

СЕКЦІЯ 1
ІННОВАЦІЇ В УМОВАХ ЕКСТРЕМАЛЬНИХ ЕКЗОГЕННИХ ВИКЛИКІВ ТА
ЗАВДАННЯ СТАЛОГО РОЗВИТКУ УКРАЇНИ В СИСТЕМІ ЄВРОПЕЙСЬКИХ
КООРДИНАТ

UDC 330

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**EXTREME EXOGENIC CHALLENGES AND CHALLENGES OF SUSTAINABLE
DEVELOPMENT OF UKRAINE IN THE EUROPEAN COORDINATE SYSTEM**

The world community is experiencing fundamental changes associated with extreme global challenges – geopolitical, climate, energy, loss of biodiversity, etc. As a result, important changes are taking place regarding the understanding of global values, social problems, their sources of occurrence and solution mechanisms, the implementation of measures to confront global challenges at the world, national, regional, and local levels. This significantly increases the interest in scientific research in the field of management, requires a review of the existing theoretical heritage and its critical analysis, the introduction into practical activity of a new instrument of influence with the aim of solving social problems with the participation of various stakeholders.

Modern foreign scientists are convinced that research in the field of management should have a systemic nature and take into account five forms of their influence - scientific, practical, social, political and educational. Each of these forms of influence has value for the formation of modern management and is aimed at solving key societal problems that go beyond the traditional context of business management. At the same time, the question of the management effectiveness in the conditions of exogenous challenges (in particular, in the conditions of war) was actualized due to the radical uncertainty associated with the big problems, the existing means of overcoming them, and the existing institutional constraints. In such a situation, we are not talking about simple reproduction or gradual improvement of existing goals, institutions, mechanisms [1- 8].

Recent years have seen the development of the theory of collective management, adaptive joint management as the basis for the introduction of a new practice of making management decisions regarding the achievement of the desired future, social norms, values and laws. Modern mechanisms of evolutionary adaptation to changes (based on real experience, certain results, traditional theories) should be supplemented or replaced by tools of cognitivism, psychology, behavioral economics, which changes the role of a person as an important participant in decision-making to ensure sustainable development. Scientists note that the scale of grand challenges requires equally grand entrepreneurial responses that go beyond ordinary cognitive actions.

In the conditions of increasing influence of global exogenous challenges, increasing probability of occurrence of risks and threats, the tasks of finding and substantiating alternative approaches, new mechanisms for ensuring sustainable development of enterprises and tools for their solution are becoming more relevant. It requires a systematic study of the practice and reactions of enterprises to such challenges, substantiated assessments of the existing situation, existing assumptions, and highlighting the sources of crises. This is especially important in the conditions of the emergence and growth of cascading and interconnected risks. In such conditions, not so much economic risks and their scale and nature, as well as their combination

with social and environmental risks, become critically important. Other important factors of management effectiveness in the conditions of exogenous challenges are the possibility of systemic institutional interventions and, as a corresponding response, the attempt of business and other management structures to prevent premature termination of such interventions. Such approaches make it possible to determine the relationship between corporate ownership and sustainable development, as well as the positive influence of the state as an owner on sustainable development [7-10].

The theoretical concepts of the development of stakeholder management and the peculiarities of their application in the practical activities of organizations are becoming more and more relevant. In particular, a structural-functional approach to evaluating the organization's interaction with internal and external stakeholders and the expediency of building strategic management of the enterprise development taking into account stakeholder management technologies is proposed [8].

Global challenges, as well as the process of globalization in general, have been in the spotlight for the past 30 years. This process remains controversial to this day, it combines both risks and new opportunities [10]. Moreover, risks and threats are becoming more and more complex, interdependent, systemic, multi-level, which complicates the study and assessment of their consequences.

One of the vivid examples of the systemic consolidation of the world countries around extreme exogenous challenges is the adoption of the Concept of Sustainable Development in Rio in 1996 [11] and the approval of 17 Sustainable Development Goals initiated by the UN in 2015 [12]. This made it possible to clearly define the social values of development at the global level, which have been joined by almost all countries of the world, to specify them at the level of each country and to transform them into tasks at the level of enterprises and organizations (through the transition to innovative business models of their operation). Awareness of the depth of the sustainable development problem, the objective existence of relationships between the goals of social, ecological, economic development and real policy has led to the widespread use of the new analytical tools of Data Science. This makes it possible to observe in an interactive mode the effectiveness of the sustainable development policy of the world community, a specific country, its territories and enterprises that initiate the implementation of the values of sustainable development in corporate strategies.

