing, relationship marketing, etc. The fragmentation of marketing theory has necessitated the formulation of a unifying paradigm that encompasses a multitude of aspects and challenges inherent to modern economics.

Scholars S. Vargo and R. Lusch have proposed the concept of service-dominant logic as a unifying paradigm that emphasizes the central role of service, the concept of value, and co-creation as opposed to the mere exchange of products. In our view, within the debate regarding the role of service in marketing, attention should be directed toward the fundamental components of service-dominant logic, the role and influence of customers on value creation and service provision. Crucial questions include the alignment of market participants into networked structures (service ecosystems) and the search for sources of competitive advantage amidst rapid commoditization of almost any offering.

The hypothesis of the scientific research consists in substantiating the prevalence of

the service-dominant logic in B2B marketing compared to the traditional marketing concept and the decisive role of the customer experience as a source of competitive advantage.

The purpose of the study is to examine the components of the service-dominant logic, to identify key distinctions from the traditional marketing paradigm, and to substantiate the significance of the customer experience in B2B marketing.

The methodology of scientific research is general scientific research methods, including: induction and deduction, comparison, expert analysis, classification and description, evaluation grouping, and comparison methods.

Conclusions and prospects for further research. Theoretical provisions of the service-dominant logic and its key distinctions from the traditional marketing paradigm were analyzed. The importance of the customer experience in B2B interactions was substantiated. Further research should focus on empirical validation and implementation issues of service logic, customer experience management and the principles of creation and functioning of service network structures.

Keywords: service-dominant logic; customer experience; value co-creation; value proposition; resource integration; service ecosystem.

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СКЛАДОВІ СЕРВІСНО-ДОМІНАНТНОЇ ЛОГІКИ В B2B МАРКЕТИНГУ

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Вступ. У динамічному ландшафті сучасного бізнесу традиційна маркетингова концепція піддається критиці через свою обмеженість по відношенню до B2B взаємодій. Невідповідність теоретичних напрацювань і практичних ринкових потреб стимулювала виникнення маркетингових субдисциплін, як то маркетинг послуг, маркетинг взаємовідносин тощо. Розпорошеність маркетингової теорії створила запит на формування об'єднуючої парадигми, яка би врахувала якомога більше аспектів і викликів сучасної економіки.

Вчені С. Варго і Р. Лаш запропонували концепцію сервісно-домінантної логіки в якості об'єднуючої парадигми, що підкреслює центральну роль сервісу (послуги), концепту цінності і спільного створення на противагу простому обміну. На нашу думку, в межах дискусії навколо ролі сервісу в маркетингу слід звернути увагу на основоположні складові сервісно-домінантної логіки, роль клієнтів у створенні цінності і сервісної пропозиції. Важливими питаннями в сервісній логіці є об'єднання учасників ринку у мережеві структури (сервісні екосистеми), а також пошук джерел конкурентної переваги в умовах швидкої комодитизації майже будь-якої пропозиції.

Гіпотеза наукового дослідження полягає в обґрунтуванні переваг застосування сервісної логіки в B2B маркетингу на

противагу концепції маркетингу та визначенні клієнтського досвіду як джерела конкурентної переваги.

Метою дослідження є вивчення поняття і складових сервісної домінанти в B2B маркетингу, виявлення ключових відмінностей від традиційної парадигми маркетингу, а також обґрунтування важливості клієнтського досвіду в сервісній логіці.

Методологією наукового дослідження є загальнонаукові методи дослідження, зокрема: індукції та дедукції, порівняння, експертного аналізу, класифікації та опису, методи оцінювання, групування та порівняння.

Висновки та перспективи подальших досліджень. Проаналізовано теоретичні положення сервісно-домінантної логіки в B2B маркетингу та її ключові відмінності від традиційної маркетингової парадигми. Обґрунтовано важливість клієнтського досвіду в B2B взаємодії. Подальші дослідження мають бути спрямовані на емпіричну перевірку впровадження теоретичних засад сервісної логіки та управління клієнтським досвідом на B2B ринку, а також на вивченні принципів створення та функціонування сервісних мережевих структур.

Ключові слова: сервісно-домінантна логіка; клієнтський досвід; спільне створення цінності; ціннісна пропозиція; інтеграція ресурсів; сервісна екосистема.

Problem statement. With the evolution of markets and technologies, marketing concepts have changed. In the B2B context, personal attention to each customer, the development of mutually beneficial relationships, and avoiding direct confrontation with competitors have become the key condition and principle of successful economic activity. The need for a unifying marketing paradigm and understanding of the relevant sources of strategic advantage has become of paramount importance.

Analysis of recent research of the problem. Since the times industrial revolution gained momentum, economic, and later, marketing scholars and practitioners have engaged in extensive academic discussions in search of a marketing paradigm that would help to overcome the so-called marketing myopia when businesses focus excessively on their products or services and to correspond to the current stage of economic development (Kotler et al., 2017; Laburtseva, 2007).

There have been several attempts to integrate several dimensions of marketing. One of the examples is the concept of holistic marketing, which combines such disciplines as relationship marketing, integrated marketing, and socially responsible marketing, to create a more comprehensive approach to marketing management (Kotler and Armstrong, 2014). Integrated marketing communications is another contender for a unifying marketing paradigm. It emphasizes the importance of coordinating all communication efforts across various media channels to deliver a consistent and compelling brand message (Duncan and Caywood, 1996). Yet another approach represents a shift from transaction-focused marketing to relationship marketing, where long-term, mutually beneficial relationships between companies and customers are emphasized (Håkansson and Snehota, 1995).

Despite a rich plethora of concepts and paradigms, most of them can be characterized as either oriented on one-off transactions or one-sided marketing pressure on end customers or too resource-intensive and neglecting a broader audience due to focus on a subset of loyal customers. Therefore, under the conditions of commoditization, where product differentiations are increasingly challenging to sustain, further research is required on the applicable marketing theory that will allow to breach the divide between producer and consumer.

The purpose of this study is to explore the components of the service-dominant logic as a possible unifying marketing paradigm and the essence and role of customer experience in B2B marketing. The article will specify the definition and fundamental premises of the service-dominant logic, as well as its principal differences from the traditional marketing paradigm. This research will contribute to a better understanding of the concept of service and value co-creation in the B2B context. Additionally, the unifying nature of the service logic as a synthesis of customer-centric marketing, service marketing, network

theory, and relationship marketing will be studied. Finally, the article will uncover the importance of the customer experience as a differentiation factor in the competitive market.

Presentation of the main material. As it is known, marketing is a science in the process of development. With the evolution of markets and technologies, marketing concepts have changed. During the rapid industrialization of the 19th-20th centuries, concepts of production improvement prevailed, followed by product improvement due to market saturation, and finally, the concept of sales promotion when it became necessary to find sales stimulation tools in the face of increasing competition. The paradigm of traditional marketing, which gained popularity in the 1960s, was based on the interaction between the company and consumers to meet their needs (Laburtseva, 2007). According to it, the company plays a leading role in segmenting buyers into impersonal groups, identifying target segments, and focusing its marketing efforts on them. In the face of competition with competitors, companies often resort to one-sided pressure (media, advertising, promotions) to attract consumers and stimulate purchases, which often leads to a lack of feedback from consumers (Kotler, 1972). The aggressive use of resources and changing attitudes towards workers led to the emergence of the concept of social and ethical marketing, which aligns with the goals of sustainable development, where businesses must develop while preserving natural resources, adopting ethical attitudes towards partners, competitors, consumers, and improving the overall well-being of the society (Kotler and Armstrong, 2014).

The development of information and communication technologies (ICT) stimulated the creation of tools for information storage and rapid exchange, leading to the introduction of new concepts from the 1980s onwards, such as relationship marketing and partnership marketing. Personal attention to each customer, the development of mutually beneficial relationships, and avoiding direct confrontation with competitors became the key condition and principle of successful economic activity (Gummesson, 2008a). We can conclude that the traditional marketing paradigm lost its exclusive relevance after Kotler (2017) compared the vertical relationships between a brand and its customers, arising from traditional marketing, to the relationships between a hunter and his prey during a hunt.

In such conditions, the market formed conditions for the development of new marketing concepts, such as collaborative marketing, where the main goal is to retain consumers and partners through the joint creation of value and the establishment of effective feedback among all partnership participants (Shulhina and Savchenko, 2017).

Another approach that has emerged as a contrast to the traditional exchange logic is service-dominant logic (SDL), proposed by scholars S. Vargo and

R. Lusch in their collaborative work. In this concept, the foundation of marketing theory is service and the active engagement of customers in the value creation process. According to the authors, products are facilitators of service delivery, which is characterized as the application of resources, such as knowledge and skills, for the benefit of itself or another party, rather than an intangible outcome of labor (Vargo and Lusch, 2004). A service can be provided directly, like when a dentist extracts a tooth, indirectly through a product (pain relief through a pill) or through money, that is the right to future servicing (Lusch and Vargo, 2018).

SDL emerged in response to the shortcomings and limitations of the goods-dominant logic (GDL), which originated during the time of Adam Smith and was further developed by theorists of the neoclassical economic theory. In this logic, a clear separation is made between the roles of producers and consumers because, according to Adam Smith, “the sole purpose of production is consumption” (Smith, 1776/2002). This neoclassical model, based on the equilibrium of supply and demand through price, significantly influenced the emergence of academic marketing in the early 20th century (Vargo and Morgan, 2005). The focus on the characteristics and properties of goods, rather than on the outcomes, experiences, and relationships associated with their use, as well as the emphasis on one-time transactions involving the transfer of ownership rights to goods (transactional nature), are limiting factors of the SDL (Vargo and Lusch, 2004). Among its shortcomings, one can also add the failure to account for the fact that many goods are accompanied by services that enhance their value (customer support, after-sales service, customization options), and the disregard for intangible factors such as reputation, brand image, and trust, which also significantly influence how customers perceive value (Grönroos, 2008).

SDL in marketing is a theoretical framework that authors have gradually expanded through discussions in academic circles since 2004. It is based on eight (later expanded to eleven) foundational premises, which were then grouped by the authors into five axioms. Table 1 presents the five axioms of SDL.

Axiom 1 emphasizes the central role of services in all economic exchanges. It shifts the focus from products as the primary drivers of exchange to the provision of services that satisfy individual customer needs and preferences. By highlighting the importance of the customer experience during service delivery, service logic recognizes the dynamic nature of interactions with customers and underscores the significance of customization and personalization in modern marketing (Vargo and Lusch, 2016).

Axiom 2 characterizes the creation of value as always being a multi-sided process, albeit with an end beneficiary at the center who plays a crucial integrative (and evaluative) role in all cases. Examples include people participating in an online brand community or assembling furniture at home from a set of purchased components (such as IKEA furniture). However, it is

important to note that the customer doesn't always actively participate in creating value. Further it implies that the exchange of knowledge and skills for money and subsequent spending on necessary services obscures the true nature of economic activity, which primarily involves the direct exchange of applied knowledge and skills for needed services (Vargo and Lusch, 2016). As Kotler pointed out, "importance of physical products lies not so much in owning them as in obtaining the services they render." (Kotler, 1977). This perspective is complemented by the view of Prahalad and Ramaswamy, who consider products as "artifacts around which customers co-create experiences" (Prahalad and Ramaswamy, 2000).

Table 1

Axioms of the service-dominant logic

Premise		Explanation
Axiom 1	Service is the fundamental basis of exchange	The application of operant resources (e.g., knowledge and skills), "service" is the basis for all exchange. Service is exchanged for service
Axiom 2	Value is always cocreated by multiple actors, including the beneficiary	Implies value creation is interactional and combinatorial
Axiom 3	All economic and social actors are resource integrators	Implies the context of value creation is networks of networks (resource integrators)
Axiom 4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idiosyncratic, experiential, contextual, and meaning laden
Axiom 5	Value co-creation is coordinated through actor generated institutions and institutional arrangements	Institutions provide the glue for value cocreation through service-for service exchange

Source: generated by the author based on (Vargo and Lusch, 2004; Vargo and Lusch, 2008; Vargo and Lusch, 2016).

Axiom 3 resolves the conceptual problem of contrasting the notion of the "producer" as the creator of value against the notion of the "consumer" as the destroyer of value. Businesses should utilize their unique competencies in collaboration with other market participants, including customers, to effectively meet their demands. This way, all social and economic market participants (enterprises, individual customers, households, etc.) become resource integrators and service providers (Wieland et al., 2017). Such integration generates new resources, ultimately leading to technological development and market growth (Bettencourt et al., 2014). Consequently, specialized knowledge and skills (operant resources) become sources of strategic benefit. The focus on strategic benefit, combined with the "service for service" approach within the SDL, shifts business thinking from seeking competitive advantage to serving oneself through mutually beneficial service to others (Brodie et al., 2011).

According to Axiom 4, value signifies the level of well-being and sustainability of a system. Despite the fact that value is always co-created, meaning one market actor (e.g., a firm) cannot create and deliver value to another (e.g., a customer), the experience in each exchange occurs within a unique context. Therefore, each time the perception of the value of a service will vary depending on the recipient. The focus on experience entails a more holistic assessment in which the received resource is merely a contribution to something more comprehensive (Vargo and Lusch, 2016). Consequently, value propositions essentially promise potential benefit. These dynamic multi-sided (networked) narratives are continually changing and evolving over time due to actors (market participants) who modify or contextually reinterpret events before, during, and after the exchange (Bettencourt et al., 2014; North, 1991; Vargo and Lusch, 2016).

With Axiom 5, the authors establish that the co-creation of value is coordinated through institutions and institutional mechanisms created by actors. Institutions are rules, norms, beliefs, etc., created by humans that enable and constrain actions, making social life predictable and meaningful (Simon, 1957; Scott, 2008). In addition to promoting cooperation and coordination, institutions save cognitive resources, which is crucial since economic and social actors do not possess individual rational capabilities as idealized by neoclassical economic thought (“bounded rationality”, as first coined by H. Simon (1957). In SDL, institutions provide the building blocks “for increasingly complex and interconnected activities involving resource integration and service exchange in service ecosystems organized around shared purposes” (Ostrom, 2005; Vargo and Lusch, 2016). In this context, the concept of an “ecosystem” is borrowed from organizational ecology, evolved in 1940s, where the existence of various organizational forms (populations) results from “natural selection” in market conditions. Each population occupies its niche in the market, consisting of resources of various levels (social, economic, and political), in which a specific set of organizations can reproduce itself due to its competitive advantages over other populations (see, for example, Hannan and Freeman, 1977).

Building upon the foundational work of S. Vargo and R. Lusch, other scholars continued to develop and expand the conceptual framework of SDL. Grönroos (2008) contributed to the evolution of SDL by revisiting the concept of the service logic. His work emphasized the role of customers as active participants in the value creation process. According to this logic, a brand is the result of value co-creation with the involvement of all stakeholders and the firm, and marketing practices should shift from one-sided attempts to convince customers to engaging them as value co-creators along with suppliers, customer communities, and even prospect customers (Merz et al., 2009).

It's worth noting that researchers in B2B marketing have made a significant contribution to the gradual reconstruction of the traditional marketing

framework. In B2B context, the focus is on exchanging value, not just goods (Lindgreen and Wynstra, 2005; Ulaga, 2003), relationships and network organizations are seen as sources of value creation (Kothandaraman and Wilson, 2001; Moller and Torronen, 2003; Tuli et al. 2007), the phenomenon of exchange is viewed through the lens of building long-term relationships rather than one-off transactions (Berry, 1983), and quality is assessed based on customer satisfaction levels rather than prescribed standards (Grönroos, 1983). It is because all participants in economic exchange (producers, customers, consumers) are integrators of resources and service providers with the goal of (collaboratively) creating value, that the task of academic B2B marketing becomes less about defining differences from B2C marketing (derived demand, category management, B2B clients, etc.). Instead, according to Vargo and Lusch, the concept of A2A (actor-to-actor) marketing becomes more relevant (Vargo and Lusch, 2011). This perspective is shared by representatives of the Scandinavian marketing school such as scholars from the Industrial Marketing and Purchasing (IMP) Group (Håkansson and Snehota, 1995), as well as Håkansson, and Prencert (2004), and Gummesson (2006).

Therefore, as recognized by Vargo and Lusch, SDL represents their attempt to push marketing thought from fragmentation towards a more unified theoretical concept and structure. It can be noted that the SDL framework within the marketing system is seen as a synthesis of customer-centric marketing, service marketing, network theory, and relationship marketing.

Interaction between a firm and a customer was initially the subject of research in services marketing (Berry and Parasuraman, 1993). It later evolved into relationship marketing, which was formed based on services marketing and B2B marketing (Berry, 1983; Gummesson, 1994; Johns et al., 2009), as well as literature on self-service (Meuter et al. 2000). According to Grönroos (1994), the task of relationship marketing is “to identify and establish, maintain and enhance, and when necessary, terminate relationships with customers and other stakeholders, so that the objectives of all parties involved are met; and this is done by mutual exchange and fulfillment of promises”. After the relevant literature review, Harker (1999) identified seven conceptual categories of relationship marketing: orientation towards creating, developing, and sustaining relationships, longevity, interactivity (exchange, mutuality, cooperation), emotionality (trust, promises, commitments), performance and effectiveness (profitability, goal achievement). Thus, relationships can evolve into alliances (network organizations) rather than just supplier-customer relationships. Such interaction is successful when both parties gain a competitive advantage through shared resources (Hunt et al., 2002). Therefore, relationship marketing as a fundamental element of B2B marketing is not just about managing relationships to build loyalty and retain customers over the long term based on trust. Instead,

it focuses on the alignment of customer value for the firm and the firm's value proposition for the customer (Möller and Aino, 2000; Piven and Tkachenko, 2016). The customer focus is achieved by creating a promise (value proposition) and meeting the customer's expectations generated by that promise through value co-creation (Grönroos, 2009).

It can be observed from the literature that there is a close connection between SDL and services marketing, which can be explained by the necessity for direct contact between businesses and customers (Bitner, 1995; Grönroos, 2004), as well as the interactive nature of both concepts (Harker, 1999). In fact, services marketing is a discipline that first introduced the concept of relationship marketing in the 1970s after debates about the insufficiency of the traditional 4Ps marketing mix for services promotion (Möller and Halinen, 2000). In services, customers are active participants in the service provision and consumption that increases the importance of trust and commitment (Kelley and Davis, 1994). Therefore, we can note that both of these concepts are centered around the role of services in facilitating exchange. That is why within SDL, the customer is a prosumer, who co-creates value. What is more, according to the network theory, supplier-customer relations can be visualized and understood through dynamic networked structures and interactions among them (Gummesson, 2008b; Solntsev and Zhygalkevich, 2017). In the context of SDL, the creation of value occurs within service ecosystems and is a key factor in their emergence and evolution. A service ecosystem is a networked structure of mostly independent socio-economic entities that interact through institutions and ICT to collaboratively create service propositions and provide services to one another. The evolution and productivity of the system are stimulated through modern technologies and innovations (Gummesson, 2006).

As we can see, there are key commonalities between aforementioned marketing sub-disciplines and SDL. The concepts of value, co-creation, and effective collaboration, the use of operant resources, the formalization of interaction processes through service systems, and the application of IT tools such as CRM systems are intended to improve relationships and, ultimately, gain a competitive advantage.

As previously mentioned, a positive experience throughout the entire interaction cycle between the producer and the customer (before, during, and after the purchase) is a factor in the competitive advantage of the value proposition. However, in the scientific literature dedicated to SDL, although the importance of the customer experience is acknowledged, there is insufficient attention paid to the phenomenon of "experience." This is partly due to the limiting confusion especially in the context of entertainment events (Caroline and Sally, 2009; Vargo and Lusch, 2008). This inconsistency can be explained by the fact that the terms "customer experience" and "customer experience

management” (CEM) are often associated with sectors of the economy such as tourism, sports, retail, hospitality, and entertainment.

In the B2B market, customer experience can be generally characterized as the subjective feedback from the customer regarding direct and indirect interactions with the firm, including the phases of search, purchase, consumption, and after-sales service. Expectations for such collaboration revolve around the service, product, company, and brand. The supplier must understand and meet these needs while actively managing the interaction experience (Sytnyk, 2021). All physical actions, perceptual, and cognitive processes (such as perception, exploration, usage, memorization, comparison, and comprehension) contribute to the experience (Desmet and Hekkert, 2007; Tynan and McKechnie, 2009).

