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INTEGRATION OF STAKEHOLDER MANAGEMENT AND RISK MANAGEMENT METHODS IN PROJECTS OF HOUSING AND COMMUNAL SERVICES PROVIDERS

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The object of research is stakeholder and risk management processes in the projects of housing and communal services providers. In conditions of constant change and uncertainty, such management becomes key to ensuring the success and sustainability of projects in this area. The problem addressed by the study is the development and analysis of an integrated model that combines stakeholder management with risk management, with an emphasis on innovation and performance improvement.

The essence of the obtained results is the identification of key points of interaction between stakeholders and risks, as well as the development of complex strategies for their effective management. The model is based on a combination of qualitative and quantitative methods of analysis, including structural-logical analysis, SWOT analysis, as well as the use of expert evaluation methods.

The results are explained by the need for a deeper integrated approach to stakeholder and risk management, especially in the context of housing and communal services (HCS), where the interaction between these elements directly affects the success of projects. This approach allows not only to identify potential problems at an early stage, but also to respond to them more effectively.

The innovativeness of the proposed model lies not only in its comprehensive approach to the analysis and management of stakeholders and risks, but also in the possibility of its scaling and adaptation to various conditions and projects in the field of housing. The application of this model includes the intensive use of modern analytical tools, which contributes to more accurate forecasting of risks and more effective solving of problems related to stakeholders. This, in turn, allows utilities providers to increase the quality and reliability of the services provided, strengthening trust and satisfaction among users. Also, the model provides for the active involvement of stakeholders in the project management process, which ensures greater openness, transparency of actions and the ability to quickly adapt to changing market conditions.

The research results can be used in practice in the field of housing and public utilities to optimize project man-

agement, increase their efficiency, and reduce risks. This will be especially relevant in cases where an integrated approach to management is needed, considering both the requirements and expectations of stakeholders, as well as potential risks.

Keywords: project optimization, stakeholder analysis, project management, risk management, stakeholder interaction, risk modeling.

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STUDY OF DIGITAL TWINS AS THE DRIVING FORCE OF DIGITAL TRANSFORMATION AND ACHIEVING THE GOALS OF SUSTAINABLE DEVELOPMENT

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The object of research is the use of Digital Twin (DT) technology in the manufacturing sector and its impact on sustainability. The scientific problem addressed is the identification and quantification of the potential advantages and challenges associated with the adoption of DTs at operational, tactical, and strategic levels, particularly in the context of sustainable development. The paper investigates how DTs can redefine the measurement of sustainable development and diversify implementation within manufacturing infrastructure. The study concludes that DTs are a sophisticated technology that enables manufacturers to create precise virtual replicas of physical products or processes. This helps in optimizing resource utilization, reducing energy consumption, and minimizing waste, thereby promoting sustainability.

Main DT clusters and common uses highlighted by the authors demonstrate huge impact on energy efficiency, waste management, sustainable design, logistics emissions reduction, water conservation, and stakeholder engagement. It is proved that DTs simulate and analyze complex systems, enabling the evaluation and improvement of sustainability levels. The paper presents promising practical examples of DT's use, such as optimizing warehouse management in Ukraine, automating robots for increased efficiency, and aiding in the post-war reconstruction of cities with a focus on environmental friendliness and accessible infrastructure.

The research specifically focuses on the top five tech giants and their use of DTs to drive sustainability. Additionally, the findings project substantial market growth potential for DTs in multiple sectors, emphasizing the urgent need for industries to integrate DTs into their sustainability strategies.

Keywords: digitization, digital twins, digital transformation, sustainable development, digital economy.

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THE IMPACT OF DIGITAL PLATFORMS ON TRADITIONAL MARKET STRUCTURES

pages 21–29

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The object of the research is the transformative impact of digital platforms on traditional market structures. Qualitative research is used to gain a deep understanding of how traditional market structures are impacted by digital platforms. Interviews with eight participants highlight the shift towards gig and freelance work, the erosion of traditional employment protections, and the emergence of new business models facilitated by technological advancements. The study adopted thematic analysis to analyze the collected data.

The study reveals that digital platforms have significantly lowered barriers to market entry and fostered economic inclusion. As a result, the initial costs of starting a business have significantly decreased. However, they have also introduced complexities surrounding labor rights and necessitated a re-evaluation of regulatory frameworks to address monopolistic practices and ensure fair competition. This is due to the lack

of labor regulations protection for freelance workers compared to traditional employment. The study stresses the need for agile, forward-looking, and internationally coordinated regulatory approaches to effectively govern digital platforms, balancing innovation with the protection of consumer and worker rights. Such an approach should aim to address the current challenges but also anticipate future developments by ensuring that regulations evolve in tandem with technological advancements without stifling innovation. Furthermore, fostering technological literacy among lawmakers, adopting adaptive regulatory frameworks, and ensuring the inclusion of diverse perspectives are crucial steps towards achieving effective governance of digital technologies.

The findings contribute to the ongoing dialogue on digital governance, offering insights for policymakers, regulators, and stakeholders in crafting regulations that harness the benefits of digital platforms while mitigating their negative impacts on society.

Keywords: business models, digital platforms, labor rights, traditional market, regulatory frameworks, digital technology management.

