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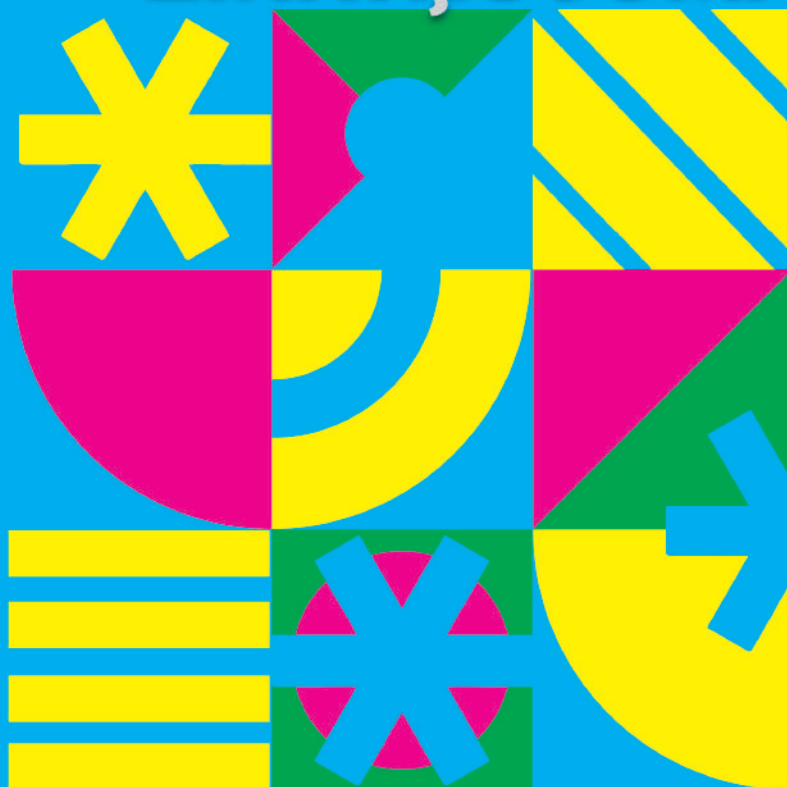
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"Society Transformations
in Social and
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SABIEDRĪBAS TRANSFORMĀCIJA SOCIĀLO UN HUMANITĀRO ZINĀTŅU JOMĀ

RĪGA



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**FINANSES UN EKONOMIKA ILGTSPĒJĪGAI
NĀKOTNEI**

**FINANCE AND ECONOMICS FOR
SUSTAINABLE FUTURE**

POPULATION AGING AS ONE OF THE ELEMENTS OF ESG IN THE ECONOMY (“SILVER ECONOMY”).

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ABSTRACT

The rapid aging of the world's population since the end of the 20th century has attracted the attention of the UN General Assembly, social and economic problems of the elderly part of the world's population, and work to solve the problem are outlined in the memorandums of the WHO and the UN. The decade from 2021 to 2031 has been declared by the UN as the "decade of healthy aging". The same aspects are included in the UN responsible development indicators and are an integral part of the ESG indicator of a business, especially if professional work is related to serving the elderly. But in addition to a significant number of social challenges, imbalances in labor force indicators and risks to existing social and pension systems, the amount of funds allocated for the development of this industry and services to support this segment of the planet's population (60 years and older), the state they have got over the years of work has formed a sector of the economy, which is often called the "silver economy".

This name is associated with the gray hair color typical of older people. This sector of the economy is quite solid in terms of capitalization and includes the most promising sectors for development and investment: healthcare, digital technologies, financial business, etc. Analysis of the market for services of the "silver economy" allows us to assess modern challenges at the macro level (including social problems) and identify the most promising areas for the development of a successful business within the financial industry.

Keywords: ESG, CareTech, FinTech, ETF, Silver Economy, Population Aging

We don't stop playing because we grow old. We grow old because we stop playing.

George Bernard Shaw

INTRODUCTION

One of the social phenomena of the 21st century is the aging of the planet's population. Demographic changes are a challenge and lead to significant economic and social consequences affecting the markets of labour and capital, goods and services, and the sphere of social protection (pension provision and health care). The same rapid development of modern technologies in almost all areas causes a social gap between generations and requires the development of specialized solutions for training and adaptation for people of the generation 60 years and older.

One of the industries affected by this phenomenon is the financial industry (banks, insurance and investment companies, consulting and specialized market players). Changes and reactions of professional operators can be expected from at least two complementary perspectives: older people as a client (solutions for this specific segment) and the industry of servicing older people, called the "silver economy" as a niche for investment, allowing to influence the development of certain technologies and at the same time have a stable profit for investors.

An assessment of the prospects for interaction with this segment of the global economy, the unresolved nature of existing problems and potential challenges as a possible niche for

development requires an analysis of the changes taking place in the society of European countries (generation over 60 years old).

BASIC THEORETICAL AND PRACTICAL PROVISION

In November 2022, the world's population exceeded the threshold of 8 billion [1]. It took us 12 years to increase the population from 7 to 8 billion people, and we are concerned about risks of food shortages, depletion of the Earth's natural resources and many other challenges of population growth.

Statistics generally confirm fears, despite the slowdown in the rate of growth of the Earth's population, so according to UN forecasts, the world's population may grow to 8.5 billion people in 2030, reach 9.7 billion people in 2050 and 10.4 billion in 2100 [2].

The population of many of the 46 least developed countries may double from 2022 to 2050, while in countries with a high level of development, the birth rate is rapidly declining.

At the same time, both the UN and a whole group of scientists and researchers talk about another significant social transformation of the 21st century: the aging of the planet's population. The dynamics and indicators are impressive.

By 2050, every 6th person in the world will be over 65 years old, and the share of the elderly population of the Earth over 60 years old will increase from 1 billion people in 2020 to 2.1 billion people in 2050, which will be about 22% of the planet's inhabitants [3].

The number of people aged 80 years and older will reach 426 million people by this date.

The dynamics of changes in the share of the elderly population of the Earth can be presented in the form of a table

Table 1

Proportion of the elderly population of the Earth (over 60 years old)

year	share
1950	one of 20
2021	one of 10
2050	one of 6

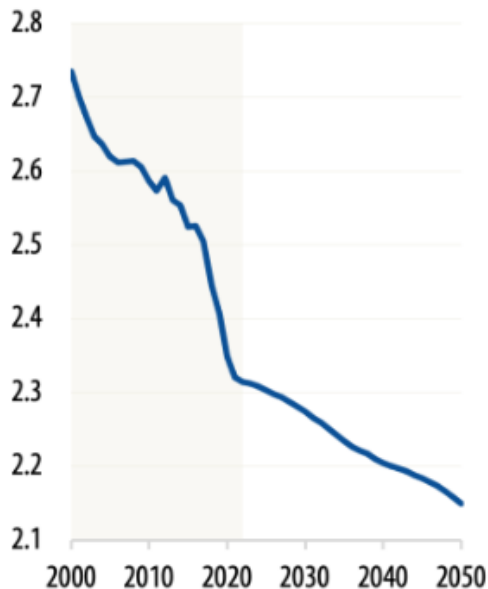
In 2020, the population aged over 60 exceeded the number of children aged 5. The "oldest" country is Japan, where as of the end of 2023, about 30% of the population were people over 65 years old. In Europe, these are Italy (24%), Germany (22.2%), Finland (23%), Portugal (22.6%), Greece (22.5%), Bulgaria (22.4%) [4].

The main reasons for the aging of the population are:

1. Increased life expectancy. A significant impact here is exerted by the increased capabilities of medicine (new technologies), improved sanitary conditions in general and due to the urbanization of the planet (more than 50% of the world's population lives in cities as of 2006). All this provides access to health care services and contributes to an increase in average life expectancy, which from 46 years in 1950 reached 73 years in 2020 [5].

2. Decrease in the birth rate (this is especially observed in the most developed countries). Urbanization, changes in the social role of women (education level, career opportunities), modern level of contraception, changes in the value system of society (popularization of childfree principles, rejection of traditional marriage, etc.) are the main reasons. With the birth rate at the level of simple reproduction of 2.1 (child per woman), in developed countries it fluctuates at the level of 1.3 - 1.8 [3.5]. (Figure 1)

Total fertility rate, worldwide
(births per woman)



Life expectancy at birth, worldwide
(years of life expectancy)

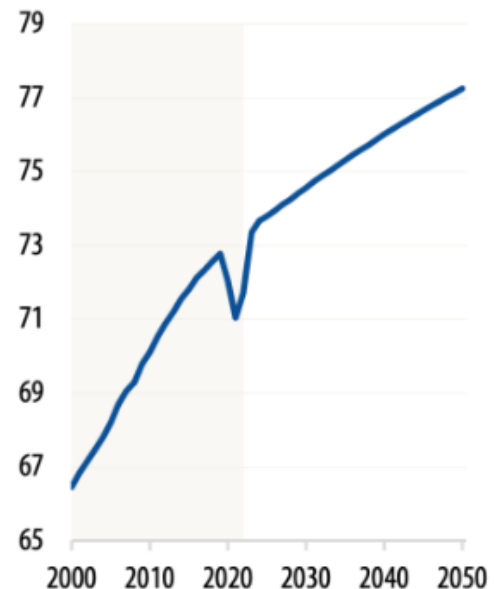


Figure 1 Aging population. People are living longer and having fewer children, leading to a greater proportion of elderly in the population

Sources: UN Department of Economic and Social Affairs, World Population Prospects – 2022

It is obvious that the current dynamics aroused interest and concern back in the second half of the 20th century (80s) and at the global level can be divided into social and economic components.

They are difficult to separate, since the influence is mutual, which will be shown in the course of the proposed study. In this case, it is necessary to at least at the top level identify the characteristics of old age and the challenges for humanity caused by the growth in the number of elderly people and the aging of population in general.

At the biological level, old age or the aging process is a decrease in the physical and mental capabilities of a person due to molecular and cellular damage to the body that accumulates over time. As a rule, such changes are not linear and are individual for each person, but in general they are related to the number of years lived.

This determines the most common diseases that directly affect labour activity - productivity and, in general, human activity as such. The most well-known and "simple" are problems with memory and eyesight, problems with fatigue, emotional balance, etc. According to many medical studies, the proportion of healthy years of human life as a whole still remains unchanged, additional years of life due to the above factors are lived by a person in declining health. Thus, one of the visible challenges is not only an increase in life as such, but also an increase in healthy life, when an elderly person can take part in social and labour activities. In highly developed countries, prolongation of life was considered a benefit, since the issues of medical and other support were initially resolved, and the elderly themselves could continue to work - a career, develop in terms of new skills (training programs), engage in hobbies and help their relatives.

In the CIS countries, a similar turning point occurred only at the beginning of the 21st century (experts define the period from 2005 to 2015), when the formula changed from the values of "saving for old age – helping children and grandchildren" to new key guidelines of "an interesting life and new experiences and emotions".

As a result, the definition of “young old” and the concept of active old age appeared, when modern medicine allows you to remain in work processes and lead an active life full of hobbies, travel and development.

In various social studies, in response to the question “what advantages, positive moments do you see in old age?” characteristics appeared that went far beyond the previously familiar parameters of benefits, a decrease in the social circle, etc.:

- the opportunity to take up a favourite hobby;
- acquiring new skills and knowledge;
- free time for self-development
- the opportunity to travel.

It is evident, that there is a significant number of challenges that make the overall picture not quite positive, that is why in 1982 the UN General Assembly developed the Vienna International Plan of Action on Ageing, consisting of more than 60 points, containing specific areas [6]:

health care and nutrition

- protection of older people
- housing and the environment
- family
- social security
- income and employment security
- education.

In 1991, UN General Assembly adopted the Principles for Older Persons, which included: independence and involvement of older people; care for them; creation of conditions for their self-realization and ensuring decent living conditions [7].

In 2002, the Second UN World Assembly on Ageing (Madrid, Spain) was held. The Political Declaration and the Madrid International Plan of Action on Ageing for the 21st Century were adopted [8].

A modern and timely step was the proclamation by the UN General Assembly of the decade 2021-2031 as the "decade of healthy ageing".

Together with the World Health Organization (WHO), the goals of the decade were set to reduce inequalities in health and improve the lives of older people, their families and communities through collective action in four areas [9]:

1. Changing knowledge, perceptions and practices regarding old age and ageism;
2. Strengthening the capacity of communities to empower older people;
3. Providing people-centred, integrated care services, as well as primary health care services that take into account the needs of older people;
4. Ensuring accessibility of quality early care for elderly people who need it.

The solution to these problems is impossible without taking into account and solving economic problems. Why is the economic component of the problem under study so important? Here it is necessary to point out such an important factor as the financial solvency of the elderly segment. Research by Deloitte, Wealth-X provides estimated indicators [10,11]:

1. More than half of the world's billionaires are between 50 and 70 years old, and only 10% of them are under 50;
2. Only 5% of the world's wealth belongs to Generation Y

This, among other things, has a significant impact on both investment directions and the development of certain sectors of the economy.

If we analyze the sectors with the highest investment volumes in the UN's responsible development goals in this context, we will see the highest value in the Good Health and Wellbeing goal, significantly ahead of others. It is obvious that the task of increasing life expectancy, firstly, filling it with efficiency and health, secondly, is one of the primary tasks of the High Net Wealth

Individuals (HNWI) segment. And the figure of living to 150 years with the technologies that are being prepared for implementation by 2050, indicated by Ray Kurzweil, looks quite achievable [12].

An entire sector of the economy is being formed, called the "Silver Economy". The name is related to the hair color of elderly people (gray), which is associated with this generation and the economy itself is aimed at solving the problems of people aged 60 and older. This sector of the economy contains a whole group of different industries related to the already mentioned healthcare, service care and maintenance, specialized tourism, educational programs, technological solutions, housing issues (Smart home technology for the elderly) and much more.

In 2022, the global Silver Economy was valued at over 15 trillion USD. From a global perspective, if the Silver Economy were considered as a standalone economy, it would be the third-largest economy in the world, following only the United States and China [13]

If we evaluate the European Union, then according to the European Commission, people older than 50 are responsible for 45 - 50% of total consumption in the EU. The dynamics are significant, from 40.6% of private consumer spending in 2015 (with a total volume of 3.3 trillion EUR) to more than 45% by 2025 (with an expected volume of 5 trillion EUR) [14]. The Silver Economy supports 28.8% of the EU's GDP and provides 78 million jobs.

If we evaluate the opportunities in the financial and FinTech sectors, then they can be assessed both from the point of view of service providers and from the point of view of consumers.

For service providers (banking institutions, investment and insurance companies, etc.), it is important to adapt their services and product range to the needs of older clients.

Key factors may include:

1. Client training programs. It is no secret that the issue of financial and legal literacy is one of the constant and pressing ones for clients in this segment. Clients' readiness in these aspects allows them to be protected from various types of fraud. One of the elements of such a program can be the creation of a support unit (Call Centre, etc.) by professionals of the same age group, which speeds up and significantly simplifies the adaptation and training process.

2. Digital Banking. Specialized equipment with a user-friendly interface for elderly clients, the presence of additional consultants. Specialized applications can be developed. One of the most important factors complementing this area of services is protection against digital fraud (cybersecurity). This includes additional identification and the creation of a hybrid service scheme, when a person is necessarily introduced into the process at the verification stage, etc.

3. Personalized savings and investment financial instruments. Financial instruments that provide for the initial formation of a pension fund (from the moment of starting work) and provide a stable income in adulthood.

4. Legal services related to inheritance planning. First of all, this aspect is critical for wealthy clients. As a rule, these are trusts or inheritance management instruments.

5. Insurance programs. These can be classic life insurance programs, various specialized solutions for the age of 60 and older. These programs are one of the drivers of the direction of tele- and digital medicine, when constant (via digital devices) monitoring of the health of clients is carried out.

6. Specialized credit programs. It is no secret that in a regular bank there are a significant number of restrictions (limiting both in volume and time parameters) for elderly clients.

7. Investment programs. Formation of long-term investment programs that, on the one hand, would ensure the protection of the client, and on the other hand, an acceptable level of income. Client education and control in terms of financial manipulation, when the control of legal requirements (e.g. MiFID II) is not properly implemented or when the client is deliberately misinformed. These risks are very pressing for clients in the age segment 60 years and older.

No less important is the investment of professional operators in technologies that allow the silver economy to develop, as the following:

- technologies for caring for people CareTech (smart-house technologies, various devices - assistants);
- HealthTech technologies (digital and nano-medicine, telemedicine (consultants), specialized wearable devices, devices for monitoring and preventing diseases, etc.);
- construction of specialized housing for the elderly (infrastructure for physical and emotional recovery, specialized medical centers, microdistricts and villages with a primary focus on clients 60 years and older), investment in nursing homes (provision, construction, since given the growth of the elderly segment, there is an increase in demand for such services);
- pharmaceuticals and homeopathy;
- development of nano-technologies and artificial intelligence for diagnostics and implementation of progressive developments that ensure effective longevity.