The discipline that establishes a set of approaches and tools for creating and sustaining an engaging, interactive, and, if necessary, entertaining experience is called experience marketing. It is designed to manage the processes during market interactions, from stimuli provided by the business (influence of the marketing mix, context, environment) to changes in customer behavior, their knowledge, or their attitude towards the proposition and the brand as a whole (Schmitt, 1999). According to Schmitt (2010), the key concepts of experience marketing include: 1) experience value; 2) types of experience; 3) the distinction between ordinary and extraordinary experiences; 4) experience touchpoints.

According to the consumer culture theory, individuals assign meaning to everything they encounter. Therefore, experience represents a significant connection between a person's perceptual activity and the life situation and holds special importance for them (Same and Larimo, 2012). An experience can lead to changes in a customer's attitude or behavior. Attitude consists of three components: cognitive (mental images, understanding, interpretations), affective (feelings, emotions), and conative (intentions, actions, behavior). When an attitude forms, the most common sequence that occurs one after another is cognitive-affective-conative processes. This sequence can shape a meaningful and relevant experience. A meaningful experience consists of feelings, knowledge, and beliefs (Leppiman and Same, 2011). Thus, a meaningful experience is broader than a particular one, which is primarily associated with emotions and feelings (i.e., impressions).

In B2B, prerequisites for a meaningful customer experience include ease of doing business (contracting, information exchange, interaction with staff through various communication channels), flexibility (the ability to personalize and customize propositions), continuous monitoring of customer opinions about the collaboration, and proactive correction of any unsatisfactory experiences. Such an approach should be based on mutual trust and strengthened by the

provider's openness and accessibility across all communication channels, as well as parties' team interdependence (Hollyoake, 2009). In practice, businesses receive feedback through customer satisfaction surveys, focus groups, and in-depth interviews. However, since feedback tools are not perfect or may not be used at all, it sometimes happens that only a portion of dissatisfied customers express their complaints. The result of undisclosed dissatisfaction is a decrease in customer retention levels. Network interaction in the B2B market can be effective within the supplier value chain but can be negative within the customer value chain (Gummesson, 2008b). The infrastructure, management and communication processes that emerge in many industries facilitate interaction between businesses and customers. This system allows consumers to express their expectations and pay for the desired experience (Prahalad and Ramaswamy, 2004), so customers, as prosumers, are co-creators of their own service experience (Schembri, 2006).

Shifting the focus from value-in-exchange to value-in-use with a service logic perspective requires consideration of the temporal aspect of experience: interaction with the customer can expand over time, encompass a large number of touchpoints, and involve interactions with multiple parties in the network and brand community, making it complex and costly to manage. A successful (meaningful) experience should have personal significance for the customer, be novel, contain an element of surprise, provide new knowledge and learning, and engage the customer (Poulsen and Kale, 2004). To turn a meaningful experience into the competitive advantage, service logic should include stages such as planning the desired experience, informing, structuring, and immersing the customer in it (Leppiman and Same, 2011). The development of ICT significantly facilitates the realization of these tasks.

In summary, we can state that the fundamental principles of SDL and the application of the open science approach by the authors, involving contributors from various marketing disciplines, have a synergistic effect on the development of B2B marketing. The incorporation of insights from experience marketing into the SDL paradigm will expand both theoretical and practical approaches to value proposition formation and co-creation of value within networked market relationships.

Research Findings and Prospects. Ongoing discussions surrounding new marketing concepts emphasize the need for continuous dialogue, empirical research, and the refinement of theory. Critical observations and alternative viewpoints that have arisen since the service-dominant logic paradigm was offered by the authors contribute to the evolution of marketing theory and practice. The integration with other theoretical foundations, such as customer experience management, relationship marketing, and behavioral economics, enhances our understanding of how organizations compete and create value

through service logic. Integration and application of resources within service ecosystems, creating a customer experience that stimulates changes in the behavior of service recipients and co-creators, form the basis for service provision and strategic advantage.

ABBREVIATIONS:

B2B is business-to-business.
B2C is business-to-consumer.
CEM is customer experience management.
CRM is customer relationship management.
GDL is goods-dominant logic.
ICT is information and communication technologies.
IMP is Industrial Marketing and Purchasing Group.
IT is information technologies.
SDL is service-dominant logic.

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ARCHITECTURE OF CONCEPTS OF SOCIAL RESPONSIBILITY OF HIGHER EDUCATION INSTITUTIONS IN THE EDUCATION SERVICES MARKET

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INTRODUCTION. The social responsibility of higher education institutions in the market of educational services is becoming increasingly important as educational institutions have an impact on the social, economic, and environmental environment. Understanding the significance of this issue is crucial for the development of a sustainable society.

RESEARCH HYPOTHESIS: The comprehensive utilization of the concepts of the green university, smart university, university promoting a healthy lifestyle, management of social and cultural diversity, management of historical and cultural heritage, the university's third mission, socially-oriented university, and university as a stakeholder organization contributes to enhancing the social responsibility of higher education institutions in the market of educational services.

THE AIM of this article is to investigate the impact of the comprehensive utilization of social responsibility concepts in the market of educational services on universities, with the goal of exploring their potential for sustainable development and fostering a harmonious social environment.

METHODS. This research employed analytical methods and a review of literature

and scientific publications to gather and analyze information on the concepts of social responsibility in higher education institutions.

FINDINGS. The findings of the research indicate that the comprehensive utilization of the concepts of the green university, smart university, university promoting a healthy lifestyle, management of social and cultural diversity, management of historical and cultural heritage, the university's third mission, socially-oriented university, and university as a stakeholder organization contributes to enhancing the social responsibility of higher education institutions in the market of educational services.

CONCLUSION. The comprehensive utilization of social responsibility concepts in higher education institutions holds significant potential for improving social and economic sustainability. Implementing these concepts facilitates the creation of a balanced environment where universities actively engage in societal life and foster the harmonious development of individuals.

KEYWORDS: social responsibility; green university; smart university; university promoting a healthy lifestyle; diversity management; heritage management; university's third mission; socially-oriented university; stakeholder organization.

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АРХІТЕКТУРА КОНЦЕПЦІЙ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ ЗАКЛАДІВ ВИЩОЇ ОСВІТИ НА РИНКУ ОСВІТНІХ ПОСЛУГ

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ВСТУП. Соціальна відповідальність вищих навчальних закладів у сучасному світі набуває все більшої ваги, оскільки освітні установи впливають на соціальне, економічне та екологічне середовище. Розуміння значення цього питання є ключовим для розвитку стійкого суспільства.

ГІПОТЕЗА ДОСЛІДЖЕННЯ. Комплексне використання концепцій зеленого університету, розумного університету, університету здорового способу життя, управління соціальною та культурною різноманітністю, управління історико-культурною спадщиною, третьої місії університету, соціально-орієнтованого університету та університету як стейкхолдер-організації сприяє підвищенню соціальної відповідальності вищих навчальних закладів на ринку освітніх послуг.

МЕТОЮ даної статті є дослідження впливу комплексного використання концепцій соціальної відповідальності на ринку освітніх послуг університетів з метою розкриття їх потенціалу для сталого розвитку та сприяння формуванню гармонійного соціального середовища.

МЕТОДИ. У даному дослідженні були використані аналітичні методи, вивчення літературних джерел та наукових публікацій для збору та аналізу інформації про концепції соціальної відповідальності вищих навчальних закладів.

РЕЗУЛЬТАТИ. Результати дослідження свідчать, що комплексне використання концепцій зеленого університету, розумного університету, університету здорового способу життя, управління соціальною та культурною різноманітністю, управління історико-культурною спадщиною, третьої місії університету, соціально-орієнтованого університету та університету як стейкхолдер-організації сприяє підвищенню соціальної відповідальності вищих навчальних закладів на ринку освітніх послуг.

ВИСНОВКИ. Комплексне використання концепцій соціальної відповідальності вищих навчальних закладів має значний потенціал для покращення соціально-економічної стійкості суспільства та сталого розвитку. Реалізація цих концепцій сприяє формуванню збалансованого середовища, де університети беруть активну участь у суспільному житті та забезпечують гармонійний розвиток особистості.

КЛЮЧОВІ СЛОВА: соціальна відповідальність; зелений університет; розумний університет; університет здорового способу життя; управління різноманітністю; управління спадщиною; третя місія університету; соціально-орієнтований університет; стейкхолдер-організація.

Problem statement. The social responsibility of higher education institutions in the market of educational services is of significant relevance in today's society. As universities play a crucial role in shaping the future workforce and influencing social and economic development, it is essential to understand and address their responsibilities beyond the traditional educational framework. In recent years, there has been a growing awareness of the need for higher education institutions to assume a broader social responsibility. This shift is driven by several factors, including increased public scrutiny, changing societal expectations, and the recognition of universities as key drivers of sustainable development. One of the main challenges is to balance the pursuit of academic excellence with the social and environmental impact of university activities. Higher education institutions are expected to foster ethical values, promote inclusivity, contribute to community development, and address pressing global issues such as climate change, poverty, and inequality. Furthermore, universities are facing increasing pressure to ensure the responsible management of resources, reduce their ecological footprint, and promote sustainable practices. The concept of a "green campus" has gained prominence, emphasizing the importance of environmental protection, energy efficiency, waste management, and the integration of sustainable principles into all aspects of university life. Additionally, the emergence of the digital era has given rise to the concept of a "smart campus," where universities leverage technological advancements to optimize resource utilization, enhance the learning experience, and improve operational efficiency. This requires the adoption of innovative information technologies, data-driven decision-making, and the development of smart infrastructure. Moreover, the promotion of a healthy lifestyle among students and staff has become a critical aspect of social responsibility for higher education institutions. By encouraging physical activity, providing access to healthy food options, and promoting mental well-being, universities can contribute to the overall health and happiness of their community members. Addressing social and cultural diversity is another pressing challenge. Universities must create an inclusive and supportive environment that celebrates diversity, promotes cultural understanding, and fosters equal opportunities for all students and staff, regardless of their backgrounds. Furthermore, the preservation and effective management of historical and cultural heritage within university campuses contribute to the preservation of collective memory, cultural identity, and the enrichment of educational experiences. Universities play a vital role in safeguarding cultural artifacts, historical sites, and intangible heritage, ensuring their accessibility for present and future generations. Additionally, universities are increasingly being recognized as agents of social change and contributors to regional development. The concept of the "university's third mission" emphasizes the importance of universities engaging

with society through knowledge transfer, innovation, community outreach, and collaboration with local businesses, governments, and civil society organizations. Lastly, the notion of a socially-oriented university highlights the need for higher education institutions to actively respond to societal needs and challenges. This includes initiatives such as providing social support to students, promoting social entrepreneurship, contributing to local and global development projects, and addressing pressing social issues through research and advocacy.

Analysis of recent studies and the unresolved part of the problem.

R. Barnett explores the evolving role and purpose of universities in contemporary society. Barnett argues that universities should be more than knowledge producers and should actively engage in societal issues. The conclusion emphasizes the need for universities to redefine their mission and embrace broader responsibilities (Barnett, 2011). N. Cloete, P. Maassen, T. Bailey and T. Moja examines the challenges and contradictions faced by African higher education institutions, focusing on South Africa. The authors discuss the tension between knowledge production and the social functions of universities. The conclusion highlights the need for universities to balance their roles as knowledge creators and agents of social transformation (Cloete et al., 2015). B. Godin explores the concept of the Triple Helix model, which emphasizes collaboration between universities, industry, and government in fostering innovation. The author presents case studies and empirical evidence to support the effectiveness of the Triple Helix model. The conclusion suggests that effective collaboration among universities, industry, and government can drive innovation and economic development (Godin, 2017). Å. Gornitzka, S. Kyvik and I.M. Larsen address the challenges and opportunities posed by the network society for universities. The authors discuss issues such as knowledge production, technology integration, and societal impact. The conclusion emphasizes the need for universities to adapt to the changing network society and embrace new forms of collaboration and knowledge dissemination (Gornitzka et al., 2005). H.F. Hansen and T. Alva explore the role of universities in fostering entrepreneurial development and innovation within smart cities. The authors present research and case studies on various aspects of university-industry collaboration and innovation ecosystems. The conclusion highlights the importance of universities as key players in driving economic growth and innovation within smart cities (Hansen and Alva, 2018). G. Joughin focuses on assessment, learning, and judgment in higher education. The author explores various aspects of assessment methods, learning theories, and the role of judgment in educational settings. The book presents research, theories, and case studies to support its arguments. The conclusion may emphasize the importance of effective assessment practices and the role of judgment in promoting student learning (Joughin, 2011). F. Matarasso explores the transformative power of arts participation for individuals and communities. The author presents case studies,

research findings, and personal narratives to demonstrate the positive impact of arts engagement. The conclusion likely highlights the potential of arts participation to bring about personal growth, community development, and social change (Matarasso, 2019). K. O'Meara, L. Sandmann and J. Saltmarsh focus on faculty service roles and the scholarship of engagement in higher education. The authors explore the concept of engaged scholarship and its role in connecting academia with external communities. The book presents research, case studies, and theoretical perspectives on the topic. The conclusion may emphasize the value of faculty engagement in addressing societal challenges and fostering community partnerships (O'Meara et al., 2016). J. Ryan and J. Loughlin discuss the importance of preparing educators for the increasingly diverse global landscape. The authors explore various aspects of diversity, including cultural, linguistic, and social diversity, and their implications for higher education. The book presents research, case studies, and perspectives on preparing educators to work effectively with diverse student populations. The conclusion likely emphasizes the need for inclusive education and the role of educators in promoting diversity and cultural understanding (Ryan and Loughlin, 2017). Based on the analysis of the selected sources, it can be concluded that there are certain areas within the broader problem that have not been extensively researched. These include the influence of cultural factors on assessment practices in higher education, the potential challenges and barriers to arts engagement, the role of institutional policies in promoting inclusivity and addressing systemic inequalities, the potential drawbacks and unintended consequences of pursuing world-class university status, the evolving landscape of learning with emerging trends and innovative approaches, the intersectionality of education with other global challenges, and the intersectionality of culture with other dimensions of diversity in higher education. Further research in these areas is needed to provide a more comprehensive understanding and address the gaps in current knowledge.

The aim of this article is to examine and analyze the various concepts and approaches related to social responsibility in higher education institutions, with a focus on their application and impact in the context of educational services.

Presentation of the main material. Social responsibility of higher education institutions in the educational services market is achieved through the comprehensive implementation of the key principles of the following concepts.

1. *The concept of a green university (green campus)* is based on actively applying the principles of environmental safety and protection of the environment in all processes within the university campus. This concept involves creating a "green," eco-oriented environment, implementing ecological practices in higher education institutions, raising the level of eco-literacy among students and staff, monitoring the environment, and assessing its quality while describing potential environmental risks and ways to mitigate them. Indicators

of a green campus include a campus management policy focused on sustainable use of the environment, including efforts to conserve water, paper, and energy, greening initiatives to achieve an ideal proportion of green open spaces (RTH), and waste management accessibility following the 3R principle (reduce, reuse, recycle) (Higher Education Statistics Agency, 2021).

2. *The concept of a smart university (smart campus)* is based on the efficient utilization of all types of resources and the implementation of modern information technologies to manage key processes, working proactively to develop future directions based on the results of foresight studies in the digital economy. This concept aims for universities to achieve their goals with minimal resources through "smart" solutions (Higher Education Statistics Agency, 2021). A smart campus enables the integration of systems such as lighting and door locks, creating a seamless and interconnected experience for students, faculty, and staff. By utilizing data and analytics, smart campuses can optimize resource utilization, using intelligent networked lighting to reduce usage and save energy. Enhancing the student experience, smart devices enable easy navigation for new students and visitors on campus. They can also improve quality of life by promoting healthier lifestyles through gadgets. Facility management is streamlined by using Wi-Fi access points and analyzing the entry and exit patterns of students, faculty, and staff. Universities can automate temperature control and other parameters in buildings using machine learning. Travel schemes allow campuses to design transportation systems with optimized routes, increase the availability of services during peak hours, and inform students and visitors about parking availability. Through the use of cameras, sensors, and Wi-Fi, students can find parking without constantly circling the campus in search of a spot.

3. *The concept of a "university of a healthy lifestyle"* establishes a comprehensive system that integrates the principles of a healthy lifestyle into the university environment, providing conditions for the harmonious and comprehensive development, work, and leisure of students and staff. It includes promoting healthy eating, engaging in sports, and refraining from harmful habits, representing a "health code" for modern individuals (Higher Education Statistics Agency, 2021).

4. *The concept of managing social and cultural diversity in a university* aims to foster national, racial, religious tolerance, respect for national traditions, and gender equality among students and staff of higher education institutions through various educational models, such as intercultural, multicultural, and anti-racist approaches. This concept promotes interaction and mutual enrichment of diverse representations within the university (Higher Education Statistics Agency, 2021).

5. *The concept of managing the historical and cultural heritage of a university* focuses on preserving, expanding, and effectively utilizing historical and cultural values as intangible assets for development. This, in turn, enhances

the social and economic stability not only of the higher education institution but also of the region or country where it operates. The model of sustainable university development in the context of historical and cultural heritage describes its role in the social, economic, and cultural spheres, as well as the effects resulting from the interaction of its elements (Higher Education Statistics Agency, 2021).

6. *The concept of the "third mission" of a university* enables higher education institutions to actively engage with society as knowledge and technology-producing organizations. It involves establishing effective cooperation between regional authorities, scientific and educational organizations, industrial enterprises, business communities, and non-profit organizations across all spheres of social, economic, and public life (Higher Education Statistics Agency, 2021).

7. *The concept of a socially-oriented (CIVIC) university* aims to create conditions that ensure a dignified life and free personal development. The social mission of the university entails active participation in societal life. Social demand and social responsibility of higher education institutions are shaped based on public expectations and are realized through various projects, including the training of highly skilled professionals, retraining of regional personnel, social assistance, and support for students and staff (Higher Education Statistics Agency, 2021).

8. *The concept of the university as a stakeholder organization* recognizes the importance of building long-term and mutually beneficial relationships with stakeholders such as prospective students, current students, graduates, employees, potential employers, authorities, and management bodies. This concept focuses on key stakeholder groups and involves organizing monitoring to gauge stakeholder satisfaction with the university's activities.

Conclusions and suggestions for further research. In conclusion, this article has provided a comprehensive analysis of the different concepts and approaches to social responsibility in higher education institutions. It highlights the significance of implementing green campus initiatives, smart campus technologies, promoting a healthy lifestyle, managing diversity, preserving cultural heritage, engaging with society, and establishing stakeholder relationships. However, further research is needed to explore the effectiveness of these approaches, assess their long-term impact, and identify best practices for integrating social responsibility into the core functions of higher education institutions. Additionally, investigating the role of technology, policy frameworks, and international collaboration in fostering social responsibility can contribute to advancing this field of study.

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MANAGEMENT TOOLS TO SUPPORT THE INDUSTRY OF UKRAINE

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INTRODUCTION. The relevance of discussing management tools for supporting and revitalizing Ukraine's industry is of paramount importance in the context of contemporary challenges facing the country. Given the geopolitical and economic changes, Ukraine is confronted with the imperative to efficiently utilize resources and tools to support and rejuvenate its industrial sector, with the goal of establishing a resilient economy and addressing threats to national security.

RESEARCH HYPOTHESIS is that effective management of tools to support and revitalize the industrial sector can contribute to the creation of a sustainable economy in Ukraine and help the country overcome complex challenges associated with geopolitical and economic factors.

THE AIM of this research is to analyze and propose effective management strategies and tools to support and revitalize Ukraine's industrial sector, with a focus on fostering economic sustainability and addressing challenges arising from geopolitical and economic factors.

METHODS. The following methods were used for conducting the research: literature analysis, documentary analysis, system analysis, expert surveys, comparative analysis, and scenario modeling.