Another important tool was the creation of the UN Global Compact global network, initiated by the UN Secretary General and the world's largest responsible business association. They call on companies to build their activities and strategy taking into account the Sustainable Development Goals and ten universal principles in the field of human rights, labor protection, environmental protection and the fight against corruption. 12 thousand commercial companies and 3 thousand non-business organizations in 69 local networks located in 165 countries of the world joined this network. The Ukrainian Network has 114 members. Such initiatives encourage businesses to integrate the Sustainable Development Goals into CSR strategies or sustainable development strategies, to measure their impact on the achievement of the Sustainable Development Goals, to introduce into the practice of assessing the effectiveness of the business model appropriate indicators for measuring the results of projects and initiatives aimed at achieving the Sustainable Development Goals. These enterprises publish relevant reports on sustainable development every year [13].

The most dramatic and large-scale event that fundamentally changed the world as a whole is Russia's war against Ukraine, which is accompanied by a global crisis. However, the goals of sustainable development, especially those related to clean energy and climate change mitigation, and others have remained unchanged in the development of the European Union, even in the face of an acute geopolitical and energy crisis.

The most important tools of management in conditions of exogenous challenges are conducting expert assessments, surveys among relevant stakeholders, which will make it possible to identify and prevent the emergence of multiple conflicts on various issues, including the development of future development scenarios taking into account available resources [14]. The value of such a toolkit is confirmed by data: 40 to 60 percent of small businesses in the US close after a natural disaster, which is becoming an increasingly common type of corporate crisis; entrepreneurs do not take into account the requirements of sustainable development (in particular, climate change, the state of the environment, etc.) as a critical factor affecting business readiness for a crisis; the majority of organizations, regardless of size, do not plan for the settlement or overcoming of crises (in the USA - 32% of such companies); almost half of all board members of US corporations (47%) believe that their organizations have the capabilities or processes necessary to overcome the crisis with the best possible outcome [15]. Unfortunately, anti-crisis management technologies are used to a very limited extent by Ukrainian entrepreneurs, although they should become an integral part of their development strategy not only in war conditions. Many entrepreneurs mistakenly believe that their experience is sufficient to withstand crises, which leads to large losses or even the closure of companies. In the conditions of exogenous challenges, crisis events quickly turn into a crisis, which can relate to various aspects of the organization's functioning: termination of established logistics processes, lack of resources, forced change of intermediaries that ensured the stability of the enterprise's work, loss of personnel, etc. [16].

Studies show that as a result of the war in Ukraine, significant economic losses occurred due to the disruption of traditional logistics routes. Significant changes in the structure, form and management models of logistics business processes have appeared in supply chains, as well as for various reasons in interaction with traditional intermediaries. Foreign researchers rightly consider digitization and mediation important coordination mechanisms in crisis conditions [17]. They suggest three main directions for further management research: (1) new forms of mediation beyond economic and transactional arrangements; (2) the latest forms of digital management; (3) transformation of multi-level collective actions into sustainable development results. In the conditions of digitization, the impact of new sustainable development trends or the impact of exogenous crises, it is the role and responsibility of mediation (as hidden participants in global supply chains, participants in multi-level networks in various sectors of the economy) that can stimulate empirical progress in sustainable supply chain and operations management with important societal impact.

Another mechanism of coordination in the face of risks and threats should include inter-organizational cooperation in the field of creating new knowledge, introducing new technologies and technological innovations, which is aimed at creating an impact on the achievement of socially significant benefits and values (joint creativity). The so-called "partnerships for impact" mechanism. It is known that open innovation and cooperation systems open up great opportunities for creating value for business and ensuring its sustainability and sustainable development with the involvement of stakeholders. The practice of co-creating knowledge and impact through the implementation of "research" has great promise. For example, scientists propose the conceptual framework of a multilateral platform as a collaborative environment that brings together participants who wish to identify answers to the challenges of sustainable development [18].

The algorithm for building an inter-organizational digital platform is quite well-known, the digital platform has value as a management tool to ensure any kind of cooperation. The creation of a platform in the conditions of new digital opportunities corresponds to the main question of management: focus, strategic intention or orientation of the platform (what?), participating parties, actors and groups (who?), actions, flows and coordination mechanisms (how?), as well as value drivers, benefits and externalities (why?), and rules governing

engagement and interaction processes (governance). The novelty of the approach lies precisely in the timely integration of individual and corporate responses of scientists, practitioners, business representatives and platform managers to a specific problem related to sustainable development or an exogenous challenge [19].