The most famous and successful exchange-traded funds (ETFs) focused on investing in companies that are successful in the “silver economy” segment and a brief description of the focus of their investments are presented in Table 2.

Table 2

Exchange Traded Funds (ETFs) Specializing in the Silver Economy

ETF	ETF Specialization
The Long-Term Care ETF (OLD)	The fund tracks the Solactive Long-Term Care Index and invests in companies involved in services and housing for seniors, including nursing homes, hospitals and biotech companies focused on age-related diseases
The Global X Longevity Thematic ETF (LNGR)	The fund tracks the Indxx Global Longevity Thematic Index and invests in companies from developed countries that focus on improving and extending the lives of older people. LNGR has a significant focus on the healthcare sector, which makes up about 90% of its portfolio
The iShares Ageing Population UCITS ETF	The fund focuses on companies that benefit from an aging population. It invests in companies operating in the healthcare, pharmaceutical, and medical technology sectors. As of the end of 2024, its annual return was 29.25%
The VanEck Bionic Engineering UCITS ETF	This fund is also linked to the “silver economy” as it invests in technologies that help improve the quality of life for older people. Its return for 2024 was 18.59%.
The Global X Aging Population ETF (AGNG)	The fund is focused on companies that benefit from the growing demand for medical and assistive technology for older adults. Its holdings include companies providing health care services, medical equipment and pharmaceutical services

Pointing out the obvious advantages and potential of working within the "silver economy" industry, it can be noted that a very small number of financial service players working directly with clients in the 60 and older segment have succeeded in this. There are practically no examples of any specialized and successful retail or Private Banking players. This applies not only to commercial banks, but also to state-owned banks, to which the mass client usually gravitates. Stereotypes are triggered, which can be attributed to the problem of "ageism" in one way or another, i.e. an initially negative attitude towards older people (and clients, respectively).

The only winners are companies that directly invest in this economy, primarily investment companies.

In addition to this problem, there are problems with the relationship between the silver economy itself and macroeconomic challenges that are formed based on the aging process of the planet. It is obvious that problems with a decrease in the working population, a decrease in work efficiency in the years of wisdom (i.e. 60 years and older), a change in priorities for the use of funds, etc. have a direct impact on the social security system (increased costs for pensions, health care and social problems associated with the elderly). A labour shortage is formed and, at the same time, labor productivity is decreasing, which slows down the rate of economic growth. For example, the burden on health care in OECD countries for people aged 65 and older is characterized by an increase in the intensity of demand and costs 3-5 times higher than for the younger population. According to the OECD forecast, if the current budget and pension system is maintained, the aging of the population will slow down the world GDP per capita from more than 4% in 2015 to 2% by 2050. By this time, the proportion of people over 65 per 100 people of working age (old age dependency ratio) in developed countries will double, therefore, the pension system, health care and social protection will require additional resources, while the number of workers, and therefore the base for calculating insurance contributions, will decrease [15]. This will create a significant burden on budgets, which again, in the absence of changes in pension and fiscal policy, could increase the size of public debt by an average of 180% of GDP in developed economies and by 130% of GDP in developing economies by 2059. Optimists of digital technologies (including the development of specialized solutions with artificial intelligence) believe that these solutions will help to smooth out the existing tension. Realists believe that there is only one solution: immediate reform of the pension system and all social systems, and the proposed solutions will not be the most popular, since we are talking about raising the retirement age, etc.

CONCLUSION

In summary, it can be noted that the silver economy is a promising sector of the global economy, growing both in terms of the growth of the elderly segment itself and the accelerating pace of aging of the planet's population, and opportunities for investors and financial players with a potential capitalization of more than 15 trillion US dollars and, according to various estimates, in the long term (given the dynamics of the population's efforts) being the "third economy in the world", second only to the United States and China.

Integration of the planet's population aged 60 years and older into the rhythm of modern life (primarily the use of technical and technological innovations) is one of the tasks declared by the WHO and the UN, included in a whole group of goals for sustainable and responsible development of the UN and is an integral part of the elements of the ESG strategy of modern business.

The task is not only to increase the life expectancy of a person, but also to be able to live in good physical and mental condition (quality of life), which means the ability to be useful, effective and productive for society. A successful solution to this problem will avoid a crisis of reduction of productive workforce and social burden on it, the possibility of painless social and pension reforms that ensure the interests of the entire population of the planet.

Financial players still do not fully solve the problem of integrating this consumer segment (elderly people) in their work strategy, missing out on possible potential in the formation of specialized financial solutions (or even specialized business verticals for servicing). Success was achieved by companies that in their investment strategy defined as a key direction precisely companies providing services or developing services within the framework of the "silver economy":

- healthcare and medicine;

- financial services (classical banking and related (insurance, investments, inheritance management, etc.);
- education (specialized programs, "university for the elderly", social development programs);
- tourism for the elderly;
- housing services (smart nursing homes);
- technologies and devices (FinTech, medicine);
- CareTech technologies (care for the elderly).

The growth of the silver economy, the irreversibility of the population aging process are significant factors for both commercial players in the financial markets and for government ones. The lack of a strategy for working with the elderly client segment at the government level can significantly affect the slowdown in GDP and financial indicators of developed economies (in these countries, the population aging rate is usually higher than in developing countries).

The problem is that the prevailing thinking and attitude towards this challenge is as a problem, and not as a prospect that provides new opportunities for growth for businesses, and many social benefits for the government.

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CRYPTO ASSETS: GROWTH DISEASES AND POTENTIAL PORTFOLIO MANAGEMENT METHODOLOGIES

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ABSTRACT

Since 2010, when the first practical - commercial transaction with bitcoin (BTC) was realized, mankind has received another class of assets - crypto assets. This is a complex symbiosis of software and hardware technologies on the one hand (cryptoassets are based on constant development of program code, breakthrough technological solutions and innovations (microprocessors, etc.) and legal, financial and other solutions on the other hand. Like any innovation that changes the usual market of financial services and FinTech in many ways, cryptoassets have been accepted very negatively by the conservative, traditional part of the market and enthusiastically by the FinTech and decentralized finance solutions community DeFi. The rapid development since the appearance of the first cryptocurrency, significant market capitalization allows us to say that one can be very sceptical about this type of assets, but it is no longer possible to ignore it.

As any fast-growing market, even the most progressive countries in terms of the use of digital technologies traditionally fail to keep up. But the progress cannot be stopped and year by year we see practical actions aimed at implementing CBDC technologies, using NFT, DEPIN, RWA and similar solutions in the financial sector. The fundamental task is to understand possible risks (they can often be referred to as "growth diseases" inherent in the development and practical implementation of new technologies) of technological, financial, legal, etc. Firstly, to propose effective solutions to manage these risks and standardize them.

Among these challenges is the issue of portfolio management of crypto-assets. With obvious similarity to the stock market, the world of crypto-assets operates in a completely different time dynamics (rapid emergence of new technologies, obsolescence of some existing technologies) and as a consequence, the dynamics of financial flows (a significant amount of speculative capital, explosive exponential growth of this or that asset), other principles of reaction of clients and investors.

Keywords: Cryptoassets, Cryptocurrency, DeFi

If you don't believe it or don't get it, I don't have the time to try to convince you, sorry.

Satoshi Nakamoto

INTRODUCTION

A rapidly growing asset class, success stories with significant (sometimes more than 1000%) returns is an interesting area to a potential investor. It is important to note that at the current stage there are more than 10,000 different cryptocurrencies, and the market capitalization exceeds \$3 trillion [1].

The market of crypto-assets and portfolio investment management in this market is multifaceted in terms of interest: it requires the participation of qualified professionals who are able to assess the prospects of certain technologies in terms of life cycle and investor interest; who ensure control over changes in legislation; who monitor financial performance. At the same time, the vast majority of classical financiers are very sceptical about the applicability of the term "management" when working with crypto-assets, comparing work with a new asset class to a game of roulette [2]. Legal sceptics note the stories of many conflict situations and stories of the collapse of well-known companies and exchanges that were leaders in the development of this area. Still, all sceptics are already united in one thing: that this asset class is a reality to be reckoned with. Moreover, in the last two years the most significant investments have been made by the largest investment companies (BlackRock, Goldman Sachs, Morgan Stanley, J.P.Morgan and others), which realize management in a convenient format for the client: Exchange Traded Fund (ETF).

Why do common stock market practices fail when dealing with crypto-assets? What solutions should a responsible manager use when making an offer to a client? Given the high volatility of the market, the presence of a specific level of training and generational cross-section of investors (the asset is initially dependent on IT professionals), a significant level of distrust and concerns on the part of government agencies, the questions look difficult to solve.

All the problems can be characterized as classic "growth diseases" characteristic of the development and implementation of any new technologies that systematically and significantly change the rhythm of business, the work of the state financial system, and the lives of ordinary residents of this or that country and planet. This is why it is interesting to analyze the ongoing changes in the rapidly developing market of crypto-assets and identify possible parameters - indicators of risk management and financial flows of the investor.

BASIC THEORETICAL AND PRACTICAL PROVISION

To understand the rapidity of cryptoasset technology development, it is worth considering the major milestones in the development of the asset class itself on a timeline:

1. 2009 - 2010 Bitcoin BTC and the first transactions with it;
2. 2015 launch of the Ethereum platform;
3. 2020 the emergence of a host of Ethereum-based DeFi applications;
4. 2021 active development of NFT (non-fungible tokens);
5. 2024 development of meta-universes and virtual assets;

Even such a simplified demonstration of the dynamics of growth and development gives an idea of how new and young this asset class appears to be. Obviously, like any new breakthrough technology or business format, cryptoassets cannot avoid the so-called growth diseases, complexities and development challenges that need to be overcome.

And to such "diseases of growth" - risks we can refer:

1. Rapid life cycle of new solutions: emergence - implementation - obsolescence.

Moreover, many similar solutions based on similar ideas and the same technology appear at a single time. An unconditional risk is the uncertainty of further success of this or that project - product.

2. Cybersecurity: breakthrough, modern technologies bring similar risks. This is cyber fraud, which, according to professional estimates, has reached the volume of the world's third economy after the United States and China, with the risk of global losses of more than 20 trillion U.S. dollars by 2026 [3,4].

Cybersecurity risks include the loss of control over accounts by the account holders themselves (for example, according to various sources, about \$24 billion in assets have been lost). [5]

Super relevant specifically for crypto-assets can be considered:

- 2.1. hacking of exchanges, which leads to significant losses of users' funds.
- 2.2. phishing attacks remain a common threat, with attackers attempting to trick users into accessing their cryptocurrency wallets using phishing sites
- 2.3. vulnerabilities in smart contracts can be exploited by hackers to manipulate assets and steal funds.
- 2.4. ICO and token fraud is also a serious threat when investors lose money on fraudulent projects.
- 2.5. attacks on decentralized financial platforms (DeFi) are becoming increasingly common, putting users' funds at risk.

3. Regulatory Risks.

One of the main promising and interesting aspects of crypto asset technology, namely decentralization is both a potential significant advantage and risk.

Lack of a unified legislative field and legal standards

A vivid example of uncontrollability is the collapse of the 3rd most capitalized exchange FTX and financial losses for more than a million customers in November 2022, similar situation with Ripple, Terra Luna [6, 7, 8].

China, which succeeded in using new technologies after the boom and subsequent collapse of a number of crypto projects, has legislated a ban on cryptocurrency transactions.

The risks listed above were created not by largely demonized regulators, but by the uncontrolled actions of company management, which resulted in a significant number of investors being harmed.

The fundamental issue is the aspect of protection of the client and his interests. Unlike the classical stock market, where mandatory requirements (such as MiFID II) have been developed and implemented, the crypto asset market cannot boast of such solutions. The client largely does everything at his own risk.

But the fear of loss of control and, as it can be assumed, the lack of proper professional training of specialists in the state apparatus stopped such large-scale projects as Mark Zuckerberg's Libra and Pavel Durov's Gram. At the same time, these same risks have accelerated the pace of CBCD creation and implementation; at the moment about 80% of states are either already implementing this solution or are actively experimenting with it.

4. Technology Risks.

Cryptocurrencies depend on complex technology and infrastructure. Bugs, glitches, or vulnerabilities in the code can lead to losses or disruptions.

Rapid changes in technology can render certain cryptocurrencies obsolete. Projects that fail to adapt may lose value or disappear altogether

5. Financial risks, which in many ways differ from the classic and familiar risks of stock market transactions, although in general they are identical in nature in one way or another.

Some cryptocurrencies may have low liquidity, making it difficult to buy or sell them without significantly impacting their price. This can also make it hard to exit positions quickly.

Cryptocurrency prices are highly volatile, it can bring substantial losses in a short time

Market manipulation risks (both financial and regulatory)

At the same time, the very ideology of decentralization and control of financial flows and transactions due to the inherent blockchain technology, innovativeness of the proposed solutions attracts everyone.

If the stock market has a history of several centuries, has put at its service macroeconomics, microeconomics, fundamental market analysis, a lot of mathematical solutions, the creators of which more than once received Nobel Prizes, the crypto asset market, due to its specifics, does not fully accept these solutions. First of all, it is the absolute "linkage" with digital technologies, which does not allow "inserting" this market into the existing classical framework.

Based on this, we highlight one of the fundamental criteria for the possible analysis and management of potential investor funds: understanding the technology behind a particular solution in the crypto asset market.

We believe it is possible to identify the main group of technological solutions, presented in the form of Table 1, the development and changes of which should be kept within the control of the unit managing the client portfolio invested in crypto-assets.

Table 1

Technologies and their uses

Name	Scope of assignment
RWA (Real-World Assets)	Refers to the tokenization of real assets such as real estate, bonds, commodities and securities to integrate them into blockchain. An example would be the altcoin Render
DePIN (Decentralized Physical Infrastructure Networks)	A concept that combines decentralized networks with physical infrastructure, allowing users to interact with real-world objects and services via blockchain. An example would be the altcoin File
DeFi	Decentralized finance is an ecosystem of financial applications on blockchain that allows users to manage their assets without intermediaries such as banks. Platforms such as Upiter,(Jup) provide access to tools for lending, staking, token exchanges and other services, providing transparency and control over funds.
GameFi	GameFi combines gamification and financial capability by allowing users to earn tokens and assets in blockchain-based games. Gala is an example of a platform that creates an ecosystem of games using NFT technology, where players' assets have real value.
AI in Crypto	Artificial intelligence (AI) in the crypto industry is used to analyze data, automate trades, and improve user interactions. Near, by integrating AI, creates smart contracts and solutions that adapt to user behavior, enabling more efficient use of blockchain technology.

Blockchain	Blockchain is a distributed data registry that ensures immutability, transparency and security of records. The technology underpins cryptocurrencies, smart contracts and decentralized applications, transforming traditional systems of data management and exchange. Ethereum is a prominent representative of the technology.
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Is understanding technology alone enough? Obviously not.

The first and least labor-intensive approach: investing through exchange-traded funds of reliable companies. In this way, the investor works with crypto-assets (gets access to them) through traditional financial instruments, without having direct ownership of digital assets. In this way, the investor avoids many possible risks while achieving the main goal of working with a new asset class. The most popular and reliable modern funds from the authors' point of view are summarized in the table below.

Table 2

Exchange-traded funds (ETFs) that provide investors with the opportunity to invest in crypto-assets [9, 10, 11]

Type	ETF Name	ETF short description
Bitcoin Investment Funds	iShares Bitcoin Trust (IBIT)	This is BlackRock Investment Company's spot Bitcoin ETF, which has become the largest in the world, surpassing Grayscale's Bitcoin Trust. AuM approximately 19.5 billion USD. It provides investors with direct exposure to Bitcoin without requiring direct ownership.
	Grayscale Bitcoin Trust (GBTC)	Established in 2013, GBTC is one of the earliest publicly traded Bitcoin investment vehicles in the USA. allowing investors to gain exposure to Bitcoin without direct ownership AuM approximately 20.5 billion USD.
	Fidelity Wise Origin Bitcoin Fund (FBTC)	Launched in January 2024, FBTC is an exchange-traded product (ETP) designed to track the performance of Bitcoin, providing investors with a straightforward method to gain Bitcoin exposure through traditional brokerage accounts. AuM approximately 18.7 billion USD

Ethereum Investment Funds	Grayscale Ethereum Trust (ETHE)	Introduced in 2017, ETHE provides investors with exposure to Ethereum (ETH) through a trust structure, eliminating the need for direct purchase and custody of the cryptocurrency. AuM approximately 5.25 billion USD
	iShares Ethereum Trust (ETHA)	Managed by BlackRock Investment Company, ETHA offers investors exposure to Ethereum's native token, ether, within a traditional brokerage account, simplifying the investment process. AuM approximately 2.13 billion USD
	Fidelity Ethereum Fund (FETH)	Launched in July 2024, FETH is one of the industry's first spot exchange-traded products (ETPs) that seeks to track the performance of ether, offering investors direct exposure through a regulated investment vehicle. AuM approximately 811 million USD

The second approach: self-investing or investing with the involvement of a professional investment advisor. In this case, the investor needs to be more immersed in understanding the technology of certain cryptocurrencies and cryptoassets, indicators that are likely to affect the capitalization of the asset.