FINDINGS. The conducted research has revealed that effective management of tools to support and restore the industry is crucial for creating a sustainable economy in Ukraine and can help the country overcome complex challenges related to geopolitical and economic factors. The results also confirmed the importance of realistic goals, balanced resource allocation, a monitoring and evaluation system, the creation of an investment climate, and collaboration with partners for the successful implementation of recovery programs.

CONCLUSION. The conclusion of the study highlights that effective management of tools to support and restore Ukraine's industry is critically important for addressing contemporary economic and geopolitical challenges and for creating a sustainable economy. To achieve success in this endeavor, it is essential to establish realistic goals, allocate resources judiciously, implement a monitoring system, foster an investment-friendly climate, and actively collaborate with partners at both the national and international levels.

KEYWORDS: management tools; industrial support; recovery; economy; conflict; geopolitical factors; resources; monitoring; investments; collaboration.

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УПРАВЛІНСЬКІ ІНСТРУМЕНТИ ДЛЯ ПІДТРИМКИ ПРОМИСЛОВОСТІ УКРАЇНИ

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ВСТУП. Актуальність обговорення управлінських інструментів для підтримки та відновлення промисловості України надзвичайно важлива в контексті сучасних викликів, що стоять перед країною. У зв'язку з геополітичними та економічними змінами, Україна стикається з необхідністю ефективно використовувати ресурси та інструменти для підтримки та оновлення свого промислового сектору з метою створення стійкої економіки та вирішення загроз національній безпеці.

ГІПОТЕЗА ДОСЛІДЖЕННЯ полягає в тому, що ефективне управління інструментами для підтримки та відновлення промисловості може сприяти створенню стійкої економіки в Україні та допомогти країні подолати складні виклики, пов'язані з геополітичними та економічними факторами.

МЕТОЮ цього дослідження є аналіз та пропозиція ефективних стратегій та інструментів управління для підтримки та відновлення промислового сектору України, з акцентом на сприянні економічній стійкості та вирішенні викликів, що виникають у зв'язку з геополітичними та економічними факторами.

МЕТОДИ. Для проведення дослідження використано наступні методи: аналіз літературних джерел, документальний аналіз, системний аналіз, експертні опитування, компаративний аналіз та моделювання сценаріїв.

РЕЗУЛЬТАТИ. Проведене дослідження виявило, що ефективне управління інструментами для підтримки та відновлення промисловості є ключовим для створення стійкої економіки в Україні і може допомогти країні подолати складні виклики, пов'язані з геополітичними та економічними факторами. Результати також підтвердили важливість реалістичних цілей, балансованого розподілу ресурсів, системи моніторингу та оцінки, створення інвестиційного клімату, а також співпраці з партнерами для успішної реалізації програм відновлення.

ВИСНОВКИ. Висновок дослідження вказує на те, що ефективне управління інструментами для підтримки та відновлення промисловості України є критично важливим для подолання сучасних економічних та геополітичних викликів та створення стійкої економіки. Для досягнення успіху в цьому завданні, необхідно встановити реалістичні цілі, розподіляти ресурси обґрунтовано, впроваджувати систему моніторингу, сприяти інвестиційному клімату та активно співпрацювати з партнерами на національному та міжнародному рівнях.

КЛЮЧОВІ СЛОВА: управлінські інструменти; підтримка промисловості; відновлення; економіка; конфлікт; геополітичні фактори; ресурси; моніторинг; інвестиції; співпраця.

Problem statement. Ukraine, with its rich history and significant industrial sector, faces challenges posed by the modern economic landscape. The industrial sector, being a key component of the national economy, has always been a driving force behind the country's social and economic development. However, recent changes in the global economic environment, technological advancements, and the process of globalization bring new challenges and opportunities for Ukraine.

It is important to note that the Ukrainian industry underwent significant recalibration during the Russian invasion of Ukraine in 2022. This event led to a severe disruption of economic activities and infrastructure. Estimates suggest that the losses have already reached approximately \$100 billion, and this figure continues to rise. This underscores the relevance of the challenges that the Ukrainian industrial sector is currently facing.

The unfavorable economic dynamics were noticeable even before the crisis, as historically, Ukraine's economic growth rates have been lower compared to Central European countries. For instance, over the past 20 years, Ukraine's GDP has grown by less than 2% annually, in contrast to Poland's approximately 3.5% growth rate.

Nevertheless, the Ukrainian government has developed an ambitious plan for the country's recovery, comprising 15 national programs that address various aspects of the economy and social sphere. These programs are aimed at supporting and revitalizing the industrial sector, ensuring stability, and fostering Ukraine's development in the face of contemporary challenges. Therefore, identifying management tools for supporting and reviving Ukraine's industrial sector is a highly relevant issue. Addressing this problem will contribute to the development of the scientific base and provide practical recommendations for supporting and enhancing the efficiency of Ukraine's industrial sector.

Analysis of recent studies and the unresolved part of the problem. Michael Porter in his book "Competitive Advantage" (2001) emphasizes the importance of creating and sustaining competitive advantages for businesses. He states that the survival and success of companies depend on their ability to create and maintain unique competitive advantages that cannot be easily copied by competitors. The Ukrainian industrial sector needs to search for its unique competitive advantages to become more competitive in the global market.

Jay Barney in the article "Firm Resources and Sustained Competitive Advantage" (1991) highlights the significance of a company's resources as a source of competitive advantage. He demonstrates that companies must be able to effectively utilize their internal resources to achieve sustainable competitive advantages.

Reginald Grant, in the article "The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation" (1991), explores how a

company's resources influence its competitiveness and strategy. This work underscores the importance of resource management in achieving competitive advantages.

Igor Ivchenko (2019) in his article "The Role of Industry in Ukraine's Economy: Current Challenges and Prospects" draws attention to the crucial role of the industrial sector in Ukraine's economy. He emphasizes that industry is one of the key components of the economy and has the potential to contribute to socio-economic development in the country.

Olga Didkovska and Marina Lukyanenko (2018) in their research paper "Management of Industrial Complex Development in the Region" discuss issues related to managing the development of the industrial sector in Ukrainian regions. They highlight the importance of strategic planning and resource management for achieving success.

The Ministry of Economic Development, Trade, and Agriculture of Ukraine has developed the "National Recovery Plan" (2021) proposing programs targeting various aspects of the economy and social sphere to address challenges arising from conflicts and other factors.

The "Human Development Report in Ukraine 2020", prepared in collaboration with the Ukrainian Center for Educational Quality Assessment and the UN Development Programme, provides essential data and analysis concerning humanitarian aspects of Ukraine's development, including education and social protection.

Roman Kravchuk (2021) in his research "Assessment of the Impact of Russian Aggression on the State of Ukraine's Industry" examines the consequences of Russian aggression on Ukraine's industry and economy.

The "Recovery Plan for Ukraine" (2022) and the "Conference on Ukraine's Recovery (URC23)" have developed 15 national programs aimed at supporting and restoring Ukraine's economy, representing significant initiatives and forums for discussing and implementing strategies for economic and industrial recovery in Ukraine, particularly in the face of complex challenges and crises.

The analysis of these sources underscores the importance of resource management, strategic planning, and the implementation of effective programs to support and develop Ukraine's industrial sector. The availability of adequate resources and the ability to utilize them effectively are key factors in achieving competitive advantages and revitalizing the country's economy, especially in challenging and crisis situations.

The objective is to study and analyze management tools that can be utilized to support the development and recovery of Ukraine's industrial sector.

Presentation of the main material. In July 2022, Ukraine presented its first global recovery project at an international conference in Lugano, Switzerland. The recovery plan is designed for a ten-year period and

Damages categories:

- Educational institutions
- Hospitals
- Road infrastructure
- Registered IDP
- Registered IDP (arrived)

Figure 1. Ukraine presented the first global recovery project at the international conference in Lugano, Switzerland, on July 4-5, 2022

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Comparison of the proposed National Programs with the respective programs of the Priority Reconstruction Program for Bosnia and Herzegovina (1997) is provided in Table 1.

Table 1

Comparison of National Programs of Ukraine and sectoral programs and projects of Bosnia and Herzegovina

№	National Programs of Ukraine	Sectoral Programs and Projects of Bosnia and Herzegovina
1a1	Ensuring Access to Emergency Financing	Emergency Recovery
1a2	-	Emergency Recovery of Farms and Agriculture
1b	Providing Access to Financing with Competitive Capital Value	Guarantees for Industrial Restart Bosnian Enterprise Fund Emergency Microbusiness, Local Initiative Microfinance Bank (IFS) MIGA Trust Fund State Finance Reform Banking Sector Reform
2	Development of Value-Added Sectors	-
3	Strengthening Defense and Security	Demining of Territories
4	Pursuit of EU Integration	-
5	Rebuilding a Clean and Protected Environment	Water Purification, Urgent Works, and Solid Waste Removal
6	Enhancing the Resilience of the Integrated Energy System	Emergency Heating System Reconstruction Emergency Power Plant Reconstruction Emergency Gas Distribution System Reconstruction
7	Improving the Business Environment	Government Services
8	Addressing Bottlenecks in Logistics with the EU	Transport Road Reconstruction Emergency Telecommunications Rehabilitation
9	Housing Modernization in Regions	Housing Repair
10	Modernization of Social Infrastructure	Emergency Education Sector Reconstruction
11	Ensuring Targeted and Effective Social Policies	Rehabilitation of War-Affected Individuals Emergency Demobilization and Reintegration Public Works and Employment
12	Development of the Education System	Education Sector Reconstruction II
13	Modernization of the Healthcare System	Essential Medical Services
14	Development of the Culture and Sports System	-
15	Ensuring Macroeconomic Stability	-

Source: compiled by the author based on the Ukraine Recovery Plan (2022) and Bosnia and Herzegovina the Priority Reconstruction Programme (1997).

While Ukraine has already established several funds for financing recovery, the efficiency of their management and their collective use can be

improved. The proposal to create a unified Recovery Fund for all these funds can aid in the collection and management of finances more effectively. A portion of the expenses for Ukraine's recovery can potentially be covered by the assets seized from Russia. However, to achieve this, the issue of asset confiscation needs to be resolved in accordance with the law, and mechanisms for their use in recovery must be established. Ukraine also counts on the support and partnership of major international companies and charitable foundations in the country's recovery efforts.

All these measures demonstrate an ambitious and comprehensive plan for Ukraine's recovery, which involves collaboration with international partners and various funding sources to achieve success in this crucial endeavor.

The Recovery Plan for Ukraine is a comprehensive strategic document that includes 15 national programs aimed at supporting and rebuilding the country, both during the wartime and post-war periods. One of the key programs is dedicated to creating a favorable business environment and transforming priority sectors of the economy (Figure 2).

This program is oriented towards achieving several important goals that will contribute to Ukraine's recovery and enhance its competitiveness:

Increasing Added Value: The program aims to stimulate an increase in added value in key sectors of the economy. This means that Ukraine is focusing its efforts on improving the quality of products and services produced in these sectors, which will, in turn, positively impact their market success.

Focus on Key Sectors: Priority sectors targeted for revitalization include the defense industry, metallurgy and engineering, energy, agriculture, and information technology (IT). These sectors are strategically important for the country's development, and their success can significantly improve the economic situation.

Creating a Favorable Business Environment: A crucial aspect of this program is creating conditions for entrepreneurship and business growth. This includes simplifying administrative procedures, reducing bureaucratic obstacles, improving the regulatory environment, and developing infrastructure to support businesses.

Sector Transformation: The program is aimed at transforming selected industries to make them more competitive on the global market. This may involve modernizing technologies, enhancing product quality, and fostering innovative approaches.

Through this program, Ukraine intends to improve the state of its industry and the overall economy. Implementation of these programs, ensuring their effectiveness, and monitoring the achievement of set goals are crucial. Such an approach can help the country address the challenges associated with the conflict and elevate it to a new level of development.



Management tools to support and rebuild Ukraine's industry within the framework of the National Recovery Plan are essential for achieving effective results in this ambitious endeavor. However, there are several important aspects and risks that require attention and justification.

GDP Growth Forecasts: The Ukraine Recovery Plan sets highly ambitious goals for GDP growth, including raising nominal GDP to \$500 billion by 2032. An analysis of other countries' experiences, such as Bosnia and Herzegovina, Croatia, and Iraq, shows that such rapid increases in nominal GDP over a short period are unlikely. Such forecasts may create unrealistic expectations and financial pressures for plan implementation. Risk management and more realistic forecasts can be useful tools for addressing this issue.

Allocation of Funding: One critical aspect is the distribution of financial resources among different sectors and programs. For example, the level of funding allocated for defense and security may be insufficient given the intensity of the conflict and the need for modern weaponry. On the other hand, the substantial funds allocated to the program for providing access to financing for businesses may appear excessive. It's essential to ensure a balanced allocation of resources, considering the country's actual needs.

Monitoring and Evaluation of Results: Effective management of the recovery plan should include a system for monitoring and evaluating results. This will help identify issues promptly and adjust the strategy accordingly. A clear tracking and reporting mechanism can ensure the efficient implementation of programs and the timely identification of potential cost overruns.

Attracting Investments: To successfully rebuild Ukraine's industry, attracting both domestic and foreign investments is crucial. Managing investment projects and creating a favorable investment climate will be essential components of the recovery.

Overall, the management of tools to support and rebuild Ukraine's industry must be well-justified, rational, and results-oriented. Making the plan realistic and viable is crucial to achieving sustainable economic recovery in Ukraine.

Conclusion:

Management tools to support and revive Ukraine's industry, within the framework of the national Recovery Plan, play an extremely important role in achieving success in this ambitious task. Programs and strategies aimed at supporting key sectors of the economy, creating a favorable business environment, increasing value-added, and transforming industries can significantly improve Ukraine's industrial state.

Forecasting realistic goals for GDP growth, resource allocation based on the country's actual needs, a monitoring and evaluation system, and the creation of an attractive investment climate are key aspects of effective management using these tools.

Ukraine has the potential to become a strong industrial state through the right approach to using these instruments. However, it is essential to ensure that plans are well-grounded, balanced, and adaptable to changing conditions. Collaborative efforts involving the government, businesses, and international partners are crucial to achieving the desired outcomes.

Proposals:

Realistic Goals and Forecasts: Developing more realistic and accurate forecasts for GDP growth and economic performance based on the experiences of other countries and taking into account Ukraine's actual capabilities.

Balanced Resource Allocation: Ensuring the rational distribution of financial resources among various sectors and programs, including consideration of defense and security needs.

Monitoring and Evaluation System: Developing and implementing an effective system for monitoring and evaluating the results of program implementation to promptly identify issues and adjust the strategy.

Creating an Investment Climate: Efforts to attract domestic and foreign investments by improving the investment climate and managing investment projects effectively.

Collaboration and Partnerships: Engaging government bodies, the business community, and international partners in collaborative efforts to jointly implement and successfully complete recovery programs.

Management of tools to support and revive Ukraine's industry should be based on transparency, rationality, and a strategic approach. This will contribute to the sustainability and competitiveness of the Ukrainian economy and help address the complex challenges associated with conflict and the country's recovery.

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FINANCIAL CHALLENGES OF TRANSFORMATION PERIOD ECONOMIC AGENTS: LESSONS FROM PRACTICE

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INTRODUCTION. The relevance of this study lies in the necessity to examine the financial aspects of business entities operating in a period of transformation, precipitated by the ongoing military conflict that began in 2022. Given this critical context, along with global challenges related to COVID-19, understanding financial challenges becomes pertinent for developing more resilient and effective strategies for enterprise management and the economy in these conditions.

RESEARCH HYPOTHESIS: The research hypothesis posits that business entities operating in conditions of economic transformation induced by a military conflict are learning from practice and developing strategies to address financial challenges.

The aim of the research is to analyze the financial challenges faced by business entities in the context of economic transformations resulting from a military conflict, with the goal of deriving valuable learning insights.

METHODS. The following methods were employed for the research: statistical data analysis, comparative analysis, retrospective analysis, data analysis using the "Maddison Project Database" of the University of Groningen, literature review.

FINDINGS. In the course of the research, it was found that Ukraine suffered significant

losses in its real GDP and industrial production during the military conflict, and these losses proved to be substantial even when compared to other countries that experienced wartime events. The decline in real GDP in 2022 amounted to 29.2%, while industrial production decreased by 38%. The results also underscore the necessity of studying and implementing strategies to support economic recovery in the context of armed conflict.

CONCLUSION. The research has confirmed significant losses in Ukraine's real GDP and industrial production during a prolonged military conflict. These results highlight the importance of developing and implementing comprehensive strategies to support economic recovery in the context of armed conflict. For future research, potential directions could include further analysis of the impact of the military conflict on various economic sectors, the study of the effectiveness of implemented recovery programs and their influence on economic resilience, as well as an examination of best practices from other countries in addressing similar financial challenges following wartime conflicts.

KEYWORDS: military conflict; real GDP losses; economic recovery support; financial challenges of economic entities.

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ФІНАНСОВІ ВИКЛИКИ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ ТРАНСФОРМАЦІЙНОГО ПЕРІОДУ: НАВЧАННЯ З ПРАКТИКИ

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ВСТУП. Актуальність дослідження полягає в необхідності вивчення фінансових аспектів функціонування суб'єктів господарювання в умовах трансформаційного періоду, спричиненого триваючим військовим конфліктом, який розпочався у 2022 році. З урахуванням цього важливого контексту, а також світових викликів, пов'язаних з COVID-19, розуміння фінансових викликів стає доречним для розробки більш стійких та ефективних стратегій управління підприємствами та економікою в цих умовах.

ГІПОТЕЗА ДОСЛІДЖЕННЯ. Гіпотеза дослідження полягає в припущенні, що суб'єкти господарювання, які діють в умовах економічних трансформацій, викликаних військовим конфліктом, навчаються з практики та розробляють стратегії для подолання фінансових викликів.

Метою дослідження є аналіз фінансових викликів, з якими зіткнулися суб'єкти господарювання в умовах економічних трансформацій, викликаних військовим конфліктом, з метою здобуття цінних навчальних висновків.

МЕТОДИ. Для проведення дослідження використовувалися такі методи: аналіз статистичних даних, порівняльний аналіз, ретроспективний аналіз, аналіз даних з використанням бази даних "Maddison Project Database" Університету Гронінгена, літературний огляд.

РЕЗУЛЬТАТИ. У результаті дослідження встановлено, що Україна зазнала значних втрат у реальному ВВП та промисловості під час військового конфлікту, і ці втрати виявилися суттєвими навіть у порівнянні з іншими країнами, що переживали воєнні події. Падіння реального ВВП в 2022 році становило 29,2%, а промислове виробництво скоротилося на 38%. Результати також свідчать про необхідність вивчення та впровадження стратегій для підтримки відновлення економіки в умовах воєнного конфлікту.

ВИСНОВКИ. Дослідження підтвердило серйозні втрати, які зазнала Україна в реальному ВВП та промисловому виробництві під час тривалого військового конфлікту. Ці результати вказують на важливість розробки та впровадження комплексних стратегій для підтримки відновлення економіки в умовах воєнного конфлікту. Для подальших досліджень можна розглядати наступні напрями: подальший аналіз впливу військового конфлікту на різні сектори економіки, дослідження ефективності впроваджених програм відновлення та їх вплив на стійкість економіки, а також вивчення кращих практик інших країн у вирішенні схожих фінансових викликів після воєнних конфліктів.

КЛЮЧОВІ СЛОВА: військовий конфлікт; втрати в реальному ВВП; підтримка економічного відновлення; фінансові виклики суб'єктів господарювання.

Problem statement. In the modern context of economic transformations, which include not only global challenges but also events such as the COVID-19 pandemic and geopolitical military actions, the financial behavior of business entities becomes critically important and complex. The relevance of the problem is due to the instability in global and local economies that are undergoing reform and restructuring as a result of these factors. Organizations and businesses need to adapt to the new state of affairs and develop financial management strategies that enable them to function effectively during the transformation period.

The COVID-19 pandemic had a significant impact on the global economy. Changes in consumer habits, restrictions on business operations, and global shifts in supply chains created financial and economic challenges for many business entities. Additionally, geopolitical conflicts and military actions have added further uncertainty to global financial markets, underscoring the need to develop and implement new financial management strategies.