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ANALYSIS OF DETERMINANTS OF THE INFLUENCE OF THE EXTERNAL ECONOMIC SPHERE ON ECONOMIC SECURITY OF THE STATE

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The object of research is a list of the main factors of influence of the foreign economic sphere on the level of economic security. The effective development of the national economy largely depends on the state and level of economic security of the country in the conditions of strengthening globalization and integration processes. An adequate level of economic security is the basis for the development of socio-economic systems of any level, stability in society in general. Therefore, assessment and analysis of factors affecting economic security at different levels (countries, businesses, enterprises and organizations) is an important direction of the analytical work of specialists. For its implementation, analysts need a methodology – to determine the goal and interests, the main influencing factors and principles, to choose methodological and analytical tools. In the scientific works of economists, the methodology, level, and indicators are given as separate aspects of the formation and management of the economic security of the state. Without denying the significant contribution of these developments, the conducted research sets out the systematization of factors influencing the state of the macroeconomic environment. The study of factors influencing the macroeconomic sphere on the level of economic security of the country is based on the use of indicators calculated from available statistical data. The last twenty years, which showed an increase in world GDP almost twofold (from 51.39 trillion USD in 2000 to 101.12 trillion USD in 2020), are characterized by the loss of opportunities for the Ukrainian economy to be present on the world stage a market where competition is intensifying and carried out at a new technological level.

The work defines the national economic interests of Ukraine in the global socio-economic space, the directions of the realization of the national interests of Ukraine, the dynamics of indicators of the development of the macroeconomic sphere. This made it possible to form a list of the main influential factors of the macroeconomic sphere, which directly shape the level of economic security of the state. The results of the research can be useful for the formation or adaptation of development strategies of countries with similar conditions and economies, such as Georgia, Moldova, which also have conflicts with Russia and seek to join the European Union.

Keywords: international trade, world economy, economic development, socio-economic indicators, economic security, international economic relations.

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DEVELOPMENT OF PRODUCTIVE FORCES AND REGIONAL ECONOMY

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ANTI-CRISIS DESIGN FOR OPERATIONAL MANAGEMENT OF THE RESTAURANT BUSINESS IN UKRAINE

pages 37–40

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The object of this research is the impact of the crisis caused by military actions in Ukraine on the restaurant business. The study aims to examine the adaptation strategies that restaurants use for survival and development in the face of sudden economic changes and increasing uncertainty. The problems addressed in the study include responding to the loss of customers, rising food prices, decreasing cash flows, and a shortage of qualified workers.

The main findings of the study showed that restaurants that successfully adapt implement comprehensive changes: from digitalizing ordering and delivery processes to revising menus and optimizing resource use. These steps not only reduce costs but also improve operational efficiency, which is crucial for maintaining customer loyalty and attracting new customers. Specifically, restaurants that invested in digitalization (e. g., electronic menus, online ordering, and inventory management systems) reported a 30–40 % increase in sales compared to those that did not implement such changes. Restaurants that implemented strategies for staff retention and cost optimization reduced staff turnover by 25 % and increased productivity by 20 %.

The results are explained by the implementation of innovative approaches and strategic rethinking of business

models, which allow quick responses to changing market conditions and consumer needs. Effective use of digital technologies and optimization of internal processes have become key success factors.

The data obtained have significant theoretical and practical value, as they can be used to develop recommendations aimed at improving the resilience and adaptability of the hospitality industry in crisis conditions. These results help understand how managers can use strategic planning to optimize business processes and ensure enterprise stability. The importance of the research is also highlighted by identifying future research directions that can help the restaurant business more effectively adapt to changing market conditions and global crises.

Keywords: restaurant business, crisis management, digital innovations, business process optimization, effective communications, efficiency management, business model flexibility.

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COMPREHENSIVE ANALYSIS AND ASSESSMENT OF THE PRODUCTION AND EXPORT POTENTIAL OF ORGANIC NICHE PRODUCTS

pages 41–45

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The object of the study is the determination of ecological and economic efficiency in relation to the production of organic niche products. The strategic perspective of the production and export of organic niche products in Ukraine is considered as one of the ways to overcome economic challenges exacerbated by global instability and geopolitical tensions. The production of organic products is outlined as a strategically important direction of the country's agricultural sector, which has significant export potential, especially to the countries of the European Union, where there is a steady increase in demand for organic products. A comprehensive approach to strategy implementation is proposed, which includes market research, production development, marketing and branding, as well as optimization of logistics and export processes. The dynamics of the main indicators of the development of organic agriculture in Ukraine from 2010–2021, the volume of imports of organic products to the countries of the European Union by exporting countries were analyzed. To date, only 1 % of agricultural crops are «eco», the volume of organic products has significantly increased, and the yield of organic products has increased by 5–20 % with a corresponding reduction in material costs. Since the end of the 1990s, the agricultural sector of Ukraine began to focus intensively on organic production, taking into account the growing global trend towards the sustainable development of the agro-industrial complex, etc. Given their uniqueness, growing niche crops can offer advantages such as minimal competition and the potential for significant profits, especially when the products find widespread use. A comparative analysis of the production of organic products on the domestic and foreign markets of Ukraine was conducted. A SWOT analysis of the production of organic products in Ukraine was developed to determine the strengths and weaknesses. The practical value is providing advice to producers on growing

niche crops, creating market demand, attracting foreign partners to implement such projects in Ukraine, which will contribute to strengthening the economic potential of agricultural producers. This will help increase the competitiveness of domestic enterprises in the local and global markets, make them more resistant to economic challenges and help reduce risks, etc.

Keywords: organic production, economic challenges, niche products, sustainable agriculture, market research.

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