There are many criteria - indicators that can be used by analysts.

More than 20 different indicators can be used in their work in one way or another, such as:

- market capitalization;
- trading volume;
- moving averages;
- hashrate;
- open interest;
- dominance coefficient;
- sentiment indicators;
- tokenomics of the project;
- marketing metrics;
- TVL;
- Community;

From a practical point of view, we propose to consider in more detail the following indicators as the most influential on the future trend of a particular crypto-asset and, accordingly, the investor's decision to buy/sell the asset.

Market capitalization is an indicator reflecting the total value of all issued assets or tokens of the project at the current moment. It is calculated as the product of the current market price of one token by the total number of tokens in circulation. This indicator is widely used to assess the size of cryptocurrency projects and their position in the market. For example, high market capitalization is usually associated with high liquidity and stability of a project, although it does not always indicate its long-term success. Market capitalization allows to compare projects against each other, highlighting industry leaders, as well as quickly assess the scale and maturity of a project, which helps to choose between stability and potential growth.

However, it is important to keep in mind that this indicator is affected by speculation and crypto market volatility.

Trading volume measures the total number of tokens bought and sold on the market over a certain period of time. A high trading volume indicates the liquidity of the asset, which makes it easy to buy or sell tokens without significantly affecting the price. The Quale capital team of analysts consider this indicator as an indicator of interest in the asset and its popularity in the market. Low trading volume may indicate weak interest or risk of price manipulation. Comparing trading volume to market capitalization helps to assess how actively the token is being used. It is also important to consider the trading volume on different exchanges to understand the distribution of activity.

Moving averages (SMA and EMA) are technical indicators that smooth out price fluctuations over a certain period of time. They are used to identify trends: a rise above the moving average indicates a bullish trend and a fall below indicates a bearish trend. Analysts use 50-day or 200-day moving averages to decide on a token's buy or sell zone. Intersections of short and long averages signal a possible trend change. Combined with other indicators, MA helps to minimize risk and optimize investment strategy for the investors.

Hashrate measures the total computing power used to secure a blockchain. A high hash rate indicates the reliability of the network and its resistance to attacks such as the "51% attack". Investors use hashrate growth rate as a signal of increasing trust and participation of miners in the network. A declining hash rate can be due to a drop in interest or insufficient profitability for miners, which poses security risks to the network. Hashrate is especially important for Proof-of-Work blockchains such as Bitcoin. Analyzing hash rate allows predicting possible changes in token price dynamics, as a decrease in network capacity can reduce confidence in the project. For long-term investors, this indicator serves as an indicator of the blockchain's technological stability.

Open interest is the total number of open contracts in the futures and options markets. It shows how many funds are in play but not yet closed and is used to gauge the liquidity of derivatives. An increase in open interest indicates an increase in trader activity and can foreshadow price movements. If open interest decreases, it may indicate decreasing interest or the end of the current trend. Crypto analysts use this indicator along with trading volume to understand trend strength and market sentiment. For example, a sharp increase in open interest with falling volume may indicate that a market correction is approaching. This is especially useful for risk assessment and strategy planning during periods of high volatility.

The dominance ratio shows the share of capitalization of a particular cryptocurrency (e.g. Bitcoin) in relation to the total market capitalization of the crypto market. Analysts use this indicator to analyze macro trends: an increase in Bitcoin dominance can signal a decrease in interest in altcoins. Conversely, a decline in Bitcoin dominance is often accompanied by an increase in altcoins ("altcoin season"). This indicator helps determine where investor funds are moving, which can influence investing strategy. It is also an indicator of market maturity: a low dominance ratio indicates a diversified market. It is important to keep in mind that the dominance dynamics are influenced not only by prices, but also by changes in the supply of tokens.

Sentiment indicators reflect the overall mood of market participants, including their expectations and level of fear or greed. An example of such an indicator is the Fear & Greed Index, which combines data on trading volume, volatility and social signals. Positive sentiment is often accompanied by rising prices, while negative sentiment is often accompanied by falling prices. These indicators are useful for short-term assessment of market conditions, especially in times of sharp movements. Analysts use them to determine when the market is overbought or oversold. However, sentiment indicators are subjective and should be used in conjunction with other metrics. They are especially important in the high volatility environment inherent in the crypto market.

Tokenomics is the set of rules and mechanisms that govern the issuance, distribution and use of tokens within a particular project. It includes key aspects such as the total supply of tokens, their distribution among project participants, the issuance mechanism (e.g., mining or issuance), and

usage scenarios. A well-designed tokenomics contributes to the stability of the project economics and encourages user engagement. Tokenomics is a key element Quale capital analysts use to evaluate a crypto project and develop an investment strategy for the asset.

Marketing indicators assess the project's activity in promoting and attracting users. They include the number of followers in social networks, frequency of interactions and media mentions. An active marketing strategy builds awareness and interest in the project. This metric helps to understand what organic audience growth is really like, as artificially inflated metrics can hide the real state of affairs. Successful marketing campaigns are often accompanied by an increase in token price due to increased demand. This indicator serves as an additional indicator of the project's potential in a competitive market.

TVL shows the total value of assets locked in the DeFi protocol, such as staking, lending or liquidity pools. It reflects the level of user trust in the platform and the popularity of its services. An increase in TVL is usually accompanied by an increase in token price, as more funds means active use of the protocol. Investors use TVL to assess the level of liquidity and stability of a project. However, TVL depends on market volatility, as a decrease in asset prices can reduce the indicator. Comparing TVL between projects helps to determine their competitive advantages. This indicator is especially important for DeFi protocols, where liquidity is a key success factor.

The community plays a central role in the development and success of a crypto project. It includes investors, developers, users and supporters who are united by a common goal - to support and develop the project. An active community promotes the project, participates in decision-making (especially in decentralized projects) and helps to promote the token. An important factor is the interaction of the project team with community members through forums, social networks and other platforms. Positive feedback within the community helps to increase the credibility and value of the project. Lack of attention to the community or ignoring it can lead to a loss of interest and negatively affect the reputation of the project.

By analyzing these indicators, an investor can largely assess the prospects of a particular asset. Thus, the thesis of crypto skeptics about the impossibility of any analysis and the focus solely on speculation and deception does not stand up to criticism.

Among additional recommendations, as in the world of classical finance, we can recommend analytical control of the statements of the so-called "opinion leaders" of this rapidly developing industry.

If the stock market is historically focused on the decisions and speeches of the leaders of the ECB, Fed, Finance Ministers, the world of modern technology has a list of no less important persons whose speeches can change the trend of market development in one direction or another.

Changpeng Zhao is the founder and former CEO of Binance, the largest crypto exchange in the world. His decisions and commentary have a significant impact on the market, from new product launches to strategic partnerships. CZ has a unique perspective on the global development of cryptocurrencies, advancing the adaptation of blockchain in all walks of life. [13]

Michael Saylor is the Executive Chairman of MicroStrategy. Michael Saylor has become a key figure in the institutional acceptance of bitcoin through his strategy of investing billions of dollars in the asset. His analysis and understanding of bitcoin's economic value make his voice important to long-term investors. Saylor also shares his philosophy of capital preservation through bitcoin as a defense against inflation. He stands out as a leader who can convincingly argue why bitcoin is "digital gold." [14]

Vitalik Buterin is one of the crypto industry's most innovative leaders, having developed Ethereum, the second most popular blockchain platform. His technical expertise and vision for the future of decentralization continues to shape the direction of DeFi, NFT and other areas. Buterin often shares detailed articles and insights on blockchain development, making him a source of

insightful analysis. Following him is important as he forecasts key technology trends that could radically change the market. [15]

Every crypto influencer has its twitter account. Twitter is one of the most important sources of the most actual information in the cryptocurrency world.

CONCLUSION

To summarize, it is safe to say that modern investors are witnessing the birth and rapid development of a new asset class: cryptocurrencies and crypto assets. This asset class is unique in that it combines both the functionality of classical finance and the most advanced technical and technological solutions and developments. The technology largely assumes a decentralized approach due to the inherent ideology. This is at the same time one of the most progressive solutions in the 21st century, but at the same time frightening in terms of risks of loss of control for state institutions. This contradiction, together with the lack of unified legal standards and principles of control, greatly hinders the introduction of the technologies themselves, but it does not deter or stop further technical development and research.

Obviously, the rapid development and implementation of CBDC in the world is an attempt by central banks and government institutions to take the lead and plug into the overall technological mainstream.

It can be argued that in terms of market capitalization, technological resources involved, and the faith of the top leaders of the world's leading economies in cryptocurrencies, this asset class will continue its equally rapid development [12].

In the coming years, we can expect systematic work by states and interstate associations to develop common legal norms and standards, principles of compliance and AML control, cybersecurity, etc. Whether the contradiction mentioned above will be resolved in the near future, most likely not, but at the same time mutual work will allow on the one hand to "cool down" hot heads on the side of professionals and businessmen developing these technologies; on the other hand to "immerse" and train to understand all the unique innovations and opportunities on the side of conservatives of classical finance. Most likely, such work will lead to a number of compromises that will systematize approaches and develop standards for further development of crypto assets.

The challenge that professionals are currently facing is, firstly, to educate the client and provide safe support during the first transactions; secondly, to overcome the scepticism of the conservative part of the financial world; and thirdly, to provide analysis-supported management of the client's investment portfolio consisting of crypto-assets.

In addition to the classical technical analysis of the crypto asset market, practitioners have developed indicators for analysis (about 20 fundamental indicators), which allow you to make a largely informed decision to invest in a particular asset. The systemic difference with the classical stock market is the need to understand the technology of a particular solution and its possible impact on the development of the sphere of application of this solution. In many ways, this is similar to the classical analysis of the issuer of classical stocks or bonds, which can inspire confidence in a potential investor and crypto sceptic. Leading investment companies have realized this process in the form of exchange-traded funds ETF, when the client is relieved of the risks associated with the direct ownership of a particular crypto-asset. At the same time, the very structure of such a fund allows the investor to evaluate the decisions made by the management company and thus learn to understand the new class of assets.

Despite the fact that crypto assets are one of the most risky markets for investment, it is the breakthrough technological solutions embedded in them, the segment (generational and professional) involved in the work of the market allows us to assert the further development of this asset class, and therefore more interest and involvement in the work of more and more broad layers

of the population - investors. That is why it is important to analyse and work with crypto-assets, which will allow to "introduce" new investors to the market with less risk and with greater transparency.

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NAVIGATING DEMOGRAPHIC CHALLENGES FOR SUSTAINABLE ECONOMIC GROWTH IN THE BALTIC STATES

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ABSTRACT

The Baltic States face severe demographic challenges, including low fertility rates, high emigration, an aging population, and urbanization pressures. These factors have significant implications for sustainable economic growth. This research study aims to assess the impact of these demographic trends on economic growth in the three Baltic States, Estonia, Latvia, and Lithuania and propose policy responses to foster economic stability. Using a panel regression framework, this research analyzes longitudinal data from 1990 to 2023, sourced from the World Bank and United Nations Population Division. The study examines key demographic variables, fertility rates, age dependency ratios, urban population growth rates, and net migration. On the other hand, sustainable economic development is measured using GDD per capita data. Descriptive statistics, multicollinearity assessments, and robust fixed-effects regression models were employed to in the data analysis process. The statistical tool that was used is the R Software (R-code provided in [Appendix 2](#)). The findings of the research study reveal that the age dependency ratio significantly influences GDP per capita. This highlights the burden of a growing elderly population on economic productivity. In contrast, urban population growth, net migration, and crude birth rates were not statistically significant predictors. The findings show that the increasing dependency ratio is the key demographic challenge affecting the Baltic States. To address these challenges, the study recommends policies to extend working lifespans, such as raising the retirement age and offering phased retirement options. Additionally, immigration policies targeting younger, skilled workers could mitigate labor shortages.

Keywords: Age Dependency ratios, Baltic States, Demographic Challenges, Sustainable economic growth

ANOTĀCIJA

Baltijas valstis saskaras ar nopietnām demogrāfiskām problēmām, tostarp zemu dzimstības līmeni, augstu emigrāciju, iedzīvotāju novecošanos un urbanizācijas spiedienu. Šie faktori būtiski ietekmē ilgtspējīgu ekonomikas izaugsmi. Šī pētījuma mērķis ir novērtēt šo demogrāfisko tendenču ietekmi uz ekonomisko izaugsmi trijās Baltijas valstīs, Igaunijā, Latvijā un Lietuvā, un ierosināt politikas risinājumus ekonomikas stabilitātes veicināšanai. Izmantojot paneļa regresijas sistēmu, šajā pētījumā analizēti garengriezuma dati no 1990. līdz 2023. gadam, kas iegūti no Pasaules Bankas un Apvienoto Nāciju Organizācijas Iedzīvotāju nodaļas. Pētījumā aplūkoti galvenie demogrāfiskie mainīgie, dzimstības rādītāji, vecuma atkarības koeficienti, pilsētu iedzīvotāju skaita pieauguma rādītāji un migrācijas saldo. No otras puses, ilgtspējīga ekonomiskā attīstība tiek mērīta, izmantojot GDD datus uz vienu iedzīvotāju. Datu analīzes procesā tika izmantota aprakstoša statistika, daudzkolinearitātes novērtējumi un stabili fiksēto efektu regresijas modeļi. Izmantotais statistikas rīks ir R programmatūra (R-kods sniegts 2. pielikumā). Pētījuma rezultāti atklāj, ka vecuma atkarības koeficients būtiski ietekmē IKP uz vienu iedzīvotāju. Tas izceļ pieaugošā vecāka gadagājuma iedzīvotāju slogu uz ekonomisko produktivitāti. Turpretim pilsētu iedzīvotāju skaita pieaugums, neto migrācija un dzimstības rādītāji nebija statistiski nozīmīgi. Rezultāti liecina, ka pieaugošais apgādības rādītājs ir galvenais demogrāfiskais izaicinājums, kas ietekmē Baltijas valstis. Pētījumā ieteiktas politikas, kas pagarina darba mūžu, piemēram, pensionēšanās vecuma palielināšana un pakāpeniskas pensionēšanās iespējas. Turklāt imigrācijas politika, kas vērsta uz jaunākiem, kvalificētiem darbiniekiem, varētu mazināt darbspēka trūkumu.

Atslēgvārdi: Vecuma atkarības rādītāji, Baltijas valstis, Demogrāfiskie izaicinājumi, Ilgtspējīga ekonomiskā izaugsme

1. INTRODUCTION

1.1 The Research Problem

In the recent past, there have been contrasting demographic patterns across various regions of the world. In many developing countries, especially African, South Asian, and a section of the Middle Eastern nations, the population growth rate has been rising steeply. On the other hand, most of the developed countries in Europe, East Asia, and some parts of North America having a decline in their population [1]. The Baltic States: Lithuania, Estonia, Latvia are high income economies in Europe that have also experienced a negative population growth in recent years [2]. It is important to note that this region is the most depopulating region in the world which has lost more than 20 per cent of population since 1992 [3]

Aitken [4] highlights that the Baltic States have experienced depopulation due to low fertility rates. In recent decades, the fertility rates of the Baltic countries have reduced significantly, and this has negatively affected the economic output of the region. Low fertility rates have resulted in low birth rates which reduces the available workforce in the youth bracket who can be absorbed into the market to enhance economic growth in the region [2]. In addition, another demographic factor that has affected the economic output of the Baltic region is increased life expectancy rates. The rise in life expectancy rates has significantly caused another problem which is an aging population [2]. This has created a situation whereby there are many people in the elderly group than in the youth. As a result, they have been experiencing a shrinking working-age population and rising dependency ratio, which indicates that fewer numbers of working population are available for supporting the older population. Furthermore, the rise of the ageing population results in the need for increased pensions, health care and other social amenities, which are a heavy financial burden and therefore have a negative effect on the sustainable development of the region.

Furthermore, Galstyan et al.[5] indicates that the reduced population in the Baltic States has been caused by high emigration. A considerable proportion of the young persons has migrated to other countries in a bid to improve their quality of life. The movement of people from the Baltic states to other countries has been possibly due to integration of the Baltic states into the EU). This high emigration rates have played a crucial part in draining the local manpower needed for the production of goods and services hence leading to scarcities in the available workforce within the region.

Another demographic characteristic that has affected economic development of the countries of the Baltic states is urbanization [6]. It is important to note that a significant part of the population is migrating from rural to urban areas to get better job opportunities, education and standards of living. For this reason, the rural areas have had an economic loss due to the loss of a workforce in rural areas, which in turn has caused regional variations between different regions of the countries [7]. On the other hand, increased urbanization has also created problems in urban areas such as increased pressure on infrastructure facilities, lack of housing, and increased demand for public services.