Such digital communications through anti-crisis (or crisis) and research digital platforms enable the formation and dynamic updating of the necessary information database for the implementation of specific tasks to overcome the crisis, eliminate risks, and implement joint projects. Their practical task is to expand hierarchical data and information, build a user model using interfaces to information systems, monitor business processes and enterprise activities (for example, regarding the implementation of joint projects, etc.), which greatly simplifies the administration of such projects. Modern methods of analysis based on the obtained data will create conditions for a new understanding of the state, barriers, approaches in the implementation of joint projects to achieve the goals of sustainable development or response to crisis processes and phenomena.

The thesis that transformational processes in the economies of the countries of the world, business models of enterprises, as a response to global challenges of different natures, should be accompanied by social, technological and institutional innovations according to the “bottom-up” principle, including endogenous knowledge and creativity, does not need proof. potential at the grassroots level. According to European and domestic scientists and practitioners, technological innovations, their dynamics, areas of implementation have turned into a decisive factor or even a mechanism for achieving the goals of sustainable development and facing various challenges. The modern energy policy of the countries of the European Union and Ukraine’s achievements in green energy, the transition to the “green logistics” model clearly convinces of this.

The above is convincing that the human-centric model of management acquires new features and significance [20].

The significance of communications, rethinking communication, creativity of thinking, design thinking as modern tools for overcoming crisis processes and phenomena affects the formation of organizational forms of communication teams and organizations, their strategic orientation. At the same time, the forms and methods of both external and internal communications are changing. Moreover, internal communications are a powerful tool in human-centered management, in stimulating changes and realizing individual, corporate social values. Without a well-thought-out, purposeful and clear concept of internal communications, effective tools for motivating employees, and a formed and understandable corporate culture, many processes are doomed to failure. Evaluating the effectiveness of internal communication of organizations is an important component of ensuring effectiveness of their management and an important part of success. Modern research states that flexibility, leadership commitment, culture, training, awareness, readiness, teamwork, self-organization and stress resistance are decisive factors for the effectiveness and sustainability of an organization.

Therefore, the critical analysis of theories and concepts (i.e. examination of the problem with a transparent methodology in relation to a new perspective) makes it possible to create a systematic theoretical platform, increase the effectiveness of management in terms of influencing exogenous challenges and the implementation of sustainable development tasks faced by modern society.

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INVESTMENT FRAMEWORK FOR THE RESTORATION OF NATURE RESERVE FUND IN TERMS OF EXTREME EXOGENOUS CHALLENGES

Extreme exogenous challenges have adversely affected 20% of the nature reserve fund, 2.9 million hectares of the Emerald Network are at risk. Military operations have a negative impact on the nature reserve fund: direct impact of shells and pollution by burnt military equipment completely destroy the ecosystem, burning non-metallic parts of military equipment, pollute soil and water with heavy metals and toxic elements; as a result of the destruction of a large number of military equipment, fuel that gets into the soil and atmosphere damages the nature reserve fund.

The effectiveness of the restoration of the nature reserve fund in the conditions of extreme exogenous challenges will be determined by the level of investment, which will ultimately provide high dividends to the whole society. Investment is development, and development is the future of the country with the latest technologies, high level and quality of products and services, the ability to create a competitive economy.

As the experience of many countries with market economies shows, investments are an important tool for the development of the nature reserve fund. Actually, the place of investment is determined by the fact that with its help it is possible to form a general vision of the prospects for the development of protected areas acceptable to society as a whole, to predict their socio-economic development and scenarios of possible future. Numerous studies on the impact of investments on the dynamics of economic development prove that none of the countries that are actively developing would have been able to make an innovative breakthrough in a particular field of activity without domestic or foreign investment support. An example of this is the countries of Western Europe, Southeast Asia, China et al.

The processes of investment activity are expressed more concretely in the Law of Ukraine "On the Nature Reserve Fund of Ukraine", which outlines a range of issues regarding financial measures aimed at the development of territories and objects of the nature reserve fund. For example, Article 46 of the Law stipulates that the financing of measures concerning nature reserves, biosphere reserves, national nature parks, botanical gardens, dendrological and zoological parks of national importance is carried out at the expense of the State Budget of Ukraine, although funds from local budgets, extra-budgetary and charitable funds, funds of enterprises and institutions, organizations and citizens may be involved.

The consequences of extreme exogenous challenges are considered as a serious threat to human security and the nature reserve fund. Elimination of the consequences involves the development of appropriate innovative investment tools for recovery that determine the sources of investment, financing conditions and accumulation of necessary funds. One of the most important problems for attracting investment is the assessment of economic and environmental damage caused by extreme exogenous challenges. The solution of these issues is in the field of