Therefore, business entities face complex financial challenges, requiring them to learn from practice and develop better financial management approaches. This problem applies to both large corporations and small businesses and necessitates new strategies, risk analysis, and responses to changes in the business environment. Studying practical examples and developing financial management skills during a period of transformation becomes an extremely important task for enterprises and organizations.

Analysis of recent studies and the unresolved part of the problem. In the article "Financial Resilience in Times of Crisis" by J. K. Smith, the author discusses the concept of financial resilience during challenging times. Smith concludes that individuals and businesses must build financial buffers to withstand economic crises. However, the unresolved aspect of the problem is how to strike a balance between saving for resilience and investing for growth (Smith, 2020).

The paper "The Impact of the COVID-19 Pandemic on Global Economies" by R. L. Johnson and C. R. Schwartz examines the consequences of the COVID-19 pandemic on the global economy. The authors find that the pandemic has caused severe economic disruptions. Yet, an outstanding question is how long it will take for economies to fully recover and adapt to the "new normal" (Johnson and Schwartz, 2021).

"All Your Worth: The Ultimate Lifetime Money Plan" by E. Warren and A. Tyagi presents a personal finance strategy. The authors argue that individuals should allocate their income into three categories: must-haves, wants, and savings. The unresolved issue here is the applicability of this strategy to individuals with varying financial situations (Warren and Tyagi, 2005).

P. Jones, in "Financial Management: A Practical Approach," provides insights into financial management. He highlights the importance of efficient

financial planning. However, an open question remains on how to adapt these principles to different types of organizations (Jones, 2019).

The report "Geopolitical Implications of the COVID-19 Pandemic" by C. Davis investigates the geopolitical effects of the pandemic. The author concludes that the crisis has strained international relations. The unresolved part of the problem pertains to potential long-term geopolitical shifts (Davis, 2020).

"An Inquiry into the Nature and Causes of the Wealth of Nations" by A. Smith is a classic work that discusses the role of economic self-interest and competition in a nation's prosperity. Smith concludes that a laissez-faire approach can lead to overall economic well-being. Yet, the unresolved issue concerns the extent to which government intervention is necessary in modern economies (Butler, 2007).

A. Osterwalder and Y. Pigneur in "Business Model Generation" introduce innovative methods for business model development. They suggest a visual approach to understanding and adapting business models. The unresolved aspect here is how businesses can choose the right model for their specific context (Osterwalder and Pigneur, 2010).

"Contemporary Financial Management" by R. C. Moyer, J. R. McGuigan, and W. J. Kretlow delves into modern financial management practices. The authors emphasize the significance of risk management in financial decision-making. However, an outstanding question is how to effectively balance risk and return in various financial strategies (Moyer, McGuigan and Kretlow, 2012).

The "Global Risks Report 2020" from the World Economic Forum highlights various global risks, including economic, environmental, and geopolitical threats. The report concludes that the world faces an increasing number of interconnected risks. Yet, the unresolved aspect is the effectiveness of global cooperation and governance in addressing these risks (World Economic Forum, 2020).

In "Making Sense of the World's Economy" by The Economist, the publication aims to provide insights into the complexities of the global economy. The authors conclude that the global economy is influenced by various factors, including geopolitics, trade, and technology. An unresolved part of the problem is how future economic events will impact the world's economic landscape (The Economist, 2021).

The authors discussed various aspects of financial challenges faced during transformative periods, but they did not fully address the concrete strategies required for effectively navigating these challenges in practice. The unresolved issue pertains to the practical application of the discussed concepts and their adaptability to diverse financial situations.

The aim of the article is to explore the financial behavior of businesses (economic entities) during periods of economic transformation, highlighting practical lessons and strategies that can be derived from real-world experiences.

Presentation of the main material. The global economic landscape has undergone profound transformations in recent decades. These shifts have left a significant imprint on businesses and economic entities worldwide. The shift from centrally planned economies to market-driven systems has created a dynamic environment filled with both opportunities and challenges for these entities. The restructuring of industries, privatization, and the forces of globalization have all played pivotal roles in shaping this evolving economic context.

Amidst these transformative changes, certain regions have encountered distinct challenges, with Bosnia and Herzegovina providing an illuminating case study. The 1997 plan for Bosnia and Herzegovina aimed at addressing post-conflict recovery and economic reconstruction, offering valuable lessons for businesses navigating similar scenarios.

Simultaneously, analyzing military situations in various countries offers vital insights into the intricacies of conflict resolution and post-war recovery. Comprehending the methods employed in these contexts is critical for formulating strategies that can aid in the economic revival of such regions.

To compare war-related losses in Ukraine with those in other conflict-affected countries, data from the "Maddison Project Database" of the University of Groningen in the Netherlands were utilized. Historical episodes resembling major international conflicts were considered, as opposed to local or civil wars. Consequently, the sample included ten episodes from World War II, two episodes from the Yugoslav Wars, two episodes from the Persian Gulf Wars, one episode from Arab-Israeli conflicts, two episodes from Russian-Ukrainian wars, and one episode from the Russian-Georgian war.

Table 1 provides data on the rates of real GDP decline in the first year of military actions in countries within the specified sample. The available data indicate that in terms of the rate of real GDP decline in 2022 (29.2%), Ukraine ranks third among the 18 countries in the sample. Over the examined historical period, wars with more devastating effects on GDP were observed only in Iraq in 1991 (a GDP decline of 60.2%) and in Austria in 1945 (a decline of 58.7%).

The substantial decline in real GDP in the first year of the war sets Ukraine apart from other instances of armed conflicts. A decrease in real GDP of 25–50% within the first year of the conflict typically occurred only in countries that experienced capitulation or devastating defeat in a war (Germany, Austria, Japan, Iraq) or in countries where the military operations covered over 50% of the territory (Bosnia and Herzegovina).

Table 1

The annual rate of real GDP decline in the first year of military operations within a geographical territory

No	The country and the first year of military operations	Rates of change in real GDP, %
1	Iraq, 1991	-60,2
2	Austria, 1945	-58,7
3	Ukraine, 2022	-29,2
4	Germany, 1945	-28,9
5	Bosnia and Herzegovina, 1992	-28,8
6	Japan, 1945	-24,6
7	Croatia, 1991	-22,0
8	France, 1940	-17,5
9	Iraq, 2003	-16,0
10	USSR, 1941	-13,9
11	The Netherlands, 1940	-11,9
12	Italy, 1943	-9,4
13	Ukraine, 2014	-6,6
14	Finland, 1939	-4,3
15	Georgia, 2009	-3,7

Source: Madison Project Database, State Statistics Service of Ukraine.

The study revealed that the average cumulative loss in real GDP during wartime was 40%. Additionally, the average decline in real GDP in the first year of the war amounted to 20%. It's worth noting that in 2022, Ukraine's real GDP fell by 29.2%, with industrial production declining by 38%. This highlights both the severity and mass destruction inflicted by the Russian aggressor on Ukraine and the limited adaptive capacity of the Ukrainian economy in wartime conditions, exacerbated by the absence of comprehensive state support.

One of the key factors for successful economic recovery post-war is the attainment of a stable and lasting peace. Alongside this, according to the EBRD, the speed of economic recovery after a war is positively influenced by other factors such as a short duration of the war, dynamic economic growth, and strong pre-war institutions, as well as minimal economic decline during the war.

The Ukrainian industrial sector suffered significant losses during the war. In 2022, industrial production in Ukraine declined by 38%. The estimated damages to the industrial and trade sectors amount to \$10.9 billion, as assessed by World Bank experts. Out of this sum, 80% pertains to projected costs for the reconstruction and modernization of production facilities, machinery, equipment, and the restoration of inventories over the period until 2033.

The destructive consequences of the war are not only evident in the economy and social sphere but also in the country's financial system. In Ukraine in 2022, the average annual inflation rate reached 20.2%, nearly corresponding

to the average annual inflation rate in 9 European countries most affected by World War II (20.1%). However, Ukraine's inflation rates contrast sharply with the average annual inflation during the war in Croatia from 1991–1995 (471.7%), in Iraq in 1991 (181%), and in Italy from 1941-1945 (77.3%).

In this ever-evolving economic landscape, the experiences of Eastern European countries transitioning from socialist economies to market-driven systems, the consequences of the Soviet Union's collapse in the early 1990s, and lessons from post-war recovery in nations like Rwanda and Cambodia all contribute to the rich tapestry of knowledge that businesses must draw upon. The adaptability and innovation displayed by companies during the 2008 global financial crisis and the COVID-19 pandemic underscore the necessity for flexibility and resilience in today's business world.

Furthermore, the successful case of South Korea's recovery from the Asian financial crisis of 1997 demonstrates how well-planned strategies can effectively steer nations and businesses through challenging economic times. Similarly, the European Union's role in facilitating economic integration and transformation among its member states presents a compelling example of regional cooperation with far-reaching implications for businesses operating within the EU. Additionally, the story of San Francisco's economic recovery and the growth of the tech sector post the dot-com bubble burst in the early 2000s highlights the adaptability and innovation of businesses in a changing economic landscape.

A retrospective analysis of the situation that unfolded in Ukraine in 2022 provides us with a unique opportunity to reflect on the past and learn from it. The complex and challenging circumstances that arose during this time call for a comprehensive review of the events that transpired and their impact on the nation's economy and industries.

One significant aspect under examination is the Project Plan for the Revival of Ukraine in 2022 and the Conference on the Recovery of Ukraine (URC23). These initiatives serve as focal points for discussions and planning regarding Ukraine's recovery strategies. They offer a platform for policymakers, economists, and stakeholders to collaborate, exchange ideas, and map out the path to rebuilding the country's economy post-crisis and conflict. Within this context, an essential part of our inquiry is an in-depth exploration of the 15 national recovery programs designed to support and revive Ukraine's economy. These programs encompass a range of sectors and industries, each playing a vital role in the nation's resurgence.

Through our study, we aim to gain a comprehensive understanding of the various strategies, approaches, and measures proposed within these programs. Additionally, we seek to identify key initiatives and forums that have emerged as critical instruments for the discussion, refinement, and implementation of Ukraine's economic and industrial recovery strategies in the aftermath of the

crisis and conflict. By delving into these lessons from practice, we can discern valuable insights that will not only shed light on Ukraine's recovery journey but also offer broader lessons for regions grappling with similar challenges worldwide.

To derive valuable insights from practical experiences, a retrospective analysis of Ukraine's situation, commencing in 2022, was performed. This analysis laid the foundation for an examination of the "Ukraine Recovery Plan 2022" and the "Conference on Ukraine Recovery (URC23)" – two crucial initiatives aimed at addressing Ukraine's post-conflict recovery and economic reconstruction. Within these efforts, a set of 15 national programs designed to support and rejuvenate Ukraine's economy was explored, addressing essential needs in both wartime and post-war periods.

One critical aspect of this examination involved a comparative analysis between Ukraine and the 1997 Priority Reconstruction Program for Bosnia and Herzegovina. This comparison evaluated the macroeconomic assumptions and forecasts present in the "Ukraine Recovery Plan." The plan appears notably ambitious, with the government forecasting annual real GDP growth rates exceeding 7% for the next decade and aiming to approach a nominal GDP figure of nearly 500 billion USD by 2032. However, assessments suggest that such a substantial increase in nominal GDP, reaching 500 billion USD by 2032, is improbable. To provide context, Ukraine's GDP "starting point" is approximately 100 billion USD in 2022.

Insights were also drawn from a comparative analysis of GDP trajectories in different countries using IMF data from the World Economic Outlook. For instance, the nominal GDP of Bosnia grew 3.1 times during 1996–2005, and Croatia experienced a twofold increase during 1994–2003. Unfortunately, the absence of reliable data from Kosovo and Afghanistan limited the ability to analyze the post-war dynamics of their GDP. Iraq provides a unique case, with its nominal GDP surging 13.8 times during 2003–2012. However, Iraq's experience is unique, largely attributed to the oil price boom in the early 2000s. Therefore, the projection of a fivefold increase in nominal GDP to 500 billion USD in 2032, as presented in the Ukrainian government's plan, is overly optimistic.

Another significant challenge within Ukraine's National Recovery Plan pertains to the distribution of overall funding among sectors and programs. In some instances, this allocation remains ill-defined and inadequately substantiated. Notably, the plan allocates a budget of 50 billion USD for defense and security needs, including military assistance from allies, which Ukraine received in 2022. It is asserted that this amount is understated, given the intensity of the conflict and Ukraine's substantial reliance on Western weaponry.

Conversely, the plan allocates significant resources to the program facilitating business access to financing, amounting to 75 billion USD. The

prioritization of such initiatives for post-war recovery in Ukraine raises questions, especially considering the substantial financial commitment required for their implementation.

Conclusions:

The study revealed that Ukraine's "Recovery Plan 2022" is notably ambitious in its economic growth projections. The goal of reaching a nominal GDP of nearly 500 billion USD by 2032 seems overly optimistic, particularly when considering the starting point of around 100 billion USD in 2022. This underscores the importance of realistic and attainable economic targets for post-conflict recovery and reconstruction.

Resource allocation within the plan presents significant challenges, with budgetary allocations for defense and security appearing understated given the ongoing conflict and reliance on Western military support. Conversely, substantial financial commitments are directed toward programs aimed at facilitating business access to financing, raising questions about the prioritization of such initiatives in the post-conflict recovery context.

Future Research Directions:

Refining economic projections: future research should focus on refining economic projections to ensure they align with the economic realities of post-conflict Ukraine. This would require a comprehensive analysis of the country's starting point and the feasibility of achieving the targeted nominal GDP.

Resource allocation strategies: investigating alternative resource allocation strategies that better reflect the priorities of post-conflict recovery could be beneficial. This includes a more nuanced approach to defense and security funding and an assessment of the impact of prioritizing business financing.

Comparative studies: conducting comparative studies with other post-conflict nations to better understand the factors influencing economic recovery and the adaptability of different strategies in diverse contexts.

Role of international aid: exploring the role of international aid and support in post-conflict recovery, considering the experiences of countries that received substantial assistance in the aftermath of conflicts.

Resilience and adaptation: researching the resilience and adaptation of Ukrainian businesses and industries amid economic transformations and post-conflict challenges, which could offer practical insights for other regions facing similar circumstances.

These research directions will contribute to a deeper understanding of post-conflict economic recovery and help inform more effective strategies and policies for nations in similar situations.

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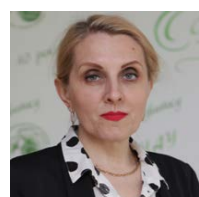
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QUALITY MANAGEMENT OF BUSINESS PROCESSES IN THE CONTEXT OF ACHIEVING SUSTAINABLE DEVELOPMENT OF FASHION INDUSTRY ENTERPRISES

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INTRODUCTION. Sustainable development and victory in competition in the conditions of globalization and international division of labor can be ensured by enterprises that manage the quality of business processes on a systematic basis, which makes it possible to produce high-quality, environmentally safe products in an ethical way.

THE PURPOSE OF THE STUDY is the further development of methodological, methodical and practical approaches to the management of the quality of business processes of a fashion industry enterprise in the context of its achieving sustainable development.

RESEARCH METHODS. The research used scientific methods of theoretical generalization, analysis, synthesis, induction and deduction, structural-logical analysis, historical method.

RESULT. The high quality of products and services plays a decisive role in achieving sustainable development of the enterprise. The relationship between sustainable development and quality management at the evolution stages of enterprises and organizations is considered. Four stages have been identified, which correspond to organizational models, determined by a combination of the following features: closed – open system; rational – social thinking. The place of quality management and sustainable development in each organization's model is determined. The quality chain reaction of E. Deming was supplemented and expanded

with additional links of ecological and social component and it was shown that high product quality leads to a positive economic, social and ecological effect, i.e. ensures the sustainable development of the enterprise. The special role of the ecological component of sustainable development is highlighted. In order to avoid and counteract environmental threats, enterprises carry out rational nature management measures and processes of ecologically balanced development. The indicators of environmental protection activities in Ukraine 2016–2020 were reviewed.

CONCLUSIONS. Sustainable development is the driver of quality management of business processes at the enterprise, which is confirmed by the logical chain of quality improvement influence on the economic, environmental and social components of sustainable development of the producer. The organization model in the period of open systems and social individual ensures comprehensive quality management and sustainable development of the enterprise. The quality management system of business processes at a fashion industry enterprise, which meets the requirements of the international standard ISO 9001: 2015, is a tool for realizing the goals of sustainable development of the enterprise.

KEYWORDS: sustainable development; quality; quality management; business process quality management system; E. Deming's chain; environmental protection activity.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
17	2	1

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УПРАВЛІННЯ ЯКІСТЮ БІЗНЕС-ПРОЦЕСІВ У КОНТЕКСТІ ДОСЯГНЕННЯ СТАЛОГО РОЗВИТКУ ПІДПРИЄМСТВ ЛЕГКОЇ ПРОМИСЛОВОСТІ

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ПОСТАНОВКА ПРОБЛЕМИ. Сталий розвиток та перемогу у конкурентній боротьбі в умовах глобалізації та міжнародного поділу праці можуть забезпечити підприємства, які управляють якістю бізнес-процесів на системній основі, що дає змогу випускати якісні, екологічно безпечні вироби в етичний спосіб.

МЕТОЮ ДОСЛІДЖЕННЯ є подальший розвиток методологічних, методичних і практичних підходів до управління якістю бізнес-процесів підприємства легкої промисловості в контексті досягнення ним сталого розвитку.

МЕТОДИ ДОСЛІДЖЕННЯ. В дослідженні використано наукові методи теоретичного узагальнення, аналізу, синтезу, індукції та дедукції, структурно-логічного аналізу, історичний метод.

РЕЗУЛЬТАТ. Визначальну роль у досягненні сталого розвитку підприємства відіграє висока якість продукції та послуг. Розглянуто відношення сталого розвитку та управління якістю на етапах еволюції підприємств та організацій. Виділено чотири періоди, яким відповідають моделі організації, що визначаються комбінацією наступних ознак: замкнута – відкрита система; раціональне – соціальне мислення. Визначено місце управління якістю та сталого розвитку у кожній моделі організації. Ланцюгову реакцію якості Е. Демінга доповнено та розширено додатковими ланками екологічної та

соціальної складової і показано, що висока якість продукції призводить до позитивного економічного, соціального та екологічного ефекту, тобто забезпечує сталий розвиток підприємства. Виділено особливу роль екологічної складової сталого розвитку. Для уникнення та протидії екологічним загрозам підприємствами проводяться заходи раціонального природокористування та здійснюються процеси екологічно збалансованого розвитку. Розглянуто показники природоохоронної діяльності в Україні 2016–2020 рр.

ВИСНОВКИ. Сталий розвиток є драйвером управління якістю бізнес-процесів на підприємстві, що підтверджується логічним ланцюгом впливу підвищення якості на економічну, екологічну та соціальну складові сталого розвитку продуцента. Модель організації в період відкритих систем і соціального індивіда забезпечує всеохоплююче управління якістю та сталий розвиток підприємства. Система управління якістю бізнес-процесів на підприємстві легкої промисловості, яка відповідає вимогам міжнародного стандарту ISO9001: 2015, є інструментом для реалізації цілей сталого розвитку підприємства.

КЛЮЧОВІ СЛОВА: сталий розвиток; якість; управління якістю; система управління якістю бізнес-процесів; ланцюг Е. Демінга; природоохоронна діяльність.

Introduction. Sustainable development and victory in competition in the conditions of globalization and international division of labor can be ensured by enterprises that systematically manage the quality of business processes, which makes it possible to produce high-quality, environmentally safe products in an ethical way. In modern conditions, it is difficult to consider high-quality products that, although they meet the needs of consumers in accordance with their purpose, but cause damage to the surrounding natural environment, are manufactured underground, in violation of legal norms, in an unethical way, in the creation of which forced labor is used, child labor. No enterprise that does not aim for high quality products, environmental protection and transparency of its production processes can count on success in business, because this is what its stakeholders demand. Sustainable development is the driver of quality management of business processes at the enterprise. Quality management system of business processes, which meets the requirements of DSTU ISO 9001: 2015, is a tool for achieving sustainable development of a fashion industry enterprise.