Therefore, there is need to analyse demographic challenges and their impact on sustainable economic growth. This research aims to explore these demographic challenges in the Baltic region and give recommendations to foster economic stability and growth in the region.

1.2 Topicality of the Research

This research study focuses on the demographic challenges that beset the Baltic states, Estonia, Lithuania, and Latvia. The findings of this research study will provide insight to policy makers on what they can do to mitigate the demographic challenges in the region so as to enhance sustainable economic development. The findings of this research study will help policy makers in government to formulate strategies that can help in reversing the impacts of low birth rates and emigration, as well as develop measures to strengthen social security systems, health care, and employment policies for the older population. Furthermore, knowledge and insight derived from this research study will help businesses operating in the Baltic region to adopt existing demographic trends in the region, which include reduced working population and an aging population. This will help the business remain competitive despite emerging demographic changes in the region. Additionally, insight derived from this research study will inform help employers develop appropriate strategies for workforce development, talent retention and technological innovation. Moreover, this research study will be useful for scholars and researchers because its findings will extend the existing knowledge base on demographic changes and the effect they bring to economic and social structures. The outcomes of the study may be useful not only to the countries of the Baltic States but also to others that experience similar demographic shifts.

1.3 Goal of the Research

To examine the demographic challenges facing the Baltic states and identify effective policy responses that will promote sustainable economic growth in the region.

1.4 Research design and Methodology.

1.4.1 Data Collection

The data for this study was primarily sourced from the World Bank Group. The missing data from this source was complemented by data from the United Nations Population Division: World Population Prospects. The Link to the data is provided in [Appendix 1](#). The researcher extracted data of the variables of interest and saved them in four csv data files which *include EstoniaData, LatviaData, LithuaniaData and Combinedbalticdata*. The link to the csv files is available in [Appendix 1](#). The data collected was of the three Baltic States, which include Estonia, Latvia, and Lithuania. The data collected covered information from the year 1990 to the year 2023, which is the period that the data is available for all the three countries.

1.4.2 Variables of interest

The following variables will be used for the research study.

- **GDP per Capita (Constant LCU)**

GDP per capita represents the total economic output of a country divided by its population [8]. For this study, it is measured in constant local currency units (LCU), which adjusts GDP figures for inflation within each country. This adjustment ensures that comparisons over time reflect real changes in economic output, rather than distortions caused by price level changes.

- **Fertility Rate**

Fertility rate is defined as the average number of children a woman is expected to have during her lifetime [9]. A higher fertility rate is anticipated to have a negative association with economic growth, as it may indicate greater resource strain in countries with limited economic capacity [10].

- **Crude Birth Rate**

Crude Birth rate refers to the number of live births per 1,000 people in a given year [9]. Higher crude birth rates are expected to negatively correlate with GDP per capita due to potential economic pressures associated with higher birth rates [11].

- **Population Growth Rate**

Population growth rate is defined as the annual percentage change in a country's population, accounting for births, deaths, and net migration [9]. The relationship between population growth rate and economic development is expected to be mixed. Moderate population growth may support economic expansion, while excessively high or negative growth may strain resources or indicate declining economic vitality [12].

- **Urban Population Growth Rate**

Urban Population Growth rate is the annual percentage growth of the population living in urban areas [9]. Higher urban population growth is anticipated to positively correlate with economic growth as urbanization is often associated with industrialization, innovation, and infrastructure development [13].

- **Net Migration Rate**

Net migration rate refers to the net number of people entering or leaving a country per 1,000 people in the population [9]. Positive net migration (more people entering than leaving) is expected to positively influence economic growth by enhancing labor markets, innovation, and overall economic productivity [14].

- **Age Dependency Ratio**

This refers to the percentage of the working-age population relative to the total population [15]. A higher age dependency ratio is expected to have a negative impact on economic growth since this means that there is a low working age population hence reducing the labor force available for production, increasing the economic burden on workers, and straining public resources such as pensions, healthcare, and social services.

[16].

1.4.3 Analytical framework

This study employs the Panel Regression Frameworks to analyze the relationship between demographic factors and economic development in the Baltic States. The general form of the regression model is presented as follows.

$$PcGDP_{it} = \theta_0 + \theta_1ADR_{it} + \theta_2FR_{it} + \theta_3CBR_{it} + \theta_4NMR_{it} + \theta_5PGR_{it} + \theta_6UPGR_{it} + \varepsilon$$

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Whereby

$PcGDP_{it}$: GDP per Capita of Country i , year t .

θ_0 is the intercept term.

$\theta_1 \dots \theta_6$ are the coefficients of the independent variables, representing the magnitude and direction of their impact on GDP per capita.

ε is the error term.

1.4.4 Data Analysis

1.4.4.1 Descriptive analysis

The researcher also presents the trends of demographic factors per country over the years so as to identify patterns, may influence the relationship between these factors and economic growth. The researcher also analyses trends through graphical illustrations to see how the demographic variables have evolved over time in each country. This helps to contextualize the statistical analysis and ensure the researcher understands the data's behavior across the study period.

1.4.4.2 Multicollinearity assessment

The Variance Inflation Factor (VIF) is calculated to detect multicollinearity among the independent variables. Variables exhibiting high collinearity were considered for exclusion to ensure reliable coefficient estimates.

1.4.4.3 Panel Regression analysis

This research study adopted Panel Regression analysis. Panel regression analysis refers to a statistical method used to analyze panel data [17]. Panel data is a dataset that combines time series and cross-sectional data, containing observations over multiple time periods for the same units (e.g., individuals, firms, or countries) [17]. It helps control for unobserved heterogeneity and explores both dynamic and static relationships by leveraging the two-dimensional structure of panel data.

Panel Regression analysis entails fitting the following models.

- **Pooled Ordinary Least Squares (OLS) model**

The pooled OLS model is a assumes uniformity across all units and time periods by treating panel data as a single dataset [17]. It does not account for unit-specific or time-specific effects, making it appropriate when unobserved heterogeneity is minimal or uncorrelated with the explanatory variables. For this research study, this is a baseline model assuming no country-specific effects, used to test for unobserved heterogeneity.

- **Fixed Effects Model (FE) model**

The fixed effects model captures unit-specific effects that may be correlated with explanatory variables by focusing on variations within each unit over time [17]. It removes time-invariant unobserved heterogeneity through data transformations. For this research study, this model accounts for country-specific differences by allowing each country to have its own intercept, controlling for time-invariant factors.

- **Random Effects Model (RE) model**

The random effects model assumes that unit-specific effects are random and uncorrelated with the explanatory variables [17]. It leverages both within-unit and between-unit variations, offering greater efficiency than the fixed effects model when its assumptions are valid. For this research study, this model assumes country-specific effects are random and uncorrelated with the independent variables.

The Pooled OLS model was estimated first as a baseline. The Breusch-Pagan Lagrange Multiplier test was conducted to determine whether significant country-specific effects were present. This was done to determine the most appropriate model for inference.

1.4.4.4 Model Validation

Diagnostic tests are performed on the selected model to ensure the validity of results. the researcher conducts the test of heteroscedasticity. The researcher used The Breusch-Pagan test to detect non-constant variance. If heteroskedasticity is found, robust standard errors are applied.

2. LITERATURE REVIEW

2.1 Demographic factors affecting sustainable economic growth.

2.1.1 Population Growth Rate

Multiple Research studies have investigated the relationship between population growth and sustainable economic growth. The research study by Khursanaliev [18] highlighted the existence of a positive relationship between population growth and economic growth. The findings of this research study established that a greater population density implies a higher demand for products and services, which positively affects consumption patterns. However, the researcher highlights that higher demand and consumption of products and services depends on factors such as the availability of job opportunities and access to education.

Moreover, Adeosun & Popogbe [19] have also made a contribution toward the discussion on the effect of population growth on the use of human resources. The analysis of empirical data in their research study shows that the rate of population growth weakens the employment rate, which characterizes human resources utilization. A growing population makes the labour market fail to provide sufficient employment opportunities for the increasing labour force, hence leading to increased unemployment rates.

Peterson [12] also analysed the role of population growth on economic growth. When emphasizing the implications of the research study, it was mentioned that low population growth in high-income countries is detrimental to labour and can hinder economic growth. When the population growth rate is low, it means a small number of working-age persons joining the workforce, coupled with rising numbers of early retirement and aged persons. This can result in a scarcity of human capital, thus affecting economic growth and development in the region.

Research conducted by Ubarevičienė, van Ham [20] highlighted the challenge of depopulation in the Baltic country of Lithuania. The research study highlights that a rapid rate of population decrement is likely to slow down the economic development of the region in the future. Additionally, the research study highlights that population reduction has a negative impact on demand for consumption in Lithuania. Low consumption patterns cause businesses to experience a sales decline, which slows down economic activity in the region.

It is important to note that rural-to-urban migration may lead to socioeconomic disparities in a region [7]). When young people who are in the economically productive age decide to migrate from the rural areas to the urban centers in search of improved employment, education, and other necessities, the rural areas are left with a less productive populace, mostly the aged and the uneducated. That population trend is likely to slow the pace of economic growth and local investments as well as produce poorer quality public services in the rural regions [7]. Therefore, rural regions can experience growing rates of poverty and the general worsening of the living conditions of the remaining populace.

On the other hand, emigration may lead to a loss of skilled labor and brain drain Bhardwaj & Sharma [21]. This is especially the case where people, especially those who have academic qualifications and or specialized skills, move to other countries in search of better employment opportunities for themselves and their families, thus leaving behind their home countries. This drain of human capital is more anticipated to have negative impacts on the economy since it decreases the pool of human capital required by different business lines and sectors. The loss of talent is detrimental to innovation, productivity, and capacities necessary for economic growth and development.

2.1.2 Age Structure

Age structure is an important demographic factor because it affects various socioeconomic factors such as productive population capacity, dependency ratios, and consequentially economic growth. The research study by Zhang [22] focused on the fact that there is a positive correlation between population growth and the age structure of the population, which in turn affects economic development. According to the research study, labour force increases if the country's populace comprises a young working population. A young demographic composition promotes economic development since young, skilled professionals are more innovative, leading to increased productivity.

The research study by Varpina [6] analysed the impact of an aging population on economic development in Estonia, Lithuania, and Latvia. The findings of the research study suggested that an aging population negatively affects economic development in the Baltic states. As the proportion of elderly individuals increases, the working-age population shrinks, leading to a smaller labor force and reduced productivity. This demographic shift results in higher dependency ratios, where

fewer workers support old people, which in turn increases the burden on social security and healthcare systems.

Varpina [6] adds that an aging population leads to lower consumption rates. As the population ages, older individuals tend to spend less compared to younger, economically active individuals. This reduction in consumption is due to several factors, including lower income levels after retirement, decreased mobility, and a shift in spending priorities towards healthcare and basic needs rather than discretionary goods and services. The decline in consumer demand results in reduced business activities and, consequently, slower economic growth.

3. RESULTS AND FINDINGS

3.1 Descriptive statistics

In the preliminary stages of the data analysis, the researcher conducted a descriptive analysis to summarize the characteristics of the dataset and gain insights into the distribution and variability of the variables. The results of the descriptive analysis for each of the three countries are presented in the table below.

Table Error! No text of specified style in document..1 Showing descriptive statistics.

Variable name	Country	Mean	Sd	Min	Max	Skewness
FR	Estonia	1.52	0.21	1.23	2.03	0.82
	Latvia	1.46	0.22	1.09	7.60	0.35
	Lithuania	1.53	0.18	1.20	2.05	0.44
CBR	Estonia	10.32	1.83	7.80	15.40	1.39
	Latvia	9.79	1.51	7.60	14.20	0.83
	Lithuania	10.36	1.30	7.50	14.20	0.51
PGR	Estonia	-0.73	0.77	-2.26	1.41	0.72
	Latvia	-1.03	0.47	-2.08	0.13	-0.07
	Lithuania	-0.41	0.85	-2.57	1.34	-0.47
UPGR	Estonia	-0.69	0.84	-2.28	1.75	0.92
	Latvia	-1.05	0.54	-2.05	0.32	0.23
	Lithuania	-0.47	1.01	-2.84	1.62	-0.25
NMR	Estonia	-1.75	8.22	-24.93	29.44	0.75
	Latvia	-5.52	5.72	-19.95	11.71	0.00
	Lithuania	-4.67	8.70	-25.47	25.59	1.28
ADR	Estonia	51.30	2.30	48.67	57.84	1.17
	Latvia	51.64	4.01	47.40	60.45	0.88
	Lithuania	51.57	3.73	48.88	59.16	0.58
PcGDP	Estonia	9748.09	4021.64	4274.08	16705.60	0.27
	Latvia	9499.09	3648.10	4290.04	15335.22	0.01
	Lithuania	12565.20	4339.52	6016.43	19400.12	-0.08

3.1.1 Fertility rates

The results in Table 1 show that Estonia demonstrates stable fertility rates with a mean of 1.52 and low variability (SD = 0.21). Latvia and Lithuania have slightly lower means of 1.46 and 1.53, respectively, and similar levels of variability (SD = 0.22 and 0.18, respectively). Skewness values for all three countries are low (Estonia = 0.82, Latvia = 0.35, Lithuania = 0.44), indicating near-symmetric distributions. This stability across the Baltic States reflects common demographic trends and policy influences impacting fertility.

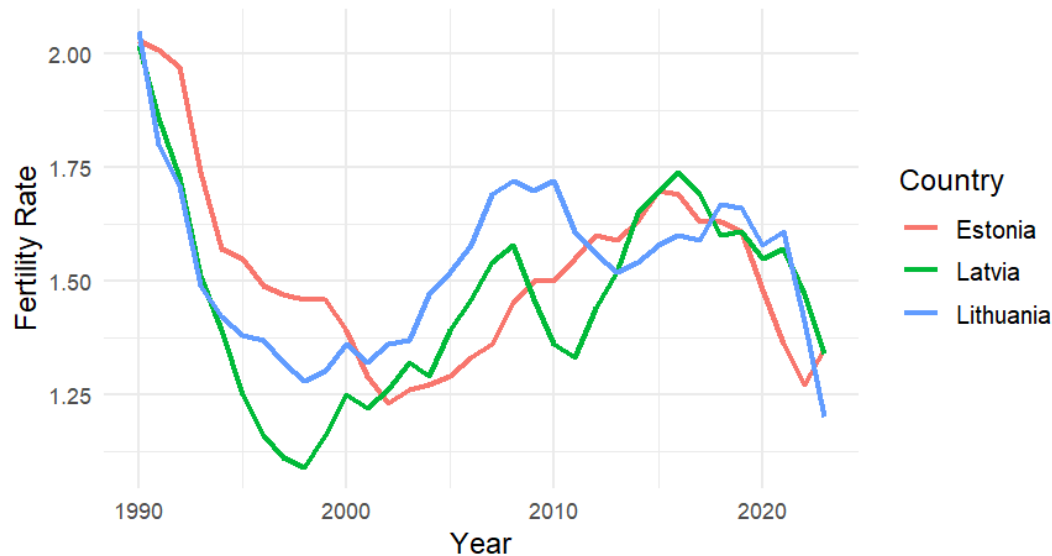


Figure *Error! No text of specified style in document.*1 Showing Trends of Fertility rates in the Baltic States [Appendix 2](#).

The plot shows a decline in fertility rates across Estonia, Latvia, and Lithuania during the 1990s. Fertility rates began recovering in the early 2000s, with Estonia and Lithuania showing steadier trends, while Latvia experienced more fluctuations. By 2015, the rates converged, but a decline is observed again towards 2020, particularly in Lithuania.

3.1.2 Crude Birth Rates

The results presented in table 1 show that Crude birth rates are slightly higher in Estonia (mean = 10.32) and Lithuania (mean = 10.36) compared to Latvia (mean = 9.79). Variability is moderate across the three countries, with standard deviations ranging from 1.30 (Lithuania) to 1.83 (Estonia). Skewness values are positive (Estonia = 1.39, Latvia = 0.83, Lithuania = 0.51), suggesting occasional periods of higher birth rates.

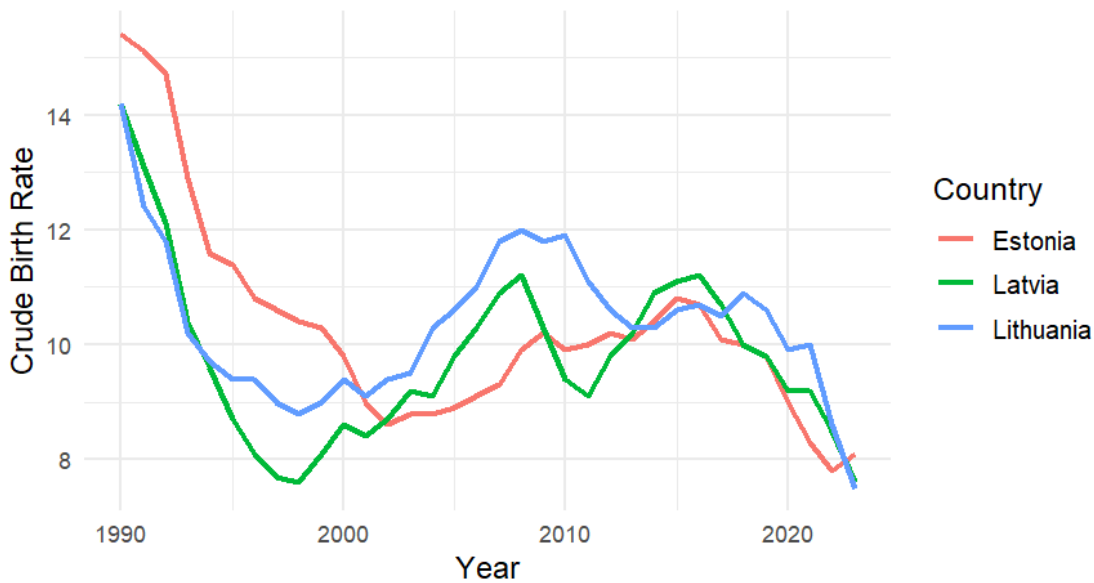


Figure Error! No text of specified style in document..2 Showing Trends of Crude Birth rates in the Baltic States [Appendix 2:](#)

The plot illustrates the crude birth rate trends in Estonia, Latvia, and Lithuania from 1990 to 2020. All three countries show a sharp decline during the 1990s. From the early 2000s, crude birth rates exhibit a gradual recovery, with Estonia and Lithuania displaying steadier increases compared to Latvia, which shows more variability. Around 2015, the rates converge across the countries but decline again towards 2020, reflecting continued demographic challenges in the Baltic States

3.1.3 Population Growth Rate

Additionally, the descriptive statistics presented in table 1 show that Population growth rates are negative for all three countries, reflecting ongoing demographic declines. Latvia shows the steepest decline (mean = -1.03) but with the least variability (SD = 0.47). Estonia and Lithuania have less negative growth rates (means = -0.73 and -0.41, respectively) but display higher variability (SD = 0.77 and 0.85, respectively). Skewness values indicate near-symmetry for Latvia (-0.07) and slight asymmetry for Estonia (0.72) and Lithuania (-0.47), highlighting differing dynamics in population trends.

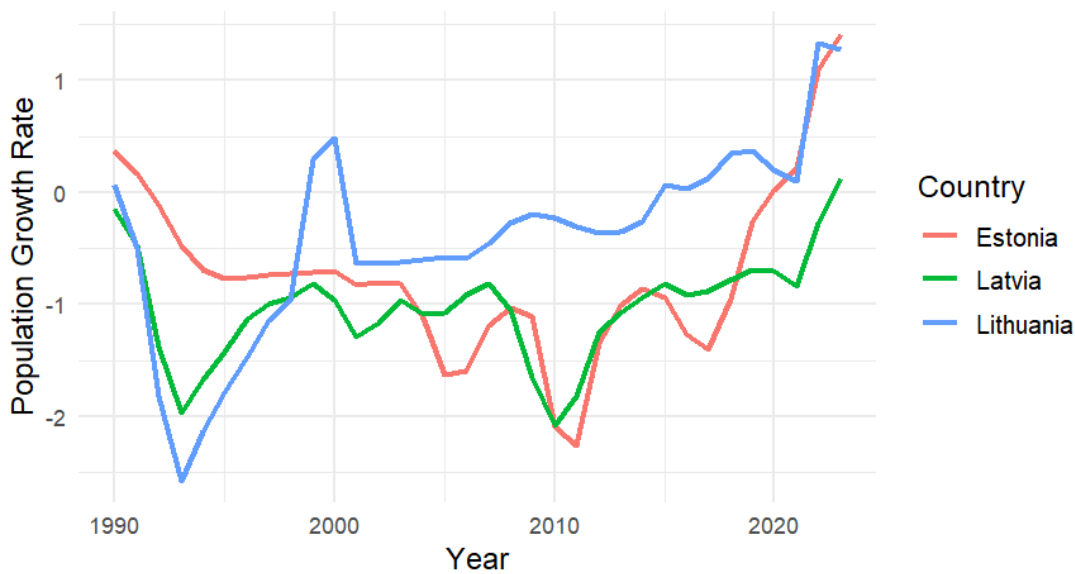


Figure *Error! No text of specified style in document.*3 Showing trends of Population Growth Rates in the Baltic States [Appendix 2:](#)

3.1.4 Urban Population Growth Rate

Moreover, table 1 shows that Urban population growth rates are negative across all countries, with Latvia recording the lowest mean (-1.05) and the least variability ($SD = 0.54$). Lithuania has the highest mean (-0.47) but also the greatest variability ($SD = 1.01$). Estonia falls in between with a mean of -0.69 and variability ($SD = 0.84$). Skewness values are low across the board, with Estonia (0.92), Latvia (0.23), and Lithuania (-0.25), indicating mostly symmetric trends. These figures suggest differing levels of urbanization pressures across the countries.

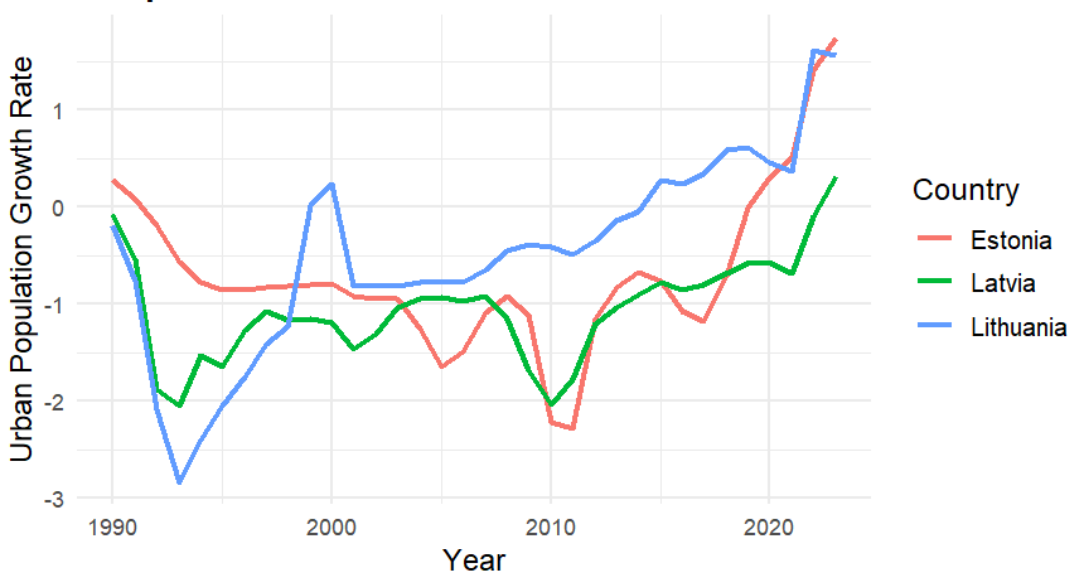


Figure *Error! No text of specified style in document.*4 Showing Trends in Urban Population Growth Rates in the Baltic States [Appendix 2:](#)

All three countries exhibit negative growth rates during the 1990s, reflecting post-Soviet population declines. Latvia and Estonia display consistent negative trends throughout most of the period, while Lithuania shows higher variability, including periods of recovery in the 2000s. Notably, all three countries experience a marked improvement after 2015, with Lithuania showing the most significant increase.

3.1.5 Net Migration rate

Furthermore, table 1 shows that Net migration rates vary significantly, with Estonia showing the greatest variability (SD = 8.22) and a wide range (-24.93 to 29.44). Lithuania exhibits similar variability (SD = 8.70) and a range of -25.47 to 25.59, with a higher skewness (1.28) indicating occasional positive spikes. Latvia has more stable migration rates, with a mean of -5.52, SD of 5.72, and skewness of 0.00.

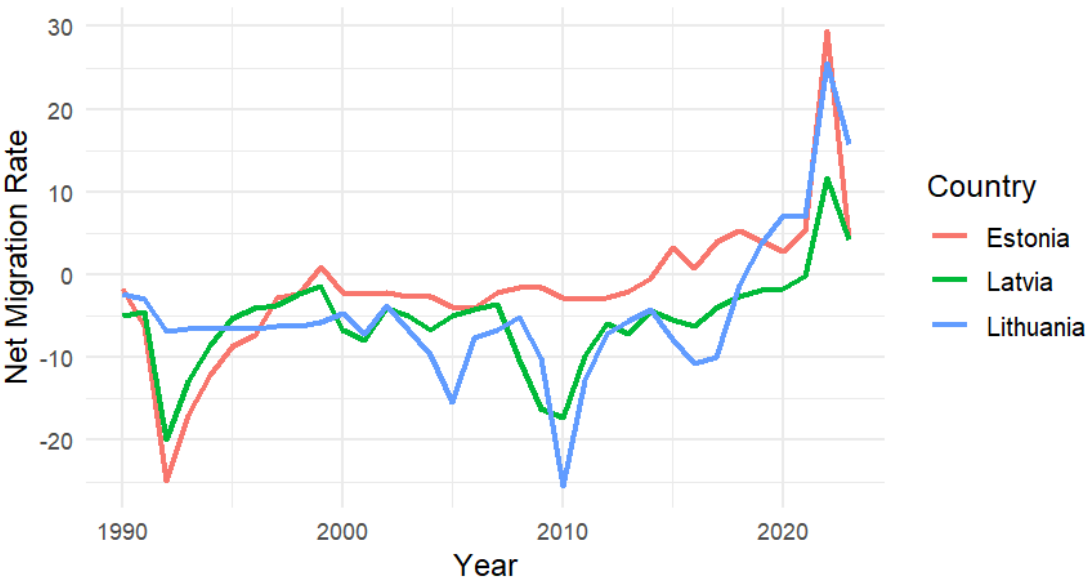


Figure Error! No text of specified style in document..5 Showing the trends in Net Migration Rates in the Baltic States Appendix 2:

All three countries experienced negative net migration during the 1990s, reflecting significant outflows following the collapse of the Soviet Union. In the 2000s, migration rates began to stabilize, with occasional fluctuations, particularly in Lithuania. A noticeable upward trend emerges after 2015, with all three countries transitioning to positive net migration by 2020. Estonia shows the sharpest increase around 2020, suggesting a recent reversal in migration patterns, potentially due to improved economic opportunities and policy changes in the region.

3.1.6 Age Dependency ratios

The results in table 1 show that Age dependency ratios are similar across the three countries, with means around 51.5 (Estonia = 51.30, Latvia = 51.64, Lithuania = 51.57). Variability is highest in Latvia (SD = 4.01) and lowest in Estonia (SD = 2.30). Skewness values are moderate, with Estonia (1.17), Latvia (0.88), and Lithuania (0.58), suggesting slight asymmetry in dependency structures.

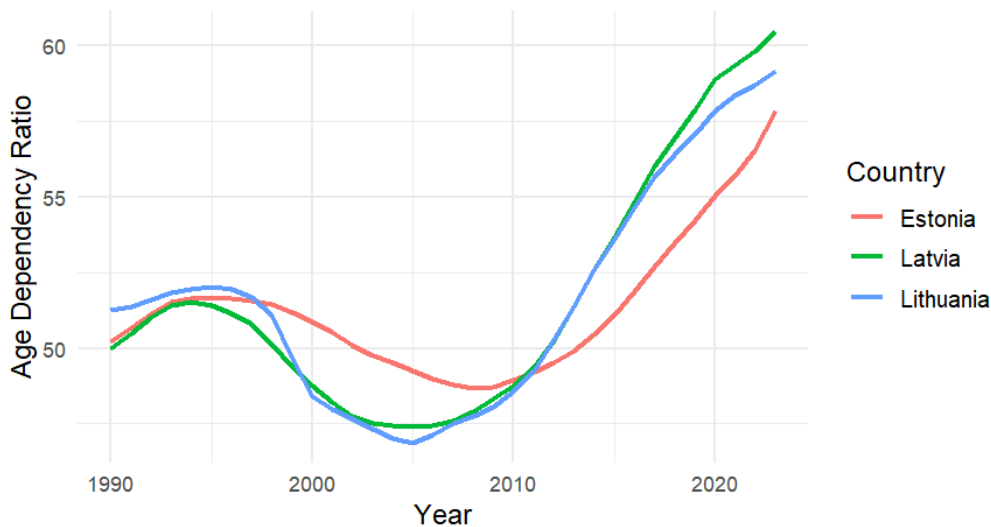


Figure *Error! No text of specified style in document.*6 Showing trends in Age Dependency Ratios in the Baltic States [Appendix 2:](#)

All three countries exhibit a decline in dependency ratios during the 1990s and early 2000s, reflecting a shrinking proportion of dependents relative to the working-age population. Around 2010, the trend reverses, and dependency ratios begin to rise steadily across all countries, with Latvia showing the steepest increase. By 2020, Latvia has the highest dependency ratio, followed by Lithuania and Estonia. This upward trend highlights the aging populations in the Baltic States, posing challenges for economic sustainability and social support systems.

3.1.7 GDP Per Capita

Lithuania leads economically with the highest GDP per capita (mean = 12,565.20, range = 6,016.43 to 19,400.12) and variability (SD = 4,339.52). Estonia (mean = 9,748.09, SD = 4,021.64) and Latvia (mean = 9,499.09, SD = 3,648.10) have lower but comparable GDP levels. Skewness values are close to zero for all three countries (Estonia = 0.27, Latvia = 0.01, Lithuania = -0.08), indicating symmetrical distributions.

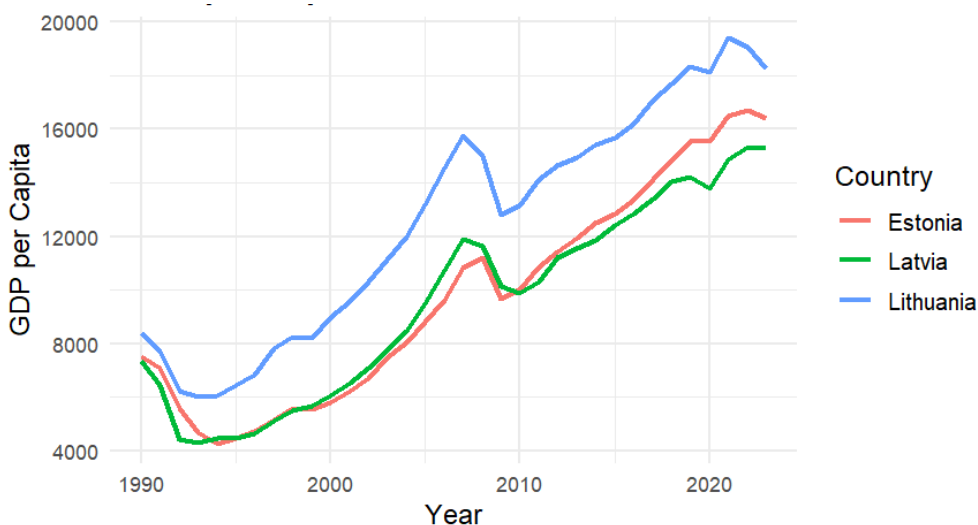


Figure **Error! No text of specified style in document.** 7 Showing trends in GDP per Capita in the Baltic States [Appendix 2:](#)

All three countries show relatively low GDP per capita in the early 1990s, followed by significant growth starting in the late 1990s. Lithuania consistently leads with the highest GDP per capita, showing rapid growth, particularly after 2010. Estonia and Latvia have similar trajectories, with Latvia lagging slightly behind. The upward trend reflects economic development in the region, with Lithuania achieving the strongest performance overall. This economic growth highlights improvements in productivity and living standards across the Baltic States.

3.2 Multicollinearity analysis

After analysng the trends, the researcher conducted a multicollinearity analysis to analyse the level of correlations between the independent variables. This was achieved through a VIF analysis. The results of the VIF factors are presented in Table 2 below.

Table **Error! No text of specified style in document.** 2 Showing results of VIF analysis. [Appendix 2:](#)

Variable	ADR	CBR	FR	NMR	PGR	UPGR
VIF	2.595132	19.223396	17.075025	2.142514	37.955552	42.075840

The results above show that CBR and FR both had VIF values of 19.22 and 17.08, respectively, indicating high multicollinearity because they exceeded the conventional value of 10. Likewise, PGR and UPGR exhibited high multicollinearity with VIF values of 37.96 and 42.08, respectively, which exceeded the conventional threshold of 10, confirming that the inclusion of both variables in each pair would lead to unreliable coefficient estimates due to inflated standard errors. Therefore, the decision was made to eliminate Fertility rates, and retain Crude Birth rate. In addition, PGR was excluded and UPGR included due to its stronger association with economic growth. The refined regression model is as follows.

$$PcGDP_{it} = \theta_0 + \theta_1ADR_{it} + \theta_2CBR_{it} + \theta_3NMR_{it} + \theta_4UPGR_{it} + \varepsilon$$

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Whereby

$PcGDP_{it}$: GDP per Capita of Country i , year t .