Resources and methods. The theoretical basis of sustainable development as a modern paradigm of the development of civilization was studied in works of S.V. Bashlai, G.H. Bruntland, V.I. Vernadskyi, L.M. Ganushchak-Yefimenko, I.M. Gryshchenko, V.V. Hobela, A.O. Kasych, R.A. Kolyshko, O.V. Olshanska, L.P. Petrashko, O.M. Petroye, M.A. Saprikina, I.O. Tarasenko, etc.

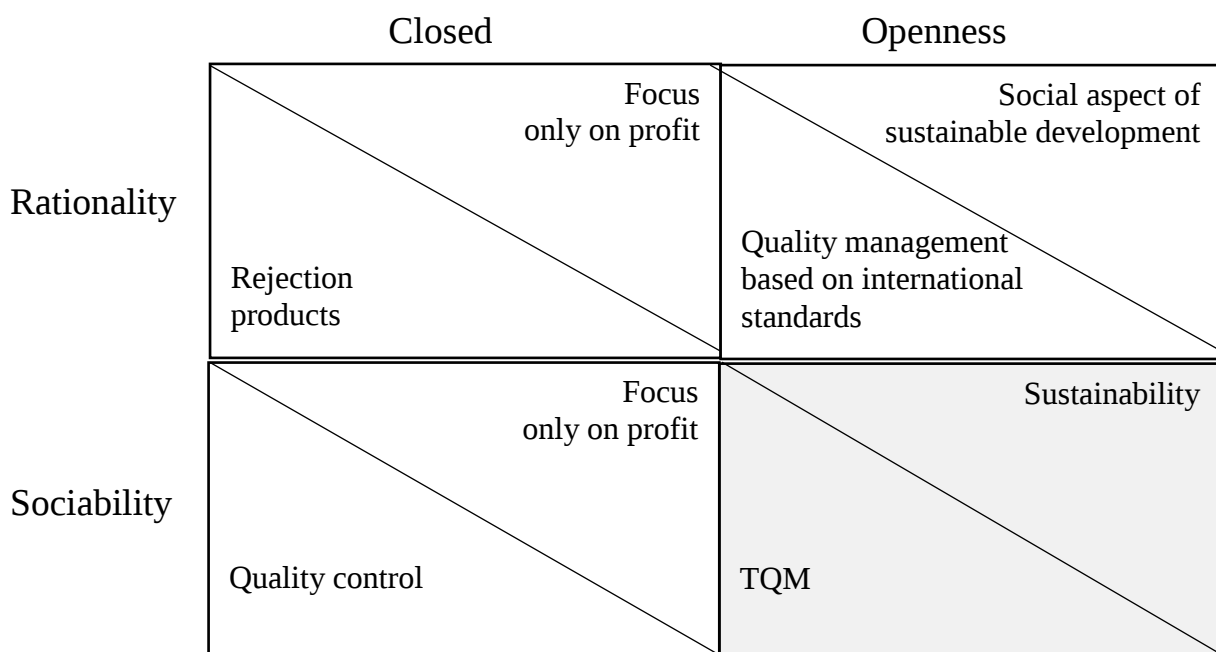
A significant contribution to the development of the quality management theory was made by such scientists as A. Vaymerskirh, A.V. Vakulenko, S. Vardeman, L.M. Vitkin, J. Wumek, E. Deming, J. Juran, O.M. Livinsky, William M. Lindsay, D.P. Loiko, O.I. Momot, N.G. Salukhina, H. Taguchi, D. Tepping, V.G. Topolnyk, R. Tricker, A. Feigenbaum, M. Hammar, R.V. Shulyar, O.M. Yazvinska, etc.

However, to date, the issues of developing methodological and methodical bases for managing the quality of business processes in the context of implementing sustainable development, creating advanced systems for managing the quality of business processes based on the principles of sustainable development, which meet the requirements of the international standard ISO 9001:2015 at fashion industry enterprises have not been fully developed and need further improvement and development.

Results and discussion. Currently, it is recognized throughout the world that sustainable development is the basis for shaping the future of humanity. The most common definition of sustainable development was given in 1987 in the report of World Commission on Environment and Development: "sustainable development means meeting the needs of the present generation without jeopardizing the ability of future generations to meet their own needs" (Report

of the World Commission on Environment and Development: Our Common Future). Environmental and social problems are a by-product of the economic development of modern civilization. At the core of the sustainable development of the enterprise are ecological, economic, and social components, which must be balanced among themselves.

The relationship between sustainable development and quality management at the stages of the evolution of enterprises and organizations can be traced in fig. 1. Most often, four stages are distinguished in the development of the organization, which correspond to the models of the organization, which are determined by a combination of the following features: closed – open system; rational – social thinking. According to O.M. Kryvoruchko (2006) the criteria determining the essence of quality management are closedness-openness and sociality-rationality. In fig. 1 place of quality management and sustainable development in each organization model is given.



Source: developed by the author based on (Bondarenko, 2018; Evans and Lindsay, 2014; Kryvoruchko, 2006; George and Weimerskirch, 1998).

Fig. 1. Place of quality management and sustainable development in each organization model

The first stage lasted from 1870 to 1920. This is the stage of "closed systems and rational individual". The enterprise was considered a closed system that does not interact with the external environment. When making management decisions, people act rationally, based on certain logic and facts. To ensure the quality of products, products that do not meet the requirements of regulatory documentation are rejected. Approach to management focused on technological

and organizational improvements of the system due to increasing the efficiency of organization's functioning. Attention is paid only to financial indicators – income, profit, profitability, etc.

The second stage (1920–1950) – the stage of "closed systems and social individual". The enterprise is approached as a closed system, but it recognizes that a person as a social being does not always act rationally. Quality control of products is carried out. The purpose of the organization's activity is to make profit.

The third stage (1950–1990) – is the period of "open systems and rational individual". Theory of organizations moves forward, considering the organization as an open system, and at the same time rolls back, as it returns to ideas about individual as a being who acts rationally. The stage of quality management is carried out, which is aimed at not producing defective products, so it is necessary to manage quality at all stages of the product life cycle. In 1965, the stage of quality management in accordance with the requirements of international standards begins. In 1987, ISO international standards for quality management systems of the 9000 series were put into effect. In the field of corporate social responsibility and sustainable development, attention is paid to the social aspect. Methods of employee motivation are being developed, mainly economic.

The fourth stage (from 1990 to the present day) – the period of "open systems and social individual". At this stage there is a return to a social individual, but already within open systems. In this organizational model, comprehensive quality management and the transition of the organization to sustainable development are possible. The organization is focused on environmental, economic and social aspects of sustainable development, which must be balanced among themselves. Total quality management system provides fundamental concepts of business excellence and strategy for realization of sustainable development goals. The process approach to management, defined in the quality management systems of business processes, contributes to the clear implementation of sustainable development goals at the enterprise.

Quality products are moral and ethical because the labor invested in them has been put to good use. Quality products are environmentally friendly, as they will be used for a long time, and will not be thrown into the trash. High-quality products are characterized by the fact that there are ways to dispose them. High-quality products are economical, because they ensure the usefulness of the product at optimal costs.

It is most appropriate to create quality management systems for business processes at enterprises that meet the requirements of the international standard ISO 9001:2015, and which are a guarantee of high product quality, the most complete satisfaction of consumer needs and a tool for ensuring the sustainable

development of the enterprise. The quality management system of business processes can potentially ensure the sustainable development of a fashion industry enterprise, as it is aimed at meeting the needs of consumers and producing quality products. The high quality of fashion industry products will enable consumers to use them for a long time, and not send them to the landfill in the near future, thereby polluting the environment. If a quality product serves for a long time, then the social labor invested in it was not wasted, not lost, but used with benefit. The product can also be transferred to a second person in the format of free-cycling, thereby significantly saving social work. Therefore, a management system aimed at improving the quality of business processes can potentially ensure the achievement of sustainable development of a fashion industry enterprise. But, in our opinion, in order for it to actually perform this function, it is necessary to improve the quality management system, to integrate it with other management systems and in the general management of the enterprise.

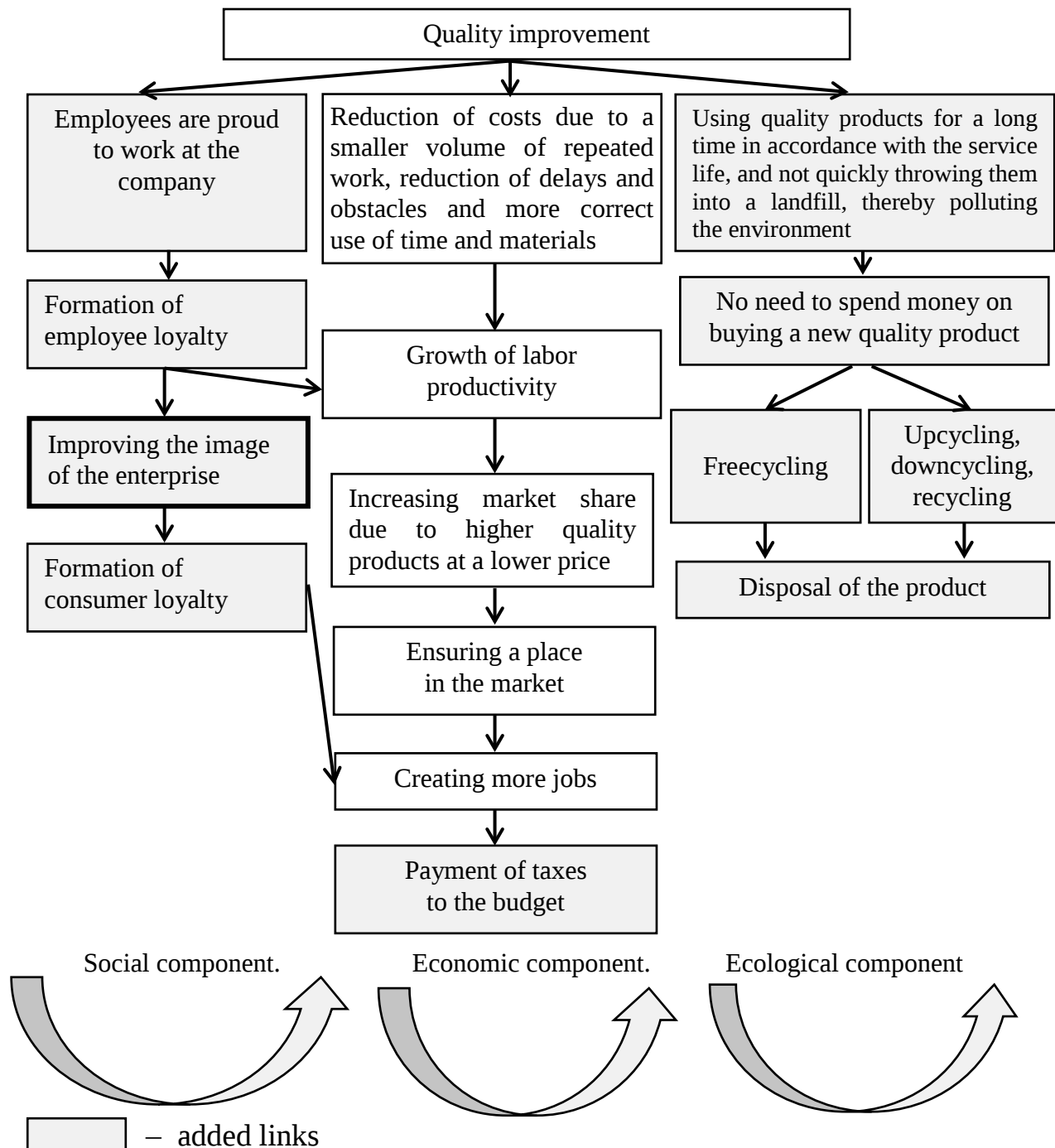
E. Deming (1993) argued that higher quality leads to higher labor productivity, which, in turn, provides long-term competitive strength. E. Deming proposed a chain reaction of quality, in which it was demonstrated that high quality allows increasing labor productivity, securing market share and create jobs, which ensures the fullness of the budget. That is, there is an economic and social positive effect from improving the quality of processes and products. We expanded this chain reaction of E. Deming with additional links and showed that the high quality of products also leads to a positive environmental effect, which means that it ensures the sustainable development of the enterprise (Fig. 2).

As a result of improving the quality of products, the loyalty of employees and consumers increases. At the same time, the reputation and image of the enterprise improves, the volume of sales increases, which also ensures the expansion of the number of jobs and revenues to the budget.

High quality ensures long-term use of products, which means that they will serve people for a long time and will not be thrown into the trash, polluting the environment. Consumers do not spend money on buying a new product, replacing a discarded one, saving the planet's resources. The consumer will also be able to transfer the product to someone else so that they can also use it for some time, or transfer the product for further processing in upcycling or recycling formats. The high quality of the products also implies disposal of the product without harming the environment.

Modern consumer, being literate and using the Internet, aspires to consume products that are environmentally friendly and ethically produced without excessive exploitation of workers and the use of child labor. Balancing the requirements of social, environmental, and economic systems at the enterprise is

an important task of the management of fashion industry enterprises, which strives for sustainable development.



Source: developed by the author on the basis of (Evans and Lindsay, 2014; Deming, 1993).

Fig. 2. Chain of influence of quality improvement on the sustainable development of a fashion industry enterprise

Today, the ecological component of sustainable development is particularly important. People need to ensure a comfortable life with modern benefits of

civilization, the latest achievements of scientific and technical progress, intellectual and spiritual development. An important task at the same time is the balance between more complete satisfaction of consumer needs and environmental protection.

The concept of sustainable development takes into account the fact that resources are exhausted, and products after use settle in nature in the form of waste. Therefore, nature provides resources for the economic system and absorbs the waste of production.

In order to avoid and counter environmental threats of anthropogenic origin, measures of rational nature management and processes of ecologically balanced development are carried out.

As V.V. Hobela (2021) rightly points out elements of the surrounding natural environment, such as air, water are not factors of production and therefore are not taken into account in the market pricing system. The enterprise carries out production activities, providing jobs, tax revenues to the budget, etc. But as a result of its activity, it pollutes the environment, which worsens the living conditions of other representatives of society and produces public costs, that is, it creates a negative external effect. In such a situation, a negative social effect is created because the criterion of V. Pareto's optimum is violated. According to V. Pareto's optimum in the system, improvement of the state of some elements of the system cannot be carried out without deterioration of the state of its other elements. The free market is not able to take these features into account and set the equilibrium price at a level that will compensate for public costs – a negative external effect (Hobela, 2021). Therefore, the state actively regulates the issue of environmental protection. In this regard, environmental taxation and environmental fines have been introduced in many countries, including Ukraine.

In Ukraine, there is an environmental tax for emissions of pollutants into the atmosphere by stationary and non-stationary sources of pollution, discharges of pollutants into water bodies, for the placement of solid waste, for the generation of radioactive waste, and fines are imposed on enterprises for environmental pollution.

Thus, the principle of compensation comes into play, according to which if not all members of society have benefited, taxes on fees create a social effect that allows all members of society to benefit and not lose.

In table 1, indicators of environmental protection activities in Ukraine 2016–2020 were reviewed. The costs of enterprises and organizations for environmental protection activities include capital investments in fixed capital for the construction of new and modernization of existing industrial facilities in the direction of increasing their environmental safety, annual current costs for maintaining the main funds of environmental importance, environmental taxes

paid by the enterprise, costs of enterprises for payment of fines in the field of environmental protection.

Table 1

Indicators of environmental protection activities in Ukraine 2016-2020.

Indicator	Years				
	2016	2017	2018	2019	2020
Gross domestic product, UAH million	2383182	2982920	3558706	3974564	4194102
Capital investments for environmental protection, UAH million.	13390.5	11025.5	10074.3	16255.7	13239.6
including for waste management, UAH million	2208.7	2471.0	1182.0	5754.3	2899.8
including for waste management, in capital investments for environmental protection activities, %	16.5	22.4	11.7	35.4	21.9
Current expenses for the protection of the natural environment, UAH million.	19098.2	20466.4	24318.0	27480.2	28092.6
including for waste management, UAH million	6719.6	7508.2	8830.2	10227.1	11197.1
including for waste management, in current expenses for environmental protection activities, %	35.2	36.7	36.3	37.2	39.9
Total expenses for the protection of the natural environment, UAH million.	32488.7	31491.9	34392.3	43735.9	41332.2
including for waste management, UAH million	8928.3	9979.2	10012.2	15981.4	14096.9
including for waste management, %.	27.5	31.7	29.1	36.5	34.1
Index of costs for environmental protection, % to the previous year	96.9	109.2	127.2	94.5	110.9
The share of costs for environmental protection at the expense of state and local budgets, %:					
in capital investment	2.8*	16.2	13.6	9.7	13.8
in current costs	2.9*	3.9	3.9	4.2	5.2
Total costs for environmental protection in relation to GDP, %	1.4	1.1	1.0	1.1	1.0
Environmental taxes paid by enterprises, UAH million.	4689.4	4389.5	4644.9	5540.4	5165.8

* only at the expense of the state budget.

Source: developed by the author based on (Official website of the State Customs Service of Ukraine; Official website of the Ministry of Finance of Ukraine; Statistical Yearbook of Ukraine 2020; Statistical Yearbook of Ukraine 2021).

Total costs for environmental protection in relation to GDP for 2016–2020 in Ukraine were small and amounted to only about 1%. The share of expenses for environmental protection at the expense of state and local budget funds in capital investments for environmental protection activities varies between 8–

18%, in current expenses 1.6–5.2%. This is a small fraction. The rest of the financing of environmental protection activities is carried out at the expense of the enterprises' own funds and other sources. And although budget funds play a significant role in creating a system of environmental protection activities, in Ukraine there is a tendency for funds from enterprises, organizations and other sources to dominate.

Conclusions. Sustainable development is the driver of quality management of business processes at the enterprise, which is confirmed by the logical chain of influence of quality improvement on the economic, environmental and social components of sustainable development of the producer. Organization model in the period of open systems and the social individual ensures comprehensive quality management and sustainable development of the enterprise. The quality management system of business processes at a fashion industry enterprise, which meets the requirements of the international standard ISO 9001: 2015, is a tool for realizing the goals of sustainable development of the enterprise. It is possible to trace the impact of quality improvement on the economic, environmental and social components of sustainable development of an enterprise that meets the needs of present generations without harming the ability of future generations to meet their own needs.

In order to avoid and counter environmental threats of anthropogenic origin, measures of rational nature management and processes of ecologically balanced development are carried out. The costs of enterprises and organizations for environmental protection activities include capital investments in fixed capital for the construction of new and modernization of existing industrial facilities in the direction of increasing their environmental safety, annual current costs for maintaining the main funds of environmental importance, environmental taxes paid by the enterprise, costs of enterprises for payment of fines in the field of environmental protection. Financing of environmental protection activities in Ukraine is carried out at the expense of state and local budgets, own funds of enterprises and other sources.

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TRANSFORMATIVE INNOVATIONS, VIRTUAL EXCHANGE, AND COLLABORATIVE LEADERSHIP: RESHAPING HIGHER EDUCATION FOR THE GLOBAL DIGITAL WORLD WEB 4.0

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INTRODUCTION AND RESEARCH

PURPOSE: This research stems from the increasing importance of innovation in higher education and the growing role of virtual connections and collaborative initiatives in shaping the global educational landscape. Building upon prior research in this field, this study aims to provide a comprehensive exploration of how these elements come together to create a more interconnected and inclusive world of education. The central question addressed in this study is: How can innovation in higher education, particularly through virtual connections and collaborative initiatives like VEHUB4YOU, contribute to bridging educational gaps and fostering global unity? To investigate this question, we examine the objectives, methods, and impact of VEHUB4YOU as the subject of our study.

HYPOTHESIS: The hypothesis of this research anticipates that innovations in higher education, aimed at using virtual connections and collaborative initiatives, particularly through programs like VEHUB4YOU, have the potential to create a more interconnected and inclusive world of education. We assume that such initiatives not only enhance accessibility and the quality of education but also stimulate innovation, promote knowledge exchange, and foster collaboration among educational institutions, contributing to global unity and the development of the educational sector.