θ_0 is the intercept term.

$\theta_1 \dots \theta_6$ are the coefficients of the independent variables, representing the magnitude and direction of their impact on GDP per capita.

ε is the error term.

3.3 Panel Regression modelling

3.3.1 Pooled Ordinary Least squares

In the first step of the panel regression modeling, the researcher began by fitting the Pooled Ordinary Least Squares (OLS) model and conducting the Breusch-Pagan Lagrange Multiplier (LM) test to determine whether there were significant entity-specific effects that needed to be accounted for. The following hypothesis was set.

H_0 : No Significant entity specific effects

H_1 : Significant entity specific effects

The results of the Breusch-Pagan Lagrange Multiplier (LM) test are presented in Table 1 below.

Table Error! No text of specified style in document..3 Showing the Breusch-Pagan Lagrange Multiplier (LM) test results
[Appendix 2:](#)

Lagrange Multiplier Test - (Breusch-Pagan)		
Chi-Square	df	p-value
12.838	1	0.002391

The results presented in the table above imply that the null hypothesis of no significant entity-specific effects is rejected at a 0.05 significance level. This finding confirms the presence of unobserved heterogeneity across entities (countries) in the dataset, indicating that the Pooled OLS model is inappropriate for the analysis. Therefore, the next step in the analysis involves fitting both the Fixed Effects and Random Effects models to account for these significant entity-specific effects.

3.3.2 Choosing between the Fixed effects model and the Random effects model

The researcher proceeded to fit the fixed effects model and random effects model to account for potential entity-specific effects identified. However, during the estimation of the Random Effects model, an error occurred due to the limited number of entities in the dataset. With only three countries (Estonia, Latvia, and Lithuania), the Swamy-Arora method could not estimate the "between" variability, making the Random Effects model infeasible. Given this limitation, the researcher selected the Fixed Effects model, which addresses unobserved heterogeneity by allowing each country to have its own unique intercept, accounting for time-invariant differences across countries.

Therefore, the fixed effects model is as follows.

Table Error! No text of specified style in document..4 Showing the Fixed effects model. [Appendix 2:](#)

Fixed effects model				
Variable	Estimate	Standard error	t-value	P-value
Intercept	2277.112	6942.719	0.3280	0.74363
ADR	240.931	119.143	2.0222	0.0451*
CBR	-205.592	235.807	-0.8803	0.38085
NMR	34.436	57.732	0.5965	0.55224

UPGR	2495.344	492.849	5.0631	1.962e ^{-06***}
Significance:	****' 0.001	***' 0.01	**' 0.05	' . '0.1'

To validate this model, a test for heteroskedasticity was conducted using the studentized Breusch-Pagan test. A hypothesis was set.

H_0 : Assumes homoscedasticity (Constant variance of residuals)

H_1 : Presence of heteroscedasticity (non-constant variance)

The results are presented in the table below.

Table **Error! No text of specified style in document..5** Showing the results of the studentized Breusch-Pagan test [Appendix 2:](#)

Studentized Breusch-Pagan test		
Data: Fixed effects model		
BP	df	p-value
15.878	4	0.003187

According to the results presented in the above table, the null hypothesis of homoscedasticity is rejected at the 0.05 significance level, as the p-value is below the threshold. This indicates the presence of heteroskedasticity in the model. To address this issue, robust standard errors will be applied to ensure the reliability and validity of statistical inferences. The robust standard errors correct for the non-constant variance. The results of the final regression model are presented in the table below.

Table **Error! No text of specified style in document..6** Showing the results of the final regression model [Appendix 2:](#)

Final Fixed effects Regression Model				
Variable	Estimate	Standard error	t-value	P-value
ADR	240.641	118.352	2.00333	0.04481*
CBR	-143.748	166.296	-0.8644	0.38954
NMR	79.152	118.601	0.6674	0.50615
UPGR	2059.202	1089.609	1.8899	0.06183
Significance:	****' 0.001	***' 0.01	**' 0.05	' . '0.1'

The results from the Fixed Effects model with robust standard errors reveal that Age Dependency Ratio (ADR) is a statistically significant predictor of GDP per capita at the 5% level with a positive estimated coefficient of 240.641. These findings suggest that variations in the Age Dependency Ratio variable have a meaningful relationship with economic growth in the Baltic States. On the other hand, Net Migration Rate (NMR), Crude Birth Rates, (CBR) and Urban Population Growth Rate (UPGR) are not statistically significant, this indicates that changes in migration, birth rates and urbanization do not have a significant impact on GDP per capita in this model.

4. CONCLUSION

4.1 Key findings

The focus of this research study was to assess the demographic factors that affect the economic growth within the Baltic States. Based on the findings of the data analysis, the researcher pointed out that Age Dependency Ratio played a major role in the economic development of the Baltic States. An increase in the overall ADR means that a larger proportion of the population is in the dependent age groups. This raises the pressure on the working-age population, lowering their output and also pushes the costs of social security and health care to higher levels. This finding supports Varpina [6] who observed that ageing population in the Baltic States reduces the labour force and economic productivity as a result of the growing dependency ratios. Figure 3.6 presented above show a trend of increasing dependency ratios. The shrinking workforce and growing elderly population pose challenges to economic sustainability for the Baltic States.

4.2 Policy responses to Emerging Demographic Challenges

A key strategy to mitigate the impact of an aging population is to extend working lifespan. Raising the retirement age will allow older individuals to remain economically active for longer, which will play a crucial role in reducing the dependency burden. Additionally, the researcher recommends Flexible retirement options, such as phased or partial retirement. This can help ease the transition for older workers while retaining their valuable experience and expertise. In addition, the researcher also recommends creating immigration policies that attract younger and skilled immigrants. This will play a crucial role in addressing the labor shortages in the Baltic States and in the long run sustain economic productivity.

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5. APPENDIX

5.1 Appendix 1

Link to the data.

[World Bank Open Data | Data](#)

[World Population Prospects - Population Division - United Nations](#)

<https://drive.google.com/drive/folders/1kh9ETgn2CqrF4WY4VOr5NRGOXsjacgYq?usp=sharing>

5.2 Appendix 2:

Rcode

```
#Load package
library(psych)
library(tidyverse)
library(plm)
library(ggplot2)
library(tidyr)
```

```

library(dplyr)
library(car)
library(lmtest)
library(sandwich)
library(lmtest)

# Read the datasets
estonia_data <- read.csv("D:/EstoniaData.csv")
latvia_data <- read.csv("D:/LatviaData.csv")
lithuania_data <- read.csv("D:/LithuaniaData.csv")

# Exclude the Year column from the analysis
estonia_data_numeric <- estonia_data[, -which(names(estonia_data) == "Year")]
latvia_data_numeric <- latvia_data[, -which(names(latvia_data) == "Year")]
lithuania_data_numeric <- lithuania_data[, -which(names(lithuania_data) == "Year")]

# Compute descriptive statistics
estonia_stats <- describe(estonia_data_numeric)
latvia_stats <- describe(latvia_data_numeric)
lithuania_stats <- describe(lithuania_data_numeric)

# Print the results
print("Descriptive Statistics for Estonia:")

## [1] "Descriptive Statistics for Estonia:"

print(estonia_stats)

##          vars n   mean    sd median trimmed   mad   min   max
## ADR         1 34  51.30  2.30  50.98  51.00   1.71 48.67 57.84
## CBR         2 34  10.32  1.83  10.05  10.05   1.11  7.80 15.40
## FR          3 34   1.52  0.21   1.50   1.50   0.20  1.23  2.03
## PcGDP       4 34 9748.09 4021.64 9625.48 9585.70 5285.59 4274.08 16705.60
## NMR         5 34  -1.75  8.22  -2.20  -1.62   2.56 -24.93 29.44
## PGR         6 34  -0.73  0.77  -0.81  -0.78   0.48  -2.26  1.41
## UPGR        7 34  -0.69  0.84  -0.83  -0.75   0.38  -2.28  1.75
##           range skew kurtosis   se
## ADR         9.17 1.17   0.71  0.39
## CBR         7.60 1.39   1.54  0.31
## FR          0.80 0.82   0.23  0.04
## PcGDP    12431.52 0.27  -1.32 689.71
## NMR        54.37 0.75   5.46  1.41
## PGR         3.67 0.72   0.81  0.13
## UPGR        4.03 0.92   1.34  0.14

print("Descriptive Statistics for Latvia:")

## [1] "Descriptive Statistics for Latvia:"

print(latvia_stats)

##          vars n   mean    sd median trimmed   mad   min   max
## ADR         1 34  51.64  4.01  50.64  51.21   3.51 47.40 60.45
## CBR         2 34   9.79  1.51   9.70   9.66   1.48  7.60 14.20
## FR          3 34   1.46  0.22   1.46   1.45   0.21  1.09  2.02
## PcGDP       4 34 9499.09 3648.10 10004.42 9440.42 5078.98 4290.04 15335.22
## NMR         5 34  -5.52  5.72  -4.97  -5.36   2.89 -19.95 11.71
## PGR         6 34  -1.03  0.47  -0.97  -1.03   0.26  -2.08  0.13
## UPGR        7 34  -1.05  0.54  -1.03  -1.06   0.39  -2.05  0.32
##           range skew kurtosis   se
## ADR        13.06 0.88  -0.52  0.69
## CBR         6.60 0.83   0.61  0.26
## FR          0.93 0.35  -0.39  0.04

```

```

## PcGDP 11045.17 0.01 -1.45 625.64
## NMR 31.66 0.00 1.89 0.98
## PGR 2.21 -0.07 0.32 0.08
## UPGR 2.37 0.23 0.03 0.09

print("Descriptive Statistics for Lithuania:")

## [1] "Descriptive Statistics for Lithuania:"

print(lithuania_stats)

## vars n mean sd median trimmed mad min max
## ADR 1 34 51.57 3.73 51.38 51.30 4.63 46.88 59.16
## CBR 2 34 10.36 1.30 10.30 10.31 1.26 7.50 14.20
## FR 3 34 1.53 0.18 1.55 1.53 0.21 1.20 2.05
## PcGDP 4 34 12565.20 4339.52 13166.69 12577.12 6014.70 6016.43 19400.12
## NMR 5 34 -4.67 8.70 -6.47 -5.48 3.05 -25.47 25.59
## PGR 6 34 -0.41 0.85 -0.33 -0.37 0.59 -2.57 1.34
## UPGR 7 34 -0.47 1.01 -0.44 -0.45 0.83 -2.84 1.62
## range skew kurtosis se
## ADR 12.28 0.58 -0.85 0.64
## CBR 6.70 0.51 0.64 0.22
## FR 0.85 0.44 0.24 0.03
## PcGDP 13383.69 -0.08 -1.44 744.22
## NMR 51.06 1.28 3.49 1.49
## PGR 3.91 -0.47 0.36 0.15
## UPGR 4.45 -0.25 -0.05 0.17

# Add a 'Country' column
estonia_data$Country <- "Estonia"
latvia_data$Country <- "Latvia"
lithuania_data$Country <- "Lithuania"

# Combine the datasets
combined_data <- bind_rows(estonia_data, latvia_data, lithuania_data)

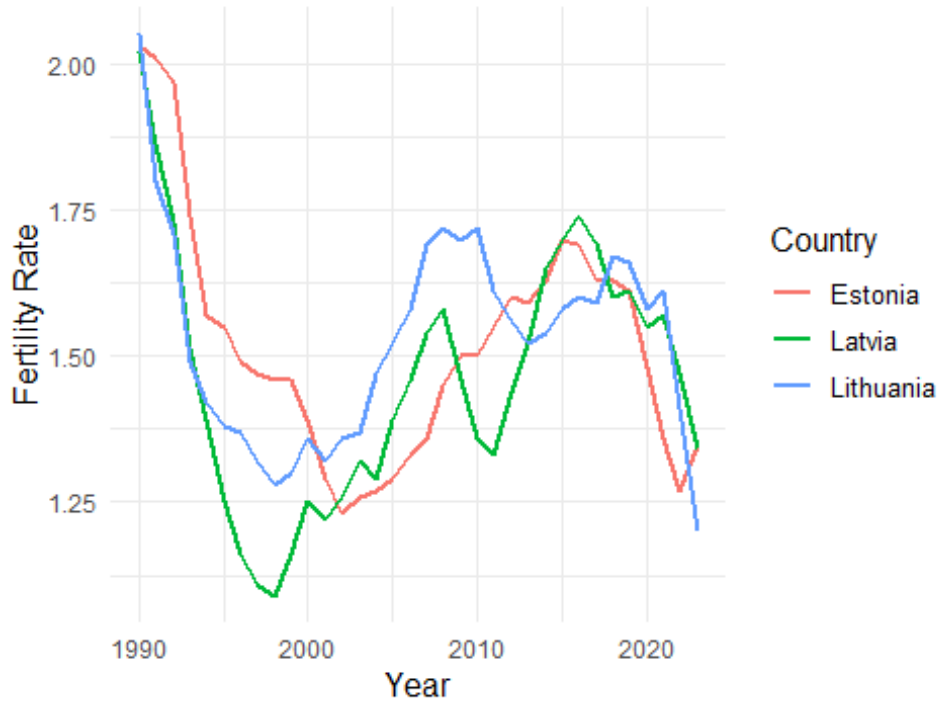
#Graph showing trends in Fertility rates

# Filter the data for Fertility Rate
fertility_rate_data <- combined_data %>%
  select(Year, Country, FertilityRate = FR) # Replace "FR" with the actual column name for fer
tility rate if different

# Create the plot
ggplot(fertility_rate_data, aes(x = Year, y = FertilityRate, color = Country, group = Country))
+
  geom_line(size = 1) +
  labs(
    title = "Fertility Rate Trends in the Baltic States",
    x = "Year",
    y = "Fertility Rate",
    color = "Country"
  ) +
  theme_minimal() +
  theme(
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),
    axis.title = element_text(size = 12),
    legend.title = element_text(size = 12),
    legend.text = element_text(size = 10)
  )

```

Fertility Rate Trends in the Baltic States



#Graph Showing trends in Crude Birth Rates

Filter the data for Crude Birth Rate

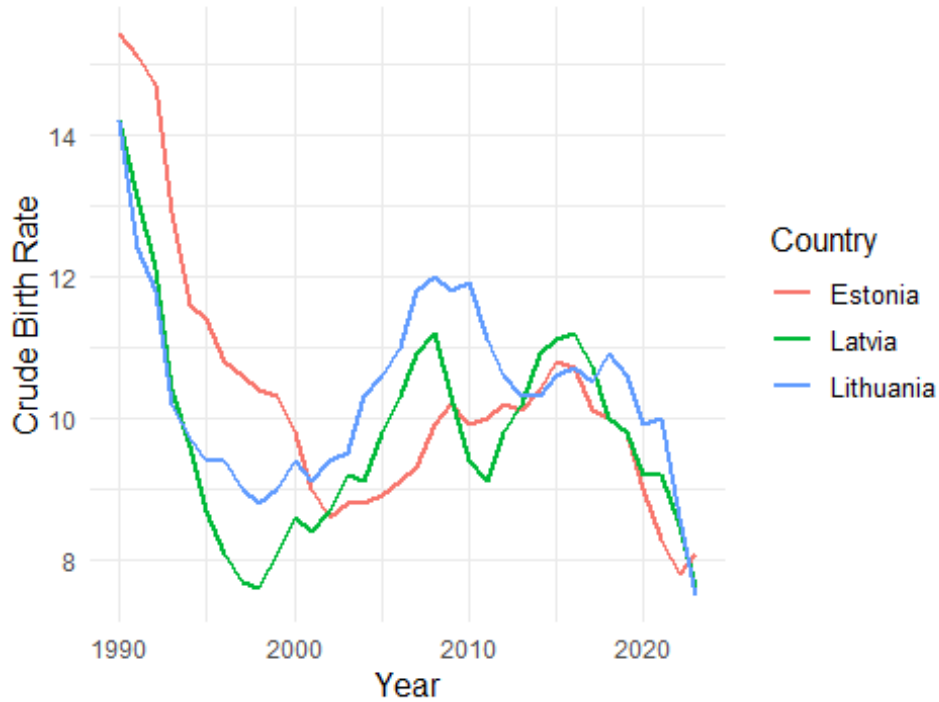
```
crude_birth_rate_data <- combined_data %>%
```

```
  select(Year, Country, CrudeBirthRate = CBR) # Replace "CBR" with the actual column name for  
  crude birth rate if different
```

Create the plot

```
ggplot(crude_birth_rate_data, aes(x = Year, y = CrudeBirthRate, color = Country, group = Country)) +  
  geom_line(size = 1) +  
  labs(  
    title = "Crude Birth Rate Trends in the Baltic States",  
    x = "Year",  
    y = "Crude Birth Rate",  
    color = "Country"  
  ) +  
  theme_minimal() +  
  theme(  
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),  
    axis.title = element_text(size = 12),  
    legend.title = element_text(size = 12),  
    legend.text = element_text(size = 10)  
  )
```

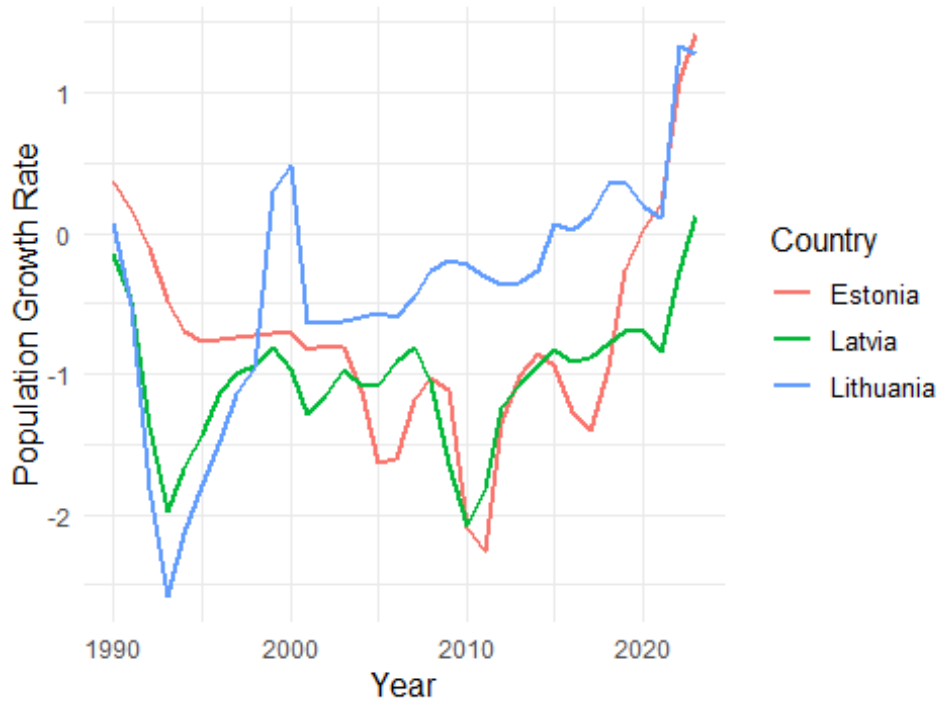

Crude Birth Rate Trends in the Baltic States



```
#Graph Showing trends in Population growth rate
# Filter the data for Population Growth Rate
population_growth_rate_data <- combined_data %>%
  select(Year, Country, PopulationGrowthRate = PGR) # Replace "PGR" with the actual column name
  # for population growth rate if different

# Create the plot
ggplot(population_growth_rate_data, aes(x = Year, y = PopulationGrowthRate, color = Country, group = Country)) +
  geom_line(size = 1) +
  labs(
    title = "Population Growth Rate Trends in the Baltic States",
    x = "Year",
    y = "Population Growth Rate",
    color = "Country"
  ) +
  theme_minimal() +
  theme(
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),
    axis.title = element_text(size = 12),
    legend.title = element_text(size = 12),
    legend.text = element_text(size = 10)
  )
)
```

Population Growth Rate Trends in the Baltic States



#Graph Showing trends in Urban Population Growth Rates

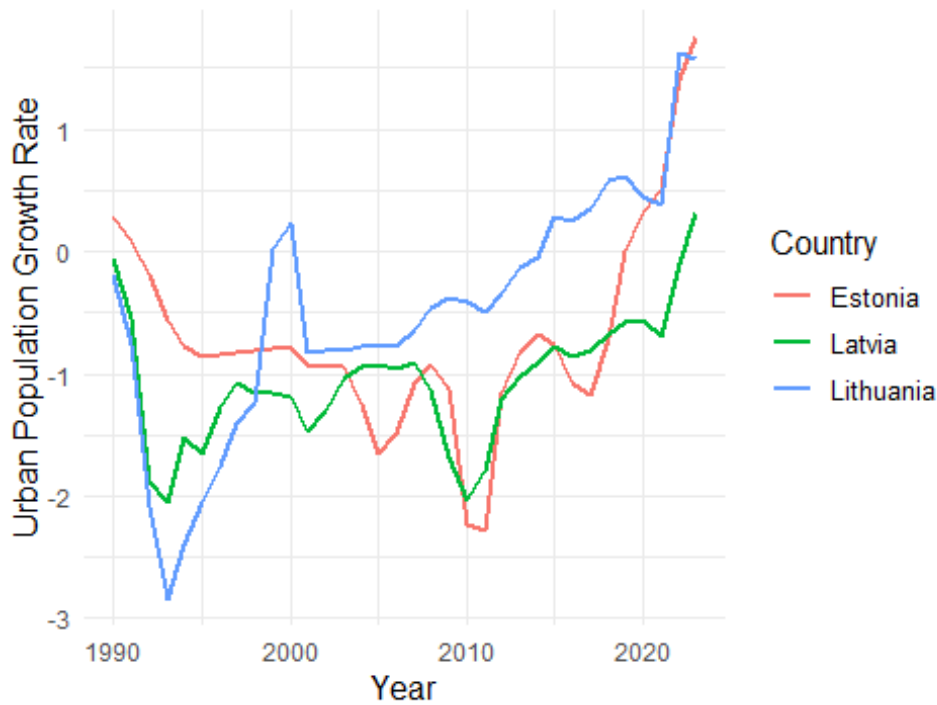
Filter the data for Urban Population Growth Rate

```
urban_population_growth_rate_data <- combined_data %>%  
  select(Year, Country, UrbanPopulationGrowthRate = UPGR) # Replace "UPGR" with the actual col  
  umn name for urban population growth rate if different
```

Create the plot

```
ggplot(urban_population_growth_rate_data, aes(x = Year, y = UrbanPopulationGrowthRate, color =  
Country, group = Country)) +  
  geom_line(size = 1) +  
  labs(  
    title = "Urban Population Growth Rate Trends in the Baltic States",  
    x = "Year",  
    y = "Urban Population Growth Rate",  
    color = "Country"  
  ) +  
  theme_minimal() +  
  theme(  
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),  
    axis.title = element_text(size = 12),  
    legend.title = element_text(size = 12),  
    legend.text = element_text(size = 10)  
  )
```

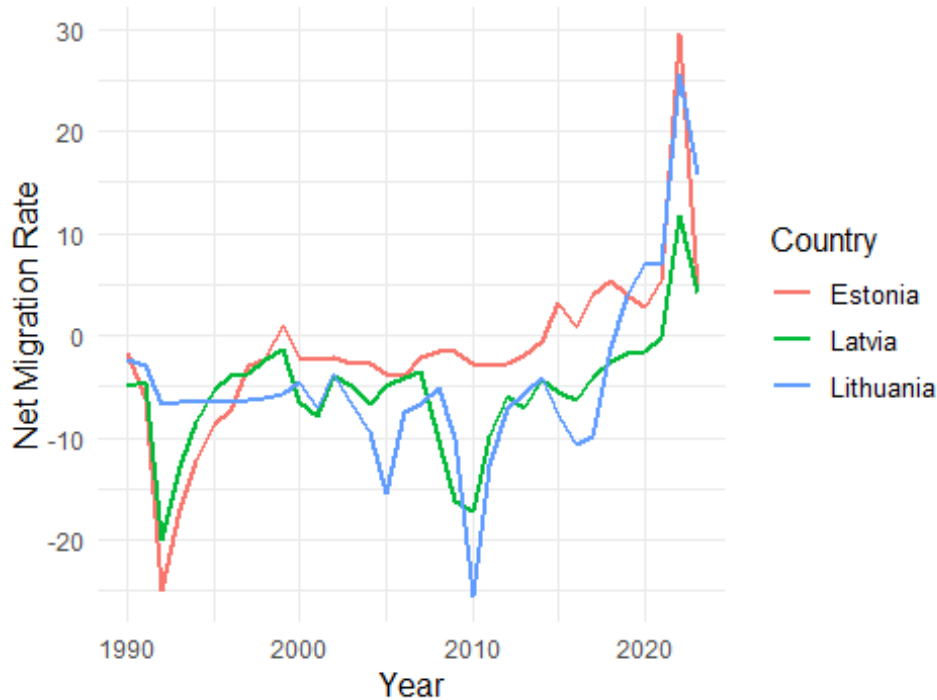
Population Growth Rate Trends in the Baltic States



```
#Graph Showing trends in Net Migration Rates
# Filter the data for Net Migration Rate
net_migration_rate_data <- combined_data %>%
  select(Year, Country, NetMigrationRate = NMR) # Replace "NMR" with the actual column name for
  r net migration rate if different

# Create the plot
ggplot(net_migration_rate_data, aes(x = Year, y = NetMigrationRate, color = Country, group = Co
untry)) +
  geom_line(size = 1) +
  labs(
    title = "Net Migration Rate Trends in the Baltic States",
    x = "Year",
    y = "Net Migration Rate",
    color = "Country"
  ) +
  theme_minimal() +
  theme(
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),
    axis.title = element_text(size = 12),
    legend.title = element_text(size = 12),
    legend.text = element_text(size = 10)
  )
)
```

Net Migration Rate Trends in the Baltic States



#Graph Showing trends in Age Dependence Ratios

Filter the data for Age Dependency Ratios

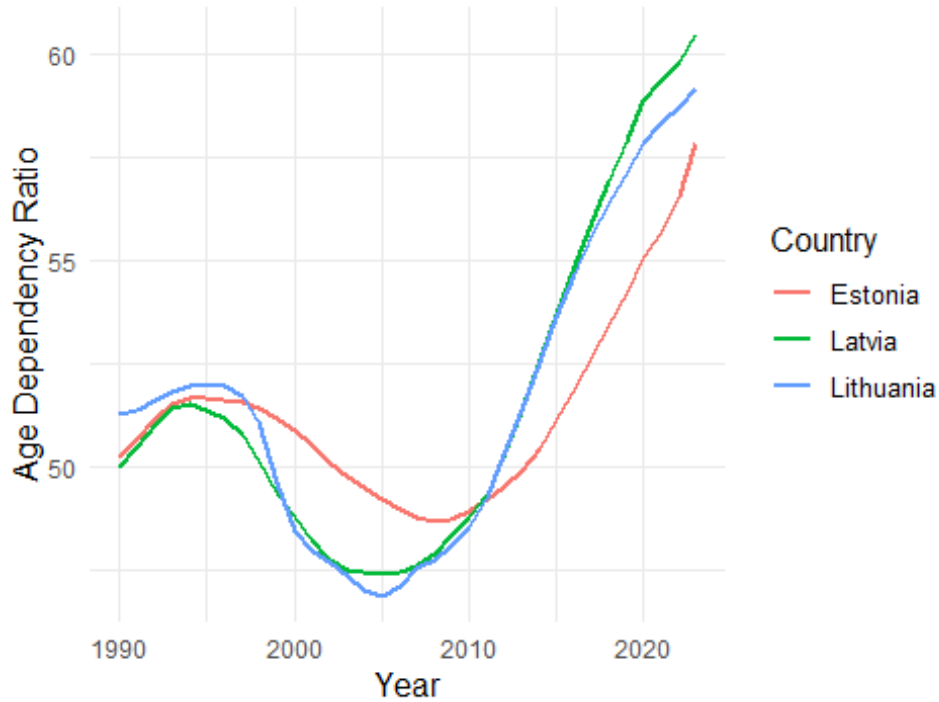
```
age_dependency_ratio_data <- combined_data %>%
```

```
  select(Year, Country, AgeDependencyRatio = ADR) # Replace "ADR" with the actual column name  
  for age dependency ratios if different
```

Create the plot

```
ggplot(age_dependency_ratio_data, aes(x = Year, y = AgeDependencyRatio, color = Country, group  
= Country)) +  
  geom_line(size = 1) +  
  labs(  
    title = "Age Dependency Ratio Trends in the Baltic States",  
    x = "Year",  
    y = "Age Dependency Ratio",  
    color = "Country"  
  ) +  
  theme_minimal() +  
  theme(  
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),  
    axis.title = element_text(size = 12),  
    legend.title = element_text(size = 12),  
    legend.text = element_text(size = 10)  
  )
```

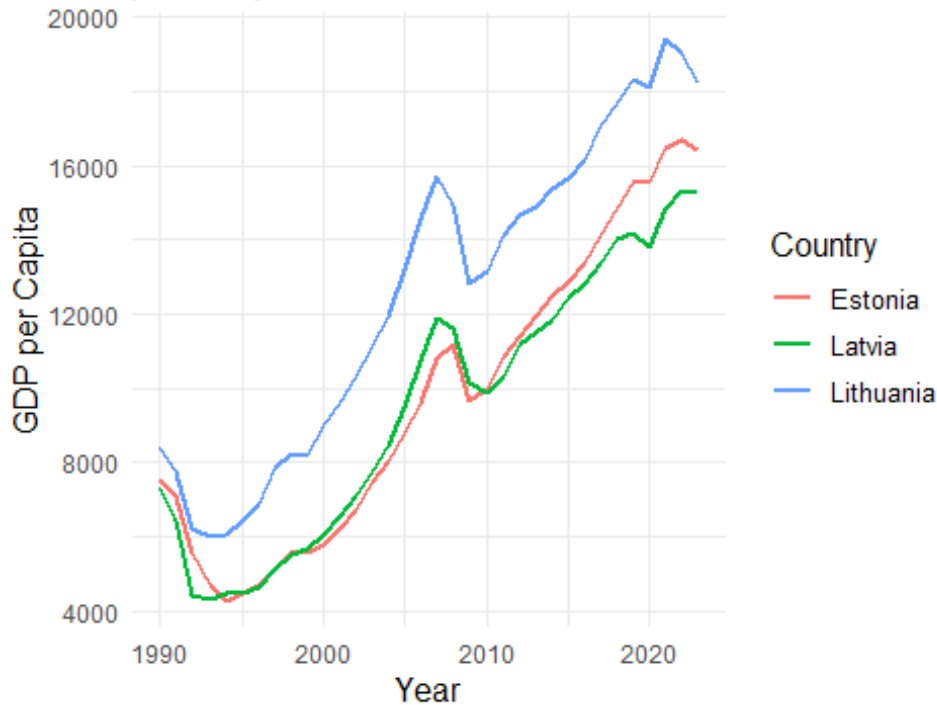
e Dependency Ratio Trends in the Baltic States



```
#Graph Showing trends in GDP per Capita
# Filter the data for GDP per Capita
gdp_per_capita_data <- combined_data %>%
  select(Year, Country, GDPPerCapita = PcGDP) # Replace "PcGDP" with the actual column name for GDP per capita if different

# Create the plot
ggplot(gdp_per_capita_data, aes(x = Year, y = GDPPerCapita, color = Country, group = Country))
+
  geom_line(size = 1) +
  labs(
    title = "GDP per Capita Trends in the Baltic States",
    x = "Year",
    y = "GDP per Capita",
    color = "Country"
  ) +
  theme_minimal() +
  theme(
    plot.title = element_text(size = 14, face = "bold", hjust = 0.5),
    axis.title = element_text(size = 12),
    legend.title = element_text(size = 12),
    legend.text = element_text(size = 10)
  )
)
```

GDP per Capita Trends in the Baltic States



```

#Combining the three data sets to have Panel data
# Load the Combined dataset
data1 <- read.csv("D:/Combinedbalticdata.csv")

#Multicollinearity Tests

# Fit the full linear regression model with all variables, including UPGR
model <- lm(PcGDP ~ ADR + CBR + FR + NMR + PGR + UPGR, data = data)

# Calculate VIF for the full model
vif_values <- vif(model)

# Display VIF results
print(vif_values)

##      ADR      CBR      FR      NMR      PGR      UPGR
## 2.595132 19.112296 17.075025 2.142514 37.955552 42.075840

#Transform data to panel data
pdata <- pdata.frame(data, index = c("Country", "Year"))

# Fit the Pooled OLS model
pooled_model <- plm(PcGDP ~ ADR + CBR + NMR + UPGR, data = pdata, model = "pooling")

# Summarize the Pooled OLS results
summary(pooled_model)

## Pooling Model
##
## Call:
## plm(formula = PcGDP ~ ADR + CBR + NMR + UPGR, data = pdata, model = "pooling")
##
## Balanced Panel: n = 3, T = 34, N = 102
##