RESEARCH METHODS: The research employs a qualitative approach, including a review of existing literature, case studies, and interviews with key participants involved in

VEHUB4YOU. This multifaceted methodology allows us to gather comprehensive insights into the program's objectives, implementation, and its impact on higher education within the African context.

RESULTS: The study uncovers multifaceted aspects of innovation in higher education, highlighting the evolution of virtual connections in overcoming geographical barriers. It investigates collaborative initiatives as driving forces for positive change, facilitating the creation of inclusive and diverse learning environments. The case of VEHUB4YOU demonstrates how such programs assist educational institutions and individuals in joining global educational networks, thereby enhancing accessibility, fostering collaboration, and driving innovation.

CONCLUSIONS: In conclusion, this research underscores the transformative potential of innovation, virtual connections, and collaborative initiatives in higher education. VEHUB4YOU in Africa serves as an example of how such initiatives can overcome barriers, promote global unity, and contribute to the creation of a more interconnected world of education. The study encourages further research and the implementation of innovative approaches in higher education to ensure accessibility, relevance, and the impact of education in an increasingly interconnected world.

KEYWORDS: virtual connections; collaborative initiatives; transformative power; global engagement; higher education transformation; virtual exchange; cross-border collaboration.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
26	0	0

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**ТРАНСФОРМАЦІЙНІ ІННОВАЦІЇ, ВІРТУАЛЬНИЙ
ОБМІН ТА СПІЛЬНЕ ЛІДЕРСТВО:
ПЕРЕФОРМАТУВАННЯ ВИЩОЇ ОСВІТИ ДЛЯ
ГЛОБАЛЬНОГО ЦИФРОВОГО СВІТУ WEB 4.0**

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ВСТУП ТА МЕТА ДОСЛІДЖЕННЯ:

Постановку мети даної дослідницької роботи обґрунтовано зростаючою важливістю інновацій у вищій освіті та дедалі зростаючим значенням віртуальних зв'язків, а також спільних ініціатив у формуванні глобального освітнього ландшафту. На основі попередніх досліджень у цій сфері роботу спрямовано на комплексне дослідження форм та методів об'єднання цих елементів задля створення більш взаємопов'язаного та глобалізованого освітнянського середовища. Проблематикою представленого дослідження є пошук відповідей на питання - як інновації у вищій освіті, зокрема за допомогою віртуальних зв'язків та спільних ініціатив, таких, як VENUB4YOU, можуть сприяти подоланню освітніх розривів та сприяти глобальному єднанню? Для вивчення цього питання у роботі розглядаються цілі, методи та впливи VENUB4YOU як об'єкту дослідження.

ГІПОТЕЗА даного дослідження передбачає, що інновації в галузі вищої освіти, спрямовані на використання віртуальних зв'язків та спільних ініціатив, мають потенціал створити більш взаємопов'язаний та включаючий світ освіти. Припускається, що такі ініціативи сприяють не лише покращенню доступності та якості освіти, але й стимулюють інновації, сприяють обміну знаннями та співпраці між освітніми установами, що створює необхідні умови для глобального об'єднання та розвитку освітнього сектору.

МЕТОДИ ДОСЛІДЖЕННЯ: У дослідженні використано якісний підхід, враховуючи огляд наявної літератури, вивчення випадків та

інтерв'ю з ключовими учасниками, які беруть участь у віртуальних обмінах. Цей багатометодологічний підхід дозволяє зібрати багатогранні інсайти щодо цілей програми, її впровадження та впливу на вищу освіту в африканському контексті.

РЕЗУЛЬТАТИ: Дослідження розкриває багатогранні аспекти інновацій у вищій освіті, відзначаючи еволюцію віртуальних зв'язків у подоланні географічних бар'єрів. Досліджуються спільні ініціативи як рушійні сили позитивних змін, що сприяють створенню включаючого та різноманітного навчального середовища. Кейс VENUB4YOU демонструє, як такі програми допомагають навчальним закладам та особам приєднатися до глобальних освітніх мереж, сприяючи доступності, співпраці та інноваціям.

ВИСНОВКИ: Підсумовуючи, слід відзначити трансформаційний потенціал інновацій, віртуальних зв'язків та спільних ініціатив у вищій освіті. VENUB4YOU слугує прикладом того, як такі ініціативи можуть долати бар'єри, сприяючи єднанню та створенню більш взаємопов'язаного глобалізованого освітнянського середовища. Дослідження заохочує до подальших наукових пошуків та впровадження інноваційних підходів у вищій освіті задля забезпечення доступності, актуальності та впливу освіти в умовах все більш взаємопов'язаного світу.

КЛЮЧОВІ СЛОВА: віртуальні зв'язки; спільні ініціативи; трансформаційна потужність; глобальна взаємодія; трансформація вищої освіти; віртуальний обмін; міжнародна співпраця.

Introduction. In the swiftly evolving global landscape, innovations in higher education emerge as a crucial factor guiding the way forward rather than being a mere option (European Commission, 2021). This study delves into the exploration of the transformative force of innovations within higher education, with a specific focus on the crucial roles played by virtual connections and collaborative initiatives (Dieguez, 2024; Wu, Goh & Mai, 2023). The VEHUB4YOU (VEHUB4YOU, n.d.) project takes center stage in our investigation, serving as an exemplar of the synergy between innovation, virtual connectivity, and the pursuit of a more integrated world. Within the contemporary educational context, virtual connections and collaborative initiatives play a significant role in overcoming physical, geographical, and cultural constraints (Ibarra-Cisneros, Reyna & Hernández-Perlines, 2023; Perumal-Pillay et al., 2023). The project aims to establish a network of international virtual business hubs, offering education across various disciplines to students at different levels. Encompassing both economic and non-economic domains, this ambitious initiative spans educational institutions in Italy, Latvia, Ukraine and Azerbaijan. The program includes a training curriculum for hub leaders and facilitators tailored to local contexts (Kong & Spenader, 2023). By modernizing school, college, and university educational programs to align with current trends in virtual learning, the project seeks to enhance the efficiency of virtual education (Niitsu et al., 2023). It envisions propelling participants into a future where educational boundaries are transcended, and opportunities are limitless (Guimarães & Finardi, 2023). In the broader context, the study sheds light on the imperative of innovation, recognizing it not as a mere aspiration but a necessity – a compelling call to action (Ota, Shimmi & Hoshino, 2023; Putman et al., 2023).

This beckons us to envision a world where knowledge knows no bounds, education transcends borders, and collaborative endeavors become the threads that unite the global educational tapestry (Enkhtur, Li & Zhang, 2023).

1. Innovation in Higher Education. Innovation within higher education institutions has taken center stage in recent years, driven by a confluence of factors that challenge traditional educational paradigms. In recent years, the concept of innovation within higher education institutions has gained significant prominence, driven by a convergence of factors that challenge conventional educational models. This transformation is influenced by the digital revolution, globalization, and evolving student expectations, compelling educational institutions to adapt, evolve, and embrace innovation to stay relevant and effective. Innovation in higher education encompasses a wide spectrum of changes and enhancements with the primary goal of enhancing the quality of learning, teaching, and research (Dieguez, 2024). It goes beyond the mere adoption of technology; it embodies a mindset that fosters creativity,

adaptability, and responsiveness within educational institutions. This approach includes the development of novel pedagogical methods, the integration of emerging technologies, and the creation of flexible and personalized learning experiences. The contemporary higher education landscape is marked by a series of challenges that necessitate innovative solutions (Wu, Goh & Mai, 2023). These challenges encompass rising educational costs, the increasing demand for lifelong learning, and the growing diversity of students' backgrounds and learning preferences (Adama, Graf, Adusei-Asante & Afrifa-Yamoah, 2023). However, within these challenges also lie opportunities for institutions to reinvent themselves, providing education that is more accessible, relevant, and impactful.

Innovation, in the context of higher education, is not a luxury but a strategic imperative (Ibarra-Cisneros, Reyna & Hernández-Perlines, 2023). It enables institutions to maintain their competitiveness, reach a broader audience, and fulfill their mission of equipping students with the knowledge and skills required for success in an ever-evolving world. To gain a deeper understanding of innovation within higher education and its multifaceted dimensions, it is valuable to draw insights from recent research findings in this field.

2. Virtual Connections in Higher Education. In the digital age, the significance of virtual connections within higher education cannot be overstated. Virtual connections have emerged as a powerful catalyst for global engagement, transcending geographical boundaries and redefining the way students and educators interact. In this section, we delve into the importance of virtual connections and the transformative role they play in modern higher education. Virtual connections have evolved from being a convenient communication tool to becoming an integral component of the higher education experience. Advancements in technology, including high-speed internet, video conferencing platforms, and online collaboration tools, have facilitated seamless interactions between students, educators, and institutions, irrespective of their physical locations. Research by Perumal-Pillay et al. (2023) explores the concept of shared learning experiences through virtual exchange projects, exemplified by a pilot study involving pharmacy students in South Africa and the United States. This study demonstrates the global reach of virtual education, emphasizing its capacity to foster cross-border collaboration. One of the primary advantages of virtual connections is their ability to bridge geographical gaps. Students can now access courses, resources, and expertise from institutions and educators around the world without leaving their homes. This democratization of education not only enhances accessibility but also promotes cross-cultural understanding and diversity in higher education.

In line with this, Gruber, Canto and Jauregi-Ondarra (2023) delve into the use of social virtual reality for virtual exchange. Their research highlights the

role of immersive technologies in enhancing virtual connections and intercultural experiences among students, further emphasizing the transformative power of technology in education. Virtual connections have also revolutionized collaborative learning. Through online forums, virtual classrooms, and collaborative platforms, students can engage in discussions, projects, and research initiatives with peers and mentors from diverse backgrounds. This fosters a rich learning environment that transcends the limitations of traditional classrooms. Niitsu et al. (2023) investigate the impact of collaborative online international learning on intercultural sensitivity among nursing students. This study underscores how virtual connections contribute to the development of intercultural skills, particularly in healthcare education, enriching the educational experience.

Virtual connections are not just a means of delivering education; they are a catalyst for innovation within higher education. They enable the rapid dissemination of research findings, facilitate interdisciplinary collaboration, and promote the sharing of best practices among institutions. This interconnectedness empowers educators and institutions to stay at the forefront of their fields. In a different context, Guimarães and Finardi (2023) discuss the pandemic-driven paradigm shift in internationalization, emphasizing the transition from competition and mobility to cooperation and virtuality. This shift reflects how virtual connections are redefining international education practices, promoting cooperation over competition. Additionally, Enkhtur, Li and Zhang (2023) provide insights into virtual student mobility from students' perspectives, offering a case study from Japan. Their research underscores the importance of understanding students' viewpoints in shaping virtual educational experiences. As higher education continues to adapt to the digital age, virtual connections remain a vital catalyst for positive change in the educational landscape. These studies collectively highlight the evolving role of virtual connections in higher education, demonstrating their capacity to transcend geographical boundaries, enhance collaborative learning, promote intercultural competence, and drive innovation within the field.

3. Collaborative Initiatives for Global Impact. Collaborative initiatives have emerged as dynamic drivers of innovation and transformation within higher education. In this section, we delve into the significance of collaborative endeavors and their potential to create a global impact in the realm of education. Collaborative initiatives involve partnerships between educational institutions, organizations, and individuals with shared objectives. These initiatives have the potential to pool resources, expertise, and perspectives to address complex challenges and seize opportunities in higher education. They foster a spirit of cooperation that transcends institutional boundaries. For example, the study by Powell et al. (2023) on the impact of COVID on total joint arthroplasty

showcases the power of collaborative quality initiatives in healthcare, illustrating how institutions can work together to address challenges.

To illustrate the effectiveness of collaborative initiatives, this section presents examples of successful programs and projects within the higher education landscape. These may include joint research endeavors, international student exchange programs, and interdisciplinary partnerships that have yielded tangible results and enhanced the educational experience. Apostolidou's work (2023) on art and open education demonstrates how collaborative actions can be used to engage refugee artists, promoting both art and education in a cooperative manner.

Collaborative initiatives not only benefit institutions but also have a profound impact on student learning and research. Students who participate in collaborative programs gain exposure to diverse perspectives, develop global competencies, and are better prepared for a rapidly changing workforce. Furthermore, collaborative research efforts often lead to breakthrough discoveries and advancements with broader societal implications. Beyond individual success stories, collaborative initiatives have broader implications for the future of higher education. They challenge traditional models of competition among institutions and promote a cooperative ethos that aligns with the global challenges of our time. As the world becomes increasingly interconnected, these initiatives hold the potential to transform higher education into a more inclusive and adaptable ecosystem. Segura and Jordan's work (2023) on interuniversity integration for sustainable development and disaster risk reduction underscores the importance of collaborative efforts in addressing global challenges, emphasizing the need for universities to work together towards a more sustainable future.

4. VEHUB4YOU Case Study: Virtual Connections and Collaborative Initiatives. This case study delves into the groundbreaking project, undertaken by a consortium of higher education institutions, youth organizations, and businesses. The project aims to redefine roles of higher education by harnessing the power of virtual connections and innovative collaborations on a global scale. This case study highlights the key strategies, outcomes, and transformative impact of this visionary initiative. In an era marked by rapid globalization and the global challenges, higher education faces a pressing need for innovation and adaptability. Traditional models of internationalization and collaboration are disrupted, demanding a fresh approach to ensure that education remains accessible, inclusive, and globally relevant.

At the heart of this initiative is the recognition of virtual exchanges as a potent tool for intercultural dialogue and soft skills development. These exchanges transcend geographical boundaries, providing students with access to high-quality international and cross-cultural education. While acknowledging

that virtual experiences cannot entirely replace physical mobility, the project firmly believes that they offer a plethora of benefits akin to traditional international educational experiences. European values, including freedom, tolerance, and non-discrimination, are promoted also through intercultural dialogue with third countries not associated with the Erasmus+ Programme.

The project actively engages partners from diverse regions, including the Southern Neighbourhood and Sub-Saharan Africa. It envisions an educational landscape where traditional methods harmoniously coexist with interactive, user-centric approaches, promoting a sense of global citizenship and shared responsibility. This strategy aims to benefit youth workers, students, university staff, and society at large by enhancing training opportunities, exposing them to diverse perspectives, and promoting global citizenship, intercultural understanding, and mutual respect.

A dedicated effort is made to bridge the gap between European universities and educational institutions in Ukraine and Azerbaijan. This involves facilitating the exchange of cutting-edge knowledge and business practices to ensure that modern European education is accessible to learners worldwide. This initiative aligns with the strategic goal of Ukraine's higher education development, as outlined in the "Strategy for the Development of Higher Education in Ukraine for 2022–2032".

Networking-based learning is pioneered at this level, creating a dynamic ecosystem for knowledge exchange and co-learning. Collaboration with the business community becomes pivotal, empowering students and young entrepreneurs to learn from each other, thereby fostering innovation and creativity. This approach aligns with national strategies emphasizing the importance of collaboration between academia and industry. The project envisions a transformative role for universities, evolving them into facilitators of innovation. These institutions become hubs of entrepreneurial learning, bridging the gap between formal education and real-world entrepreneurship. Cross-national faculties collaboration encourages universities from different countries to join forces, enhancing the quality of education and exposing students to a broader spectrum of knowledge and perspectives. At the highest echelon of networking strategies, the project focuses on the creation of a multinational stakeholders network. This network converges educational institutions, businesses, youth organizations, and other stakeholders from diverse geographical locations into a vibrant ecosystem, enriching the educational landscape with ideas, experiences, and opportunities.

This project will assess the measurable outcomes and transformative impact of these strategies, including enhanced intercultural dialogue, soft skills development, increased inclusivity, the promotion of European values, international collaboration, knowledge sharing, and the fostering of

entrepreneurship and innovation. The project will provide a comprehensive view of how this visionary initiative stitches the world together through virtual connections and collaborative initiatives, reshaping the landscape of higher education and empowering individuals and institutions to thrive in a rapidly changing world.

At the heart of this initiative is the recognition of virtual exchanges as a potent tool for intercultural dialogue and soft skills development. These exchanges transcend geographical boundaries, providing students with access to high-quality international and cross-cultural education. While acknowledging that virtual experiences cannot entirely replace physical mobility, the project firmly believes that they offer a plethora of benefits akin to traditional international educational experiences. European values, including freedom, tolerance, and non-discrimination, are promoted through intercultural dialogue with third countries not associated with the Erasmus+ Programme.

Conclusions. As Europe continues its evolution during a decade of digital transforming, higher education institutions must evolve in tandem. The Erasmus+ VEHUB4YOU project serves as a example of project design, illustrating how forward-thinking endeavors can redefine the role of higher education, transcending the constraints of geography, culture, and socioeconomic status. This imperative demands a fundamental shift in perspective, one that embraces creativity, adaptability, and responsiveness as institutions navigate the intricate opportunities and challenges of our era. Our examination of innovation within higher education has unveiled its multifaceted nature, spanning from pedagogical methods to the integration of emerging technologies, all aimed at elevating the quality of learning, teaching, and research. Virtual connections have risen to prominence as indispensable tools in contemporary global higher education. These connections, once regarded for their convenience, have evolved into the lifeblood of global education. They possess the capacity to bridge geographical divides, democratize educational access, and nurture cross-cultural understanding and diversity. Through virtual connections, students and educators can engage in robust, collaborative learning experiences that transcend the confines of physical classrooms. The studies examined underscore the role of virtual connections in promoting intercultural competence, enriching collaborative learning, and driving innovation within higher education.

Collaborative initiatives have emerged as dynamic agents of change. Whether through research partnerships, international exchange programs, or interdisciplinary collaborations, these initiatives have the potential to pool resources, expertise, and perspectives to tackle intricate challenges. Beyond the advantages for institutions, collaborative initiatives empower students with global competencies, preparing them for the workforce and frequently leading to

groundbreaking discoveries. The shift from competition to cooperation among institutions mirrors a changing ethos aligned with the global challenges of our times. The project epitomizes the synergy between innovation, virtual connectivity, and collaboration. It stands as a visionary initiative that transcends boundaries, empowering learners and enriching the educational experience. Through its multi-level networking strategies, it fosters global interconnectedness, collaborative learning, and the dissemination of European values. The project's impact extends across a spectrum of stakeholders, from students and educators to businesses and society at large. It embodies the spirit of a world where knowledge knows no bounds, education transcends borders, and collaborative endeavors unite the global educational tapestry. It embodies a shared vision of a more integrated, inclusive, and interconnected world.

The call for innovation urges us to envision an educational landscape where education is accessible to all, regardless of geographical or socioeconomic barriers. Virtual connections invite us to embrace a future where physical distance no longer constrains the boundaries of our knowledge exchange. Collaborative initiatives challenge us to cooperate, collaborate, and collectively make a global impact. In this swiftly evolving world, higher education assumes a central role. It is not merely an institution but a dynamic force for empowerment, enrichment, and enlightenment. It acts as an agent of change, a catalyst for innovation, and a bridge to a brighter future. The transformative potential of innovation, virtual connections, and collaborative initiatives reminds us that the journey to redefine higher education is an ongoing one. It is a journey that weaves the world together, creating a tapestry of knowledge, understanding, and interconnectedness. It is a journey that beckons us forward, where the horizons of education are limitless, and the possibilities are boundless.

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SOCIAL RESPONSIBILITY IN HIGHER EDUCATION: CHALLENGES AND OPPORTUNITIES

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INTRODUCTION. In the modern world, higher education plays a pivotal role in shaping social responsibility. In the context of the war that erupted in Ukraine in 2022, this issue becomes particularly pertinent, posing a unique challenge for higher education institutions to ensure sustainable development and address social tasks. The challenges arising during wartime demand new strategies and approaches to ensure the continuity of the educational process and support the student community.

RESEARCH HYPOTHESIS: The research hypothesis aims to identify effective higher education strategies in Ukraine in the context of armed conflict, focused on ensuring sustainable development and addressing social challenges.

THE AIM of the research is to examine the impact of the armed conflict on higher education in Ukraine and develop strategies of social responsibility to address the challenges within this context.

METHODS. The research will be conducted through the analysis of statistical data, studying cases of successful rehabilitation of Ukrainian universities during armed conflicts, and considering feedback from experts and involved stakeholders.

FINDINGS. The research findings have identified key challenges faced by higher education in Ukraine during times of armed conflict, including restricted access to educational institutions, damage to infrastructure, and changes in learning conditions. A comprehensive set of measures has been proposed to address these challenges, encompassing the development of distance learning platforms, international expert support, and resource mobilization to restore the educational process and ensure the sustainability of higher education in crisis conditions.

CONCLUSION. The research findings underscore the necessity and importance of addressing the challenges faced by higher education in the context of the ongoing armed conflict in Ukraine. The proposed strategies and recommendations delineate pathways for improvement and the implementation of socially responsible approaches. The research findings suggest that adhering to the principles of social responsibility in times of armed conflict can be achieved through active participation in international programs, humanitarian initiatives, and collaborative projects.

KEYWORDS: social responsibility; higher education; challenges; armed conflict; international cooperation; resources.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
12	0	0

JEL Classification:
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СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ У ВИЩІЙ ОСВІТІ: ВИКЛИКИ ТА МОЖЛИВОСТІ

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ВСТУП. В сучасному світі вища освіта виступає ключовим фактором у формуванні соціальної відповідальності. Умови війни, яка почалася в Україні у 2022 році, роблять цю проблему надзвичайно актуальною, ставлячи перед вищими навчальними закладами завдання забезпечити сталий розвиток та вирішити соціальні проблеми. Виклики, які виникають під час воєнних дій, вимагають нових стратегій та підходів для забезпечення продовження освітнього процесу та підтримки студентської громадськості.

ГІПОТЕЗА ДОСЛІДЖЕННЯ.

Гіпотеза дослідження полягає у визначенні ефективних стратегій вищої освіти в Україні в умовах воєнного конфлікту, спрямованих на забезпечення сталого розвитку та вирішення соціальних завдань.

МЕТА дослідження полягає у вивченні впливу воєнного конфлікту на вищу освіту в Україні та розробці стратегій соціальної відповідальності для подолання викликів цього контексту.

МЕТОДИ. Дослідження буде проведено на основі аналізу статистичних даних, вивчення випадків успішної реабілітації українських університетів під час військових конфліктів, а також врахування відгуків експертів та залучених стейкхолдерів.

РЕЗУЛЬТАТИ.

Результати дослідження визначили основні виклики, з якими стикається вища освіта в Україні під час військових подій, зокрема, обмеження доступу до навчальних закладів, пошкодження інфраструктури та зміни в умовах навчання. Запропоновано комплекс заходів для подолання цих викликів, включаючи розвиток дистанційних освітніх платформ, міжнародну експертну підтримку та залучення ресурсів для відновлення освітнього процесу та забезпечення сталості вищої освіти в умовах кризи.

ВИСНОВКИ. Результати дослідження підкреслюють необхідність та важливість вирішення проблем вищої освіти в умовах воєнного конфлікту в Україні. Запропоновані стратегії та рекомендації визначають шляхи покращення ситуації та впровадження соціально відповідальних підходів. Результати дослідження також вказують на те, що дотримання принципів соціальної відповідальності в умовах воєнного конфлікту може здійснюватися через активну участь у міжнародних програмах, гуманітарних ініціативах та спільних проектах

КЛЮЧОВІ СЛОВА: соціальна відповідальність; вища освіта; виклики; воєнний конфлікт; міжнародна співпраця; ресурси.

Problem statement. The ongoing conflict in Ukraine since 2022 has brought about significant challenges and disruptions, impacting higher education institutions on both macro and micro levels. The destruction of infrastructure, particularly in border areas, has forced educational institutions to adapt to online modes of operation. This situation has exacerbated the complexities associated with maintaining social responsibility in higher education. At the macro level, the war has raised questions about the broader role of higher education institutions in society, particularly in times of crisis. The challenges posed by the conflict have highlighted the need for universities to reevaluate their social responsibility and adapt their strategies to address the immediate needs of the community. On the micro level, individual higher education institutions are grappling with the practicalities of maintaining social responsibility in the face of war-related disruptions. The shift to online learning due to the destruction of physical infrastructure and the displacement of students has necessitated innovative approaches to ensure continuous education and support. In this context, the proposed article aims to explore the challenges and opportunities associated with integrating social responsibility into higher education during times of conflict. The hypothesis is twofold: first, that the war in Ukraine has intensified the importance of social responsibility in higher education, and second, that there exist viable strategies and opportunities for institutions to fulfill this responsibility despite the challenging circumstances. The urgency of addressing this topic lies in the immediate impact of the conflict on the educational landscape and the potential long-term consequences for the affected regions. By examining the challenges faced by higher education institutions in Ukraine and proposing potential solutions, this research seeks to contribute valuable insights for both academic and policy-oriented discussions on the role of higher education during crisis situations.

The article will delve into the specific challenges faced by higher education institutions in Ukraine, such as the disruption of physical infrastructure, the need for effective online education, and the evolving role of universities in community support during wartime. Moreover, the research will explore how these challenges have reshaped the perception and implementation of social responsibility in higher education.

Analysis of recent studies and the unresolved part of the problem. J.M. Luetz (2014) explores the challenges and perspectives of academic work in the context of globalization, focusing on transnational education. The author discusses how the changing landscape of higher education due to globalization impacts academic practices; emphasizes the need to adapt academic work to the globalized era, highlighting both challenges and opportunities in transnational education. The analysis raises the question of how academic institutions can

effectively navigate the challenges posed by globalization in the field of education.

R. Van Noorden (2010) examines the role of online collaboration and social networks in scientific communities. The article delves into how scientists engage and collaborate in the digital age. The author concludes that online collaboration plays a significant role in facilitating scientific communication and networking among researchers. The article leaves open the question of how the scientific community can further leverage online collaboration tools and networks for more effective and widespread knowledge sharing.

S.L. Robertson and R. Dale (2019) explore global regionalisms in higher education, analyzing projects, processes, and political dimensions. The authors investigate how regional collaborations shape higher education policies. The book provides insights into the complex interplay between global forces, regional initiatives, and the political landscape in higher education. The analysis prompts further exploration of how global regionalisms influence specific higher education policies and practices.

The edited volume by N. Cloete et al. (2011) focuses on knowledge networks and collaborations between higher education, industry, and innovation. The chapters delve into various aspects of these partnerships. The book emphasizes the importance of fostering collaborative knowledge networks between academia, industry, and innovation for societal development. The volume raises questions about the most effective strategies for creating and sustaining knowledge networks that drive innovation.

W.K. Cummings and M. Palacios (2006) explore the use of information technology in Asian education through a senior executive seminar. The book examines the challenges and opportunities of integrating technology into education in the Asian context. The authors provide insights into the potential benefits of leveraging information technology in Asian education. The analysis suggests further investigation into the specific challenges faced by Asian educational institutions when adopting and implementing information technology.

J. Salmi (2009) addresses the challenges associated with establishing world-class universities. The focus is on the complexities and considerations involved in enhancing the global competitiveness of universities. The author highlights the need for a strategic and multifaceted approach to address the challenges and build world-class universities. The analysis raises questions about the specific strategies and policies that can effectively propel universities to world-class status.

P.G. Altbach et al. (2009) explore global trends in higher education, tracking what they term an "academic revolution." The report provides an overview of key transformations in the higher education landscape. The authors highlight the dynamic nature of global higher education and the need for

continuous monitoring of trends. The report invites further investigation into the potential future trajectories of the identified trends and their implications for higher education.

J.G. Mora and D. Araya-Muñoz (2019) conduct a comparative study on the relationship between higher education, regional development, and innovation in ASEAN-5 countries. The authors draw conclusions about the varying impacts of higher education on regional development and innovation across the studied countries. The study prompts further inquiry into the specific factors that contribute to or hinder the positive correlation between higher education, regional development, and innovation.

S. Marginson and G. Rhoades (2002) propose a "glonacal agency heuristic" to understand higher education beyond national boundaries, considering global, national, and local dimensions. The authors argue for a more nuanced understanding of higher education that transcends traditional boundaries. The article opens up questions about how institutions and policymakers can effectively navigate the complexities of global, national, and local influences on higher education.

Ukraine Recovery Plan 2022 (<https://recovery.gov.ua/en>) outlines strategies and initiatives for national recovery in 2022, encompassing various sectors, including education. The plan provides a comprehensive approach to address the challenges posed by the war and focuses on rebuilding and revitalizing the nation. The plan prompts questions about the effectiveness of the proposed strategies in restoring and advancing Ukraine's higher education system amidst the challenges of war.

O. Porkuian et al. (2023) detail the experience of reviving a Ukrainian university amid war, exploring the challenges and strategies employed. The authors share insights into the resilience and determination of the university community in the face of adversity. The article raises questions about the long-term impact of war on the higher education sector and the ongoing challenges universities face during post-war recovery.

Y. Petrushenko et al. (2023) explore the concept of the "third mission" of the university – engagement with societal issues – in the context of war and post-war recovery. The authors argue for the crucial role of universities in contributing to societal recovery during and after war. The article prompts questions about the specific initiatives and strategies universities can employ to fulfill their "third mission" effectively during war and recovery periods.

The publications do not explicitly address the challenges and implications faced by higher education institutions in the context of the war in Ukraine, including issues related to infrastructure destruction, the shift to online learning for bordering educational institutions, and broader regional and global collaborative efforts for academic recovery.

The purpose of the article is to explore and analyze the challenges and opportunities associated with social responsibility in higher education, considering the broader societal context.

Presentation of the main material. Defining social responsibility in the context of higher education involves identifying the ethical and moral obligations of academic institutions toward their communities, students, and broader societal concerns. It encompasses promoting sustainable practices, fostering inclusivity, and contributing to the social and economic development of the regions they serve.

The challenges stemming from social responsibility during the 2022 war and armed conflicts encompass a multifaceted landscape, marked by distinct characteristics that set them apart. Unlike conventional periods, the circumstances of war pose unique hurdles for institutions, especially in the realm of higher education. These challenges include but are not limited to:

Infrastructure Disruption: The widespread destruction of infrastructure during armed conflicts hampers the normal functioning of educational institutions, rendering physical campuses inaccessible or even in ruins.

Online Education Challenges: With the disruption of traditional learning environments, educational institutions, particularly those in border areas, are forced to transition to online platforms. However, this shift is fraught with challenges, such as limited access to technology, internet connectivity issues, and the need for rapid adaptation by educators and students.

Financial Constraints: The economic repercussions of war often lead to financial constraints, affecting both institutions and students. Institutions may face budget cuts, while students may struggle with affordability, hindering their ability to pursue higher education.

Security Concerns: Ongoing conflicts pose security risks to students and educators. The fear and uncertainty associated with these risks can adversely affect the learning environment and overall well-being.

Overcoming these challenges requires a comprehensive approach that involves:

Rebuilding Infrastructure: Investment in rebuilding and restoring educational infrastructure is crucial to resume normal operations. This may involve collaborations with international aid organizations and governments.

Enhancing Online Education Resources: Providing support for online education by addressing technological gaps, improving internet infrastructure, and offering training programs for educators to effectively navigate virtual teaching environments.

Financial Aid and Support: Implementing financial aid programs, scholarships, and support initiatives to alleviate the economic burden on institutions and students, ensuring continued access to education.

Ensuring Security Measures: Implementing robust security measures to create a safe learning environment, potentially with the assistance of international peacekeeping forces or local security initiatives.

In essence, overcoming the challenges tied to social responsibility during times of war requires a concerted effort from governments, international organizations, and educational institutions to address the unique hurdles faced by higher education in these extraordinary circumstances.

Conclusions and suggestions for further research. In conclusion, this article has provided a comprehensive exploration of social responsibility in the context of higher education, particularly amid the challenges posed by the 2022 war in Ukraine. The multifaceted analysis delved into the evolving role of universities in promoting social responsibility, both at the macro and micro levels. The micro-level examination illuminated the impact on individual institutions, shedding light on the challenges and opportunities they encounter in navigating their social responsibilities. The macro-level perspective, on the other hand, allowed for a broader understanding of the societal implications of higher education's response to social responsibility. This included the role of universities in post-war recovery, the reconstruction of educational infrastructure, and the overall contribution to the rebuilding of a nation affected by conflict. Furthermore, the analysis of the existing literature, encompassing global perspectives on higher education, regional development, and innovation, has enriched the discussion and provided a theoretical framework for understanding the complexities of social responsibility in the context of war and post-war recovery. The real-world insights derived from the experiences of Ukrainian universities, as presented in the case studies, highlighted the resilience and adaptability of these institutions in the face of adversity. The challenges they faced, including displacement, infrastructure destruction, and the shift to online learning, underscored the importance of innovative approaches to meet social responsibilities in crisis situations. The article also underscored the necessity for further research avenues, including a longitudinal assessment of the long-term impact of higher education's role in post-war recovery, a comparative analysis of strategies employed by institutions in conflict zones, policy analysis for enhancing social responsibility, and exploration of avenues like impact investing, mentoring, capacity building, and cross-sector collaboration. In essence, this article contributes to the academic discourse on the role of higher education in times of crisis, offering insights, guidance, and a foundation for future research endeavors aimed at fostering social responsibility and resilience in the face of adversity.

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F230

UDC 338.488.2:
640.4

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THE MAIN COMPONENTS OF THE MANAGEMENT SYSTEM FOR THE DEVELOPMENT OF THE POTENTIAL OF CLUSTER INTEGRATED BUSINESS STRUCTURES

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INTRODUCTION. The architecture of an integrated structure as an organizational and economic form is a set of individual elements organized into a single system by production-technical and financial connections, the specific meaning of which is reflected through specific forms of integration. In terms of business organization, integrated business structures are important, usually aimed at obtaining income, maximizing capital and directing it to the financial and economic goals of such structures.

RESEARCH METHODS. The research used methods of comparative analysis and synthesis, induction and deduction, monitoring of international best practices in the field of managing the development of the potential of cluster integrated business structures.

THE HYPOTHESIS OF THE RESEARCH is that based on the channelization of the best practices of international experience, it is possible to justify the components of the management system for the development of the potential of cluster integrated business structures.

PURPOSE of the article is to study the components of the management system for the development of the potential of cluster business structures.

RESULTS. The theoretical and methodological basis of management systems for developing the potential of cluster integrated business structures has been studied and improved. In general, the system of management of the development of the potential of the KISB is defined as the activity of the purposeful influence of the managing subject of management on the relations between the participants of the cluster regarding the effective generation, distribution and use of the potential of the KISB through the appropriate management mechanism (methodology, structure, techniques, adjustment of business processes) with the aim of accumulating the maximum synergistic effect from such activity and its further transformation into value (material, immaterial) for the end consumer.

KEYWORDS: integration; integrated business structures; management; clustering; cluster mergers of enterprises; cooperation; business partnership.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
17	3	0

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ОСНОВНІ СКЛАДОВІ СИСТЕМИ УПРАВЛІННЯ РОЗВИТКОМ ПОТЕНЦІАЛУ КЛАСТЕРНИХ ІНТЕГРОВАНИХ СТРУКТУР БІЗНЕСУ

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ВСТУП. Архітектоніка інтегрованої структури як організаційно-господарської форми являє собою сукупність окремих елементів, організованих у єдину систему за виробничо-технічними і фінансовими зв'язками, певний зміст яких відображається через конкретні форми інтеграції. В аспекті організації підприємництва, важливими є інтегровані структури бізнесу, що спрямовані зазвичай на отримання доходу, максимізації капіталу та його спрямування на фінансово-економічні цілі таких структур.

МЕТОДИ ДОСЛІДЖЕННЯ. У дослідженні використовувалися методи порівняльного аналізу та синтезу, індукції та дедукції, моніторинг кращих міжнародних практик у сфері управління розвитком потенціалу кластерних інтегрованих структур бізнесу.

ГІПОТЕЗА ДОСЛІДЖЕННЯ полягає в тому, що на основі каналізу кращих практик міжнародного досвіду можливим є обґрунтування складових системи управління розвитком потенціалу кластерних інтегрованих структур бізнесу.

МЕТОЮ статті є дослідження складових системи управління розвитком потенціалу кластерних структур бізнесу.

РЕЗУЛЬТАТИ. Досліджено та вдосконалено теоретико-методологічний базис систем управління розвитком потенціалу кластерних інтегрованих структур бізнесу. У загальному вигляді систему управління розвитком потенціалу КІСБ визначено як діяльність із цілеспрямованого впливу керуючого суб'єкта управління на відносини між учасниками кластера щодо ефективного генерування, розподілу та використання потенціалу КІСБ через відповідний механізм управління (методологію, структуру, техніку, налагодження бізнес-процесів) з метою акумулювання максимального синергетичного ефекту від такої діяльності та його подальшого перетворення на цінність (матеріальну, нематеріальну) для кінцевого споживача.

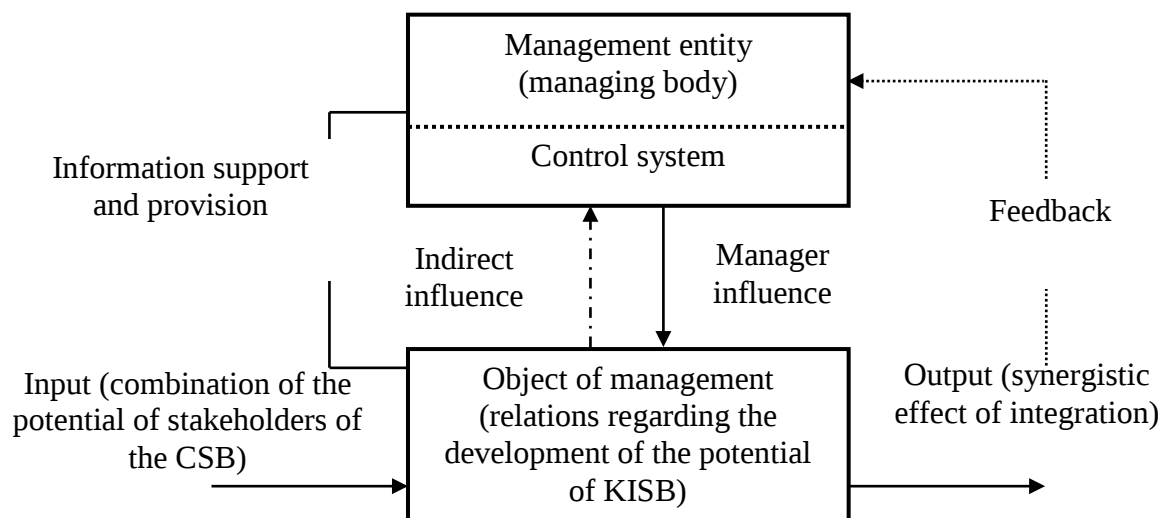
КЛЮЧОВІ СЛОВА: інтеграція; інтегровані структури бізнесу; управління; кластеризація; кластерооб'єднання підприємства; кооперація; бізнес партнерство.

Statement of the problem. The fact that in itself the management of a number of interconnected, but still legally independent enterprises, is a more complex and multifaceted phenomenon than the management of a single organization as a system; taking into account the scientific work of foreign scientists, organizations and institutions on the formation and development of cluster structures, their management (European Commission, 2019; Scheer and Zallinger, 2015; Chen et al., 2022; Negrușă et al., 2014) it seems necessary to define the main components of the management system for the development of the potential of cluster structures.

Analysis of recent studies and the unresolved part of the problem Domestic and international scientific work on the management system of integrated business structures shows that there is no single approach to its interpretation. Yes, A.A. Pylypenko and I.V. Yaroshenko ISB is defined as "a set of economic agents heterogeneous in composition, each of which has its own unique characteristics, between which there are significant and regular relationships that cause mutually conditioned influence on each other" (Pylypenko and Yaroshenko, 2008, p. 86). Other domestic scientists V.I. Kutsyk, O.V. Gatala and L.L. Kalinichenko see in ISB a combination of structurally disparate economic elements with their own characteristics and stable relationships, which determine the existence of a mutual influence of one element on another, and vice versa (Kutsyk and Gatala, 2014, p. 74; Kalinichenko, 2011). Hanushchak-Efimenko L.M. approaches the interpretation of ISB based on an innovative approach, emphasizing innovativeness as a component of such structures, which is the integration of various types of potentials in order to obtain a synergistic effect and manage the obtained synergistic potential in general (Hanushchak-Iefimenko and Kobernyk, 2012).

The aim is a rationale of the components of the management system for the development of the potential of cluster business structures.

Presentation of the main material In general, the system of managing the development of potential (hereafter SURP) of cluster integrated business structures (Fig. 1) can be defined as an activity of the purposeful influence of the managing entity of management (for example, a cluster organization or a cluster council) on the relations between cluster participants regarding the effective generation, distribution and use of the potential of KISB (object of management) through the appropriate management mechanism (methodology, structure, techniques, adjustment of business processes) with the aim of accumulating the maximum synergistic effect from such activity and its subsequent transformation into value (tangible, intangible) for the final consumer (client, cluster participant, community of the region where the cluster structure is located).



Source: suggested by the author.

Fig. 1. A simplified view of the SURP KISB

Developments in the field of cluster policy and cluster management of the European Commission (Pellegrin et al., 2020), Ukrainian scientists (Klymenko, 2022; Hanushchak-Iefimenko, 2012; Voinarenko, 2011; Voinarenko et al., 2019), we have singled out the key components of the management system for the development of the potential of cluster integrated business structures, which are structured according to individual blocks.

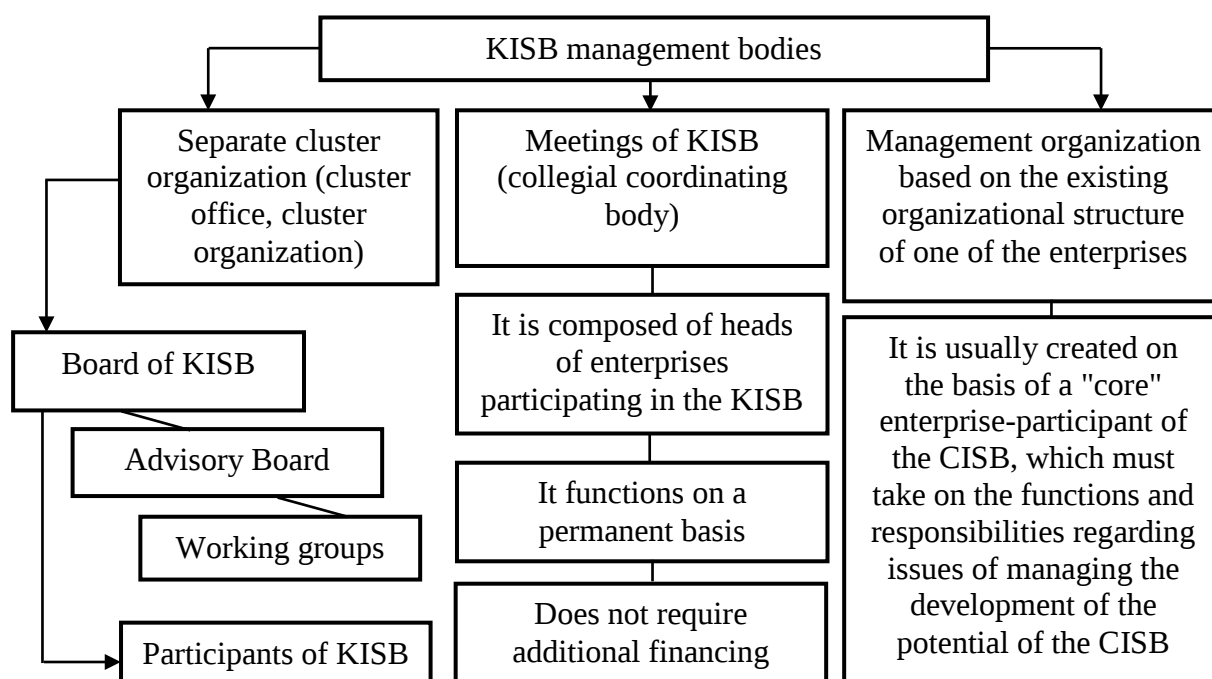
Unit 1. The structure and methodology of the development of the potential of the KISB (management entity and management unit). This block, first of all, is connected with the set of management bodies (management apparatus), the management functions assigned to them, the interrelationships of the management apparatus with the management participants themselves – the management structure, which determines the limit and specifics of the direction of the available resources and capabilities of all subjects of the CISB (potential) to get the most out of the integration.

The management structure depends on the organizational structure of the cluster entity itself. Actually, the organizational structure of the cluster is of central importance, since the rules and formal arrangement of relations regarding the partnership ensure transparency and accountability for the participants of the latter, which forms the basis for trust and successful cooperation, and contributes to the emergence of a kind of "corporate identity". The organizational structure is determined by the legal form (legal status) and the structure of management bodies (competencies and communication channels) (Scheer and Zallinger, 2015, p. 30).

As for the legal form that can significantly limit the use of company resources or, on the contrary, contribute to their better distribution and the

opening of new opportunities through the mechanisms of legal instruments embedded in such a legal form (legislative restrictions, permits, tax norms, benefits, etc.), abroad KISB can be created in the form of associations (non-profit or profitable), private companies, joint-stock companies, hybrid forms (a combination of an association and a private company), foundations. In Ukraine, cluster formations also do not have a clear organizational and legal form of consolidation, however, according to the Economic Code, they can be formed as associations, public associations, unions, other unions, which are not prohibited by law.

If we talk about management bodies (management entities), the participants of KISB usually choose one of three solutions (Fig. 2): or a separate cluster organization is created, which coordinates the actions of the participants with its board, advisory board, and working groups (research by foreign scientists prove that the development of large KISBs takes place more successfully in the presence of a specialized management organization, which is entrusted with the coordination of the activities of participants (Ketels and Protsiv, 2016; Ketels et al., 2013); or a coordination body is formed (without a separate company) – Meetings – which includes the heads of participating enterprises; or a governing body is formed an organization (organ) based on the existing organizational structure of one of the enterprises of the cluster formation (as a rule, such a company belongs to the core of the cluster).



Source: constructed by the author.

Fig. 2. Management structure of cluster integrated business structures

The choice of one or another organizational structure of KISB depends on a number of factors, among which the most significant are: the size of the cluster structure and the scope of its activities; geographical location; technology; relation to the KISB on the part of the managers and the managed; the strategy that will be implemented by the cluster, factors of the external environment.

In addition to the management structure, Block 1 includes the management methodology, which is characterized by set goals, principles, methods, functions, types of construction of organizational management structures. Such a mechanism is essentially the foundation for the formation of a control system (control control unit) within the framework of the KISB SURP (Fig. 3).

The following can be attributed to the general principles of building management structures for the development of the potential of KISB:

- the management structure should be built in such a way as to ensure accurate, quick, effective achievement of goals with the least expenditure of labor, material and financial resources.

- the formation of management structures should be aimed at the concentration of homogeneous types of management activities, the elimination of multi-levels and the elimination of redundant management links in order to increase efficiency;

- the management structure should ensure the stability of the cluster

Block 2. The process of managing the development of the potential of cluster integrated structures (object block of the system). This block answers the question of what exactly needs to be done and how to transform input resources into output results in order to achieve a synergistic effect from integration. The specifics of this block are determined by the specifics of the construction of the KISB itself, in particular, the following management contours: the use of a process approach in management; description and development of cluster services among the stakeholders of KISB.

Since KISB is, after all, the integration of legally independent enterprises and organizations, taking into account globalization, the transition to a knowledge-based economy, which leads to the complication of market conditions and individual customer needs, we agree with (Scheer and Zallinger, 2015) that the cluster structure (especially for clusters small and medium-sized enterprises) in a highly competitive and dynamic environment, organized through the presence of purely functional departments, will quickly reach its limits, with increasing interaction problems and difficulties. Therefore, for domestic KISB SMEs, it is necessary to move from functional orientation to process orientation in management.

The process approach in management is, of course, even more important for clusters, since in such integrated associations it is necessary to coordinate a number of often very heterogeneous enterprises, institutions and structures,

which, moreover, are legally autonomous. Accordingly, the problem of interrelationships and vested interests is more acute than in the case of a separate business, so the management of the business processes of the development of the potential of KISB is another key element in the overall management of the cluster. Each cluster structure needs clearly defined processes that are jointly implemented and worked out. This creates efficiency and transparency for both internal and external stakeholders of the cluster. Within the cluster, process orientation helps to highlight cause-and-effect relationships, synergistic benefits, and global perspectives. Accordingly, there is also a close connection with the concept of an integrated value chain.

We note that in the context of managing the development of the potential of cluster integrated structures of small and medium-sized businesses, process orientation has the following specific advantages: market and client orientation; increasing efficiency and savings; holistic thinking in integrated structures; better coordination and cooperation; improved integration of value added chains; flexibility and responsiveness; fewer contacts between cluster members; more effective (thrifty) management of the cluster; transparency; quality management (orientation on the process as a starting point for quality management).

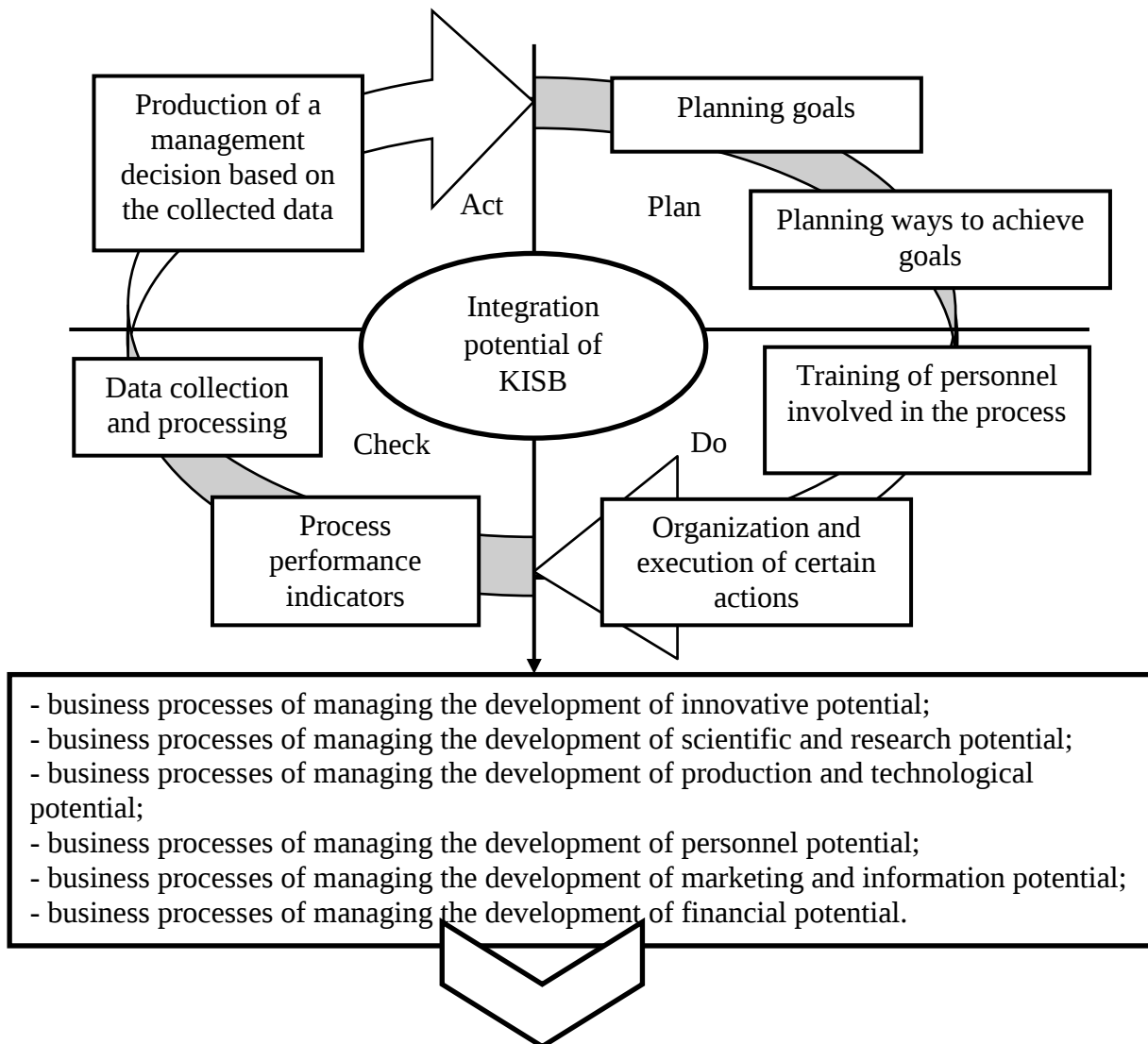
We can distinguish the following types of processes:

- 1) management processes;
- 2) main processes;
- 3) support processes (provide the provision of information and resources necessary for unification) (Scheer and Zallinger, 2015, p. 42). Other types of processes that are particularly important for a cluster are learning and informing (knowledge management) processes.

The general process of direct management of the development of the potential of KISB (Fig. 3) can be described using the well-known PDCA methodology (Schuhart-Deming cycle) (Schönsleben, 2012), which includes planning (Plan), execution (Do), check (Check) and making a further decision from process adjustment (Act).

The planning stage includes the development and formulation of common goals and a strategy derived from them for further activities for the development of the capacity of the KISB. It plays a central role in the integration of cluster members and promotes their identification with the cluster. The set of goals represents a combination of the interests of the companies participating in the cluster association, which are often very different, and determines the general direction in which the cluster will move. Defining individual goals depends significantly on what goals, desires and expectations the participants associate with the cluster. Typical goals may include: joint research and development,

promotion of innovation, joint marketing, export promotion, development of new markets, joint procurement,



Source: constructed by the author (based on the Shewhart-Deming cycle).

Fig. 3. The process of managing the development of the potential of the KISB

Basically, the cluster strategy should cover the following points or sections: analysis of the industry competitive situation; systematic SWOT analysis; analysis of trends; international benchmarking; analysis of cluster potential; cluster vision; cluster goals; spectrum of KISB assessment indicators; action plan; financial and resource support (Scheer and Zallinger, 2015, p. 16).

Let's add that each of the business processes of managing the development of the potential of KISB needs to define the beginning and end of each process,

the participants or functions involved, as well as the structure of cooperation (who works with whom). Next, the individual steps of the process or action (for example, sending the application form) are distributed among the responsible functional units (for example, the cluster manager) in a time and logical sequence. Each process must be assigned a "process owner" who is responsible for the progress and results of the process.

With regard to the stage of control of the process of direct management of the development of the potential of KISB, taking into account the significant independence of the participating enterprises, it is possible to apply a "satellite" (satellite) model of management, in which dynamically developing companies, due to the need for improvements or for the purpose of positioning in fast-growing markets, have to discuss their plans with the management of KISB at shorter time intervals and, accordingly, more intensively than participating enterprises that develop within the normal limits. That is, the satellite model of management provides for a different degree and frequency of control for cluster participants for their different status.

Cluster services play a central role in the development of the potential of the CISB and its management. A cluster structure can attract and retain participants in the long term only if its management manages to develop and offer services aimed at meeting the needs and eliminating the "bottlenecks" of participating enterprises. In this regard, cluster management requires a particularly intensive and creative focus on the client, and the most important clients of the cluster are the enterprises themselves. The sooner and more concretely the participants benefit from using the cluster's services, the more attractive the cluster will be. Businesses should feel from the outset that they are in the spotlight and can gain specific competitive advantages and additional benefits from cluster services, such as increased sales, increased productivity or improved quality.

Another important aspect of cluster services is their use to generate revenue and finance the cluster, so pricing should include an adequate margin if the provision of services cannot be covered by membership fees.

Block 3. Innovative block of management of the potential of KISB. The main goal of managing the potential of cluster integrated business structures is the maximum use and "processing" of all available resources and opportunities that can be obtained from the integration, in order to create such goods / services that could fully satisfy the end consumer. The most famous concept of competitive advantages belongs to M. Porter (1985), who includes patented technology, differentiation of products or services, high professionalism of personnel, etc. as competitive advantages of the highest level. That is, an important source of formation and maintenance of such competitive advantages

is the constant renewal and innovative development of production within the framework of the cluster structure.

Integrated competitive advantage is formed due to the fact that a cluster participating firm focuses on its core competencies, delegating the rest of activities to other participating enterprises, forming competitive advantages throughout the chain of interconnected value-creating firms.

Currently, the development and implementation of integrated (collective) competitive advantages should be based on the selection of the optimal type of strategy for the innovative development of production (including the creation of an innovative product) as a key element of the chain of added value of the cluster.

Block 4. Resource support for the management of the development of the potential of the CSB (resource-providing control block). A cluster structure must have certain resources at its disposal for effective functioning and expansion of its potential for development. The specificity of the use of these resources is first of all manifested through the integration interaction, when instead of the limit of resources and capabilities of only one enterprise, due to synergy, access and the real ability to join certain resources of the participants of such an integration association appear in KISB. This especially applies to SMEs, since they get access to innovations, know-how, technologies of more developed stakeholders and, very importantly, financial prospects for attracting funds on more favorable terms are opened for them (for example, banks can provide a loan to a small enterprise participating in the cluster under a lower percentage than if this enterprise was not part of it).

Resources within the framework of the development of KISB can be very diverse: financial, research, production, personnel, intellectual, informational, marketing, legal, etc. When we talk about a cluster structure, it is impossible to imagine it without an effective system of interaction between its members, therefore any KISB needs the formation of a powerful information and communication system to ensure the latter's activity, taking into account joint marketing.

Information work and marketing are fundamental to the success of clusters. Clusters as open learning networks often have more than 100 different partners and need a rich and clear information base to be internally integrative and externally attractive.

Since clusters include both business and government institutions, as well as a large number of different stakeholders, communication must take into account the different expectations and habits of different target groups. Yes, businesses usually expect information to be very concise and have a clear benefit; administrative bodies and politicians usually want information that presents their own contributions in a vivid and visible way; promotion agencies need

documentary information that would show activities and results; regional developers and officials are looking for information that would give a general idea of the quality of the region; mass media expect short, bright and personal stories; practitioners want access to data that they can turn into information (and knowledge) for their own purposes; evaluators need information on development and results in the form of indicators.

Coordination of the interests of all participants of KISB is precisely what the information and communication system is designed to solve, which should be based on modern ICT solutions (in particular, the Internet, artificial intelligence, digital tools), and which can significantly increase the efficiency of managing the development of the potential of clusters and related processes and types of activities.

The information and communication system includes 3 key components:

- 1) Information.
- 2) Communication.
- 3) Cooperation and coordination.

Information and knowledge are not only factors of production, but also factors of competition and success. The preparation, storage and presentation of relevant information to KISB participating enterprises, respectively, play a particularly important role in innovation-oriented clusters in knowledge-intensive industries. ICT is an important element in the knowledge management system of the cluster structure, which primarily concerns the management of integrative organizational knowledge. Integrative organizational knowledge is knowledge that is associated with a community or group rather than with a specific individual, that is, it arises from the interaction and pooling of information between individuals within a cluster. The central process of creating added value is the transfer of individual knowledge to collective knowledge, and vice versa. ICT here becomes a bridgehead for providing information and establishing stable connections between cluster participants. They provide the necessary "capacity" for storing and processing information, making it part of "organizational memory" (Scheer and Zallinger, 2015, p. 54).

Cluster communication can also be more efficient and effective through the use of IT. This applies to both internal communication with KISB participants and external communication with the mass media (PR) and customers. It should be noted that today a number of new IT programs and technologies enable not only classic one-way communication, but also interactive communication between several subjects.

We believe that ICT is of central importance, especially in supporting cooperation and coordination within the cluster association. The special features of clusters place extremely high requirements on the management of KISB and

projects related to them. Collaboration software can help implement joint projects and processes not only more efficiently, but also more transparently.

Conclusions. Summing up, it must be said that the components of the development management system of cluster integrated business structures is a complex concept that permeates the entire set of relationships between the participants of such structures. The creation and further development of any of the previously described blocks of the KISB SURP, in the final version, will still be reduced to obtaining a sustainable integrated competitive advantage due to the integration of the potentials of all participating enterprises of the cluster association and its effective management.

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