```

```

## Residuals:
##   Min.   1st Qu.   Median   3rd Qu.    Max.
## -5668.57 -2646.68   698.04  2641.79  6294.32
##
## Coefficients:
##           Estimate Std. Error t-value Pr(>|t|)
## (Intercept) 2277.112   6942.719   0.3280  0.74363
## ADR          240.931    119.143   2.0222  0.04591 *
## CBR         -207.592    235.807  -0.8803  0.38085
## NMR           34.436     57.732   0.5965  0.55224
## UPGR         2495.344    492.849   5.0631 1.962e-06 ***
## ---
## Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
##
## Total Sum of Squares:   1791500000
## Residual Sum of Squares: 980360000
## R-Squared:             0.45279
## Adj. R-Squared:       0.43022
## F-statistic: 20.0653 on 4 and 97 DF, p-value: 4.5881e-12

# Perform Breusch-Pagan LM test
plmtest(pooled_model, type = "bp")

##
## Lagrange Multiplier Test - (Breusch-Pagan)
##
## data: PcGDP ~ ADR + CBR + NMR + UPGR
## chisq = 9.2224, df = 1, p-value = 0.002391
## alternative hypothesis: significant effects

# Fit the Fixed Effects model
fixed_effects_model <- plm(PcGDP ~ ADR + CBR + NMR + UPGR, data = pdata, model = "within")

# Summarize the Fixed Effects results
summary(fixed_effects_model)

## Oneway (individual) effect Within Model
##
## Call:
## plm(formula = PcGDP ~ ADR + CBR + NMR + UPGR, data = pdata, model = "within")
##
## Balanced Panel: n = 3, T = 34, N = 102
##
## Residuals:
##   Min.   1st Qu.   Median   3rd Qu.    Max.
## -5022.97 -2857.91   927.83  2366.15  4947.81
##
## Coefficients:
##           Estimate Std. Error t-value Pr(>|t|)
## ADR    240.641    116.531   2.0650  0.04164 *
## CBR   -143.748    230.576  -0.6234  0.53450
## NMR     79.152     58.167   1.3608  0.17680
## UPGR  2059.202    492.079   4.1847 6.371e-05 ***
## ---
## Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
##
## Total Sum of Squares:   1594400000
## Residual Sum of Squares: 871480000
## R-Squared:             0.45339
## Adj. R-Squared:       0.41887
## F-statistic: 19.6999 on 4 and 95 DF, p-value: 7.806e-12

# Test for heteroscedasticity
bptest(fixed_effects_model)

```

```

##
## studentized Breusch-Pagan test
##
## data: fixed_effects_model
## BP = 15.878, df = 4, p-value = 0.003187

# Apply robust standard errors
fixed_effects_robust <- coeftest(fixed_effects_model, vcov = vcovHC(fixed_effects_model, type =
"HC1"))
print(fixed_effects_robust)

##
## t test of coefficients:
##
##      Estimate Std. Error t value Pr(>|t|)
## ADR    240.641    118.352  2.0333  0.04481 *
## CBR   -143.748    166.296 -0.8644  0.38954
## NMR     79.152    118.601  0.6674  0.50615
## UPRG  2059.202   1089.609  1.8899  0.06183 .
## ---
## Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

```


UKRAINE' DEBT & NATION ECONOMIC PROGRESS

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ABSTRACT

Ukraine extraordinary tasks are: insuring country economic growth, stimulating the economy & fostering growth with respect to following inevitable challenges such as: damages of physical infrastructure like roads, bridges, buildings, and factories, disrupted production, transportation, and basic services; human capital loss – decrease of workforce and innovation potential; financial draining - reconstruction requires significant funding; social and political instability - aggravated social tensions and political instability; obstructed long-term planning and investing. At the same time country ought to search for prospects such as: after war resilient demand for goods/services, stimulating production and job creation; using latest advances in construction, technology, and infrastructure development; rebuilding ties with international community for financial and technical assistance; insure market growth that attracts foreign and local investments including debt financing.

Keywords: Group of Creditors of Ukraine (GCU), Global law firm White & Case, Extended Fund Facility (EFF), Debt financing, GDP (Gross Domestic Product), Gross External Debt (GED), Foreign Exchange Reserves (GER), GDP per capita, Debt Per Capita, Ukraine GDP per capita PPP (Purchasing Power Parity), WB (World Bank), IMF (International Monetary Fund), Fitch Rating Agency, S&P Rating Agency BlackRock, JPMorgan, Ukravtodor

INTRODUCTION

Undertaken study is dedicated to future of Ukraine subject – using debt to build new national economy as a result received damages and losses during Russian war against Ukraine and present rationality for economic expansion, as well as range of direct agents responsible for further economic growth. Research structured in three consecutive and logically detected each other blocks aimed to define state of Ukrainian debt, clarify current cumulative war damage; explicate who is crediting debt, who is in charge with funds distribution among recipients, and who are recipients; outline who is responsible for paying accrued debt obligations, collecting and disseminating funds, current state of county budget; determine responsibilities of public and private sector' for postwar economic growth; detail one of the possible investment strategies for high risk business environment and coverages of those risks.

BASIC THEORETICAL AND PRACTICAL PROVISION

Purpose of the Article. To perform qualified research on mentioned subject (using debt for country economic growth) with respect to a fit object (Ukraine). Having a sense of that purpose, develop comprehensive professional as well as scholar knowledge, based on existed and personal judgements for that matter, provide gathered information, and sources of works. Methodology statement. Set of allied intellectual enquiry methods for quantitative research, data gathering with

use of data extraction, data analysis, case studies; qualitative & factual research - historical analogies, comparative dynamic, ethnographical, cultural absolute and relative business advances. Literature review and output conditions. Criteria for accuracy, reliability, authority, objectivity, fairness and coverage for evaluating information from given information sources part “references”.

RESEARCH RESULTS AND THEIR EVALUATION

1. appraisal of Ukrainian debt

That’s true to say contemporary turn point for Ukrainian State was summer’24 when Group of Creditors of Ukraine (GCU) welcomed the agreement in principle reached between Ukraine and its bondholders on Eurobond Debt Restructuring Terms (1) and following successful restructuring of US\$20.5 billion of international bonds legally supported by Global law firm White & Case (adviser) (2). Shortly terms of the restructuring can be viewed as following:

- ✓ existing bonds of Ukraine and Ukravtodor were exchanged for four series of Step Up A bonds and four series of Step Up B bonds
- ✓ the Step-Up A bonds pay interest at rate of 1.75% beginning in February 2025, which gradually increases to 7.75% after 2034
- ✓ the Step Up B bonds pay interest at 3% starting in August 2027, which gradually increases to 7.75% after 2034
- ✓ the terms of two series of the Step Up B bonds, due 2035 and 2036, also include a feature providing for upward adjustments to the principal amount of each series on 1 February 2030, upon the satisfaction of certain conditions linked to the performance of Ukraine's nominal gross domestic product in 2028, measured against the IMF projected nominal gross domestic product for 2028 and with a further control variable relating to the performance of Ukraine's gross domestic product at constant prices for 2028
- ✓ upward adjustment, which would be triggered if Ukraine's economy outperforms IMF expectations, would permit bondholders to recoup up to 12% of the principal haircut they provided in the restructuring.

So, bondholders reimbursement postponed structurally at the end of new agreement policy terms been coordinated and supported all stakeholders with further confirmation (3)

- ✓ by the IMF compatible with the debt sustainability objectives of Ukraine's \$15.6 billion Extended Fund Facility (EFF).
- ✓ also endorsed by Ukraine's international partners in the Group of Creditors of Ukraine (Group of Creditors of Ukraine includes Canada, France, Germany, Japan, United Kingdom, and the United States of America. Observers to the Group include Australia, Austria, Belgium, Brazil, Denmark, Finland, Ireland, Israel, Italy, Korea, Netherlands, Norway, Spain, Sweden, and Switzerland), who will be providing their own debt relief not later than the end of the EFF programme period in 2027
- ✓ more than 97% of holders of Ukraine's and Ukravtodor's existing bonds participated in the exchange offer and consent solicitation, indicating the strong support of the private sector for Ukraine's efforts to restore macroeconomic stability

Scale of Ukrainian debt

Public and publicly guaranteed debt of Ukraine from 2009 to 2024 (US\$ million)

date	total debt	% Y/Y	external debt	domestic debt
31.12.2009	39 685,0		26 518,7	13 166,3
31.12.2010	54 289,3	36.8%	34 759,6	19 529,7

31.12.2011	59 215,7	9.1%	37 474,5	21 741,2
31.12.2012	64 495,3	8.9%	38 658,8	25 836,4
31.12.2013	73 078,2	13.3%	37 536,0	35 542,2
31.12.2014	69 794,8	-4.5%	38 792,2	31 002,6
31.12.2015	65 505,7	-6.1%	43 445,4	22 060,2
31.12.2016	70 970,9	8.3%	45 604,6	25 366,2
31.12.2017	76 305,2	7.5%	48 989,4	27 315,8
31.12.2018	78 323,0	2.6%	50 462,5	27 860,5
31.12.2019	84 364,5	7.7%	48 940,8	35 423,7
31.12.2020	90 255,4	7.0%	53 720,8	36 534,6
31.12.2021	97 947,4	8.5%	57 197,0	40 750,4
31.12.2022	111 343,7	13.7%	71 398,6	39 945,1
31.12.2023	145 316,9	30.5%	101 704,7	43 612,2
31.08.2024	154 689,8	6.4%	112 192,4	42 497,4

Table 1. Public and publicly guaranteed debt of Ukraine from 2009 to 2024 (US\$ million) (4)

At first glance three important assumptions can be made from table 1 data : over 16 past consecutive years external debt significantly exceeded the size of domestic public borrowing evidently showing that state's preferable source to finance country needs allocated mostly outside the borders of farmland; the second one is about very high average arithmetic mean of total debt growth outdid 18% that's much over the country GDP growth ratio showing unbalanced aggressive national capital structure policy practice formation heavily relying on growing liabilities ignoring process adequate strategy of countrywide equity formation; the third one underlines how fragile, unsustainable and no resilient country's economy whereas harsh externalities come up - 36.8% total debt growth on the background of world financial crisis 2008 and 13.7%/30.5% in 2022/2023 respectively with start of Russian massive military aggression against Ukraine, so basically underlines the absence of internal sufficient capital to resist economic and financial stress. Nevertheless, over previous research also been revealed that we ought to consider all complexity of national debt landscape determined such factors as war has damaged the country's economy, leading to higher defense spending, amplified welfare programs, and a drop in tax revenues.

External public and publicly guaranteed debt of Ukraine from 2011 to 2024 (US\$ million)

Date	external debt	% Y/Y	government debt	% Y/Y	guaranteed debt	% Y/Y
on 31.12.2011	37 474,5		24 507,1		12 967,5	
on 31.12.2012	38 658,8	3.16%	26 137,7	6.65%	12 521,1	-3.44%
on 31.12.2013	37 536,0	-2.90%	27 901,4	6.75%	9 634,6	-23.05%
on 31.12.2014	38 792,2	3.35%	30 809,1	10.42%	7 983,1	-17.14%
on 31.12.2015	43 445,4	12.00%	34 427,0	11.74%	9 018,5	12.97%
on 31.12.2016	45 604,6	4.97%	36 048,3	4.71%	9 556,3	5.96%
on 31.12.2017	48 989,4	7.42%	38 490,1	6.77%	10 499,3	9.87%
on 31.12.2018	50 462,5	3.01%	39 706,6	3.16%	10 755,8	2.44%
on 31.12.2019	48 940,8	-3.02%	39 342,5	-0.92%	9 598,3	-10.76%
on 31.12.2020	53 720,8	9.77%	44 510,7	13.14%	9 210,1	-4.04%
on 31.12.2021	57 197,0	6.47%	47 654,7	7.06%	942,3	3.61%
on 31.12.2022	71 398,6	24.83%	63 590,9	33.44%	7 807,7	-18.18%
on 31.12.2023	101 704,7	42.45%	94 790,5	49.06%	6 914,2	-11.44%
on 31.08.2024	112 192,4	10.31%	106 783,6	12.65%	5 408,7	-21.77%

Table 2. External public and publicly guaranteed debt of Ukraine from 2011 to 2024 (US\$ million)

(5)

Breaking down external debt reveals some thought-provoking signs: first of all, out of US\$ 112,192.4 millions more than 95% (US\$106 783,6 millions) falls on government debt and only 5%

sets as guaranteed one, and the last one is in steady declining portion over past 13 years from almost 35% (on 31.12.2011) down to 5% (on 31.08.2024); the next one is immensely double digitally outpacing governmental borrowings over external bases 22.16% cumulatively on Y/Y basis 2014 and 2015 and 95.15% cumulatively on Y/Y basis over 2022, 2023 and 2024 showing undiversified systematic risk spread on state régime, which is crucial for adequate understanding impending capital structure, investors risks personable responsibilities for covering risks and level of required return on corresponding investments.

Dynamics of External Public Debt and Gross External Debt (GED) of Ukraine from 2009 to 2024 (million US dollars)

date	External Public Debt (EPD)	\$Y/Y	%Y/Y	Gross External Debt (GED)	\$Y/Y	%Y/Y	External Public Debt / GED
on 31.12.2009	26 519			103 396			25.6%
on 31.12.2010	34 760	8241	31.1%	117 343	13947	13.5%	29.6%
on 31.12.2011	37 475	2715	7.8%	126 236	8893	7.6%	29.7%
on 31.12.2012	38 659	1184	3.2%	135 065	8829	7.0%	28.6%
on 31.12.2013	37 536	-1123	-2.9%	142 079	7014	5.2%	26.4%
on 31.12.2014	38 792	1256	3.3%	126 308	-15771	-11.1%	30.7%
on 31.12.2015	43 445	4653	12.0%	118 729	-7579	-6.0%	36.6%
on 31.12.2016	45 605	2159	5.0%	113 518	-5211	-4.4%	40.2%
on 31.12.2017	48 989	3385	7.4%	116 578	3060	2.7%	42.0%
on 31.12.2018	50 462	1473	3.0%	114 710	-1868	-1.6%	44.0%
on 31.12.2019	48 941	-1522	-3.0%	121 739	7029	6.1%	40.2%
on 31.12.2020	53 721	4780	9.8%	125 690	3951	3.2%	42.7%
on 31.12.2021	57 197	3476	6.5%	129 711	4021	3.2%	44.1%
on 31.12.2022	71 399	14202	24.8%	131 998	2287	1.8%	54.1%
on 31.12.2023	101 705	30306	42.4%	161 533	29535	22.4%	63.0%
on 31.08.2024	112 192	10488	10.3%				

Table 3. Dynamics of external public debt and gross external debt (GED) of Ukraine from 2009 to 2024 (million US dollars) (6)

Ones we defined the scope and tendencies in External Public Debt logical question is about how External Public Debt correlates to Gross External Debt (GED) (table 3). Notable fact that External Public Debt (EPD) has grown 3.23 times since 2009, while Gross External Debt (GED) has grown by 0.56 times, as a result of such disproportionate growth specific weight of EPD in GED has increased from 26% (2009) up to 63% (2023) and 1/3 of that extension falls on the last three years. Obviously, the structure of sources to finance national needs has changed drastically by placing state government as sole monopolistic player on the external financial marketplace. Reasonably to accept that risk of defaulting state government debt supposed to be hedged for investors by at least directly controlled assets such as gold and Foreign Exchange Reserves (GER) (table 4).

Date	External public debt	International reserves (IR)			International reserves / government debt		
on 31.12.2009	26 519	26 505			99.9%		
on 31.12.2010	34 760	8241	31.1%	34 576	8071	30.5%	99.5%
on 31.12.2011	37 475	2715	7.8%	31 795	-2781	-8.0%	84.8%
on 31.12.2012	38 659	1184	3.2%	24 546	-7248	-22.8%	63.5%

on 31.12.2013	37 536	-1123	-2.9%	20 416	-4130	-16.8%	54.4%
on 31.12.2014	38 792	1256	3.3%	7 533	-12882	-63.1%	19.4%
on 31.12.2015	43 445	4653	12.0%	13 300	5767	76.5%	30.6%
on 31.12.2016	45 605	2159	5.0%	15 539	2239	16.8%	34.1%
on 31.12.2017	48 989	3385	7.4%	18 808	3269	21.0%	38.4%
on 31.12.2018	50 462	1473	3.0%	20 820	2012	10.7%	41.3%
on 31.12.2019	48 941	-1522	-3.0%	25 302	4482	21.5%	51.7%
on 31.12.2020	53 721	4780	9.8%	29 133	3831	15.1%	54.2%
on 31.12.2021	57 197	3476	6.5%	30 941	1808	6.2%	54.1%
on 31.12.2022	71 399	14202	24.8%	28 494	-2446	-7.9%	39.9%
on 31.12.2023	101 705	30306	42.4%	40 514	12020	42.2%	39.8%
on 31.08.2024	112 192	10488	10.3%				

Table 4. Dynamics of external public debt and gold and foreign exchange reserves (GFR) of Ukraine from 2009 to 2024 (million US dollars) (7)

Nevertheless the size of International reserves (IR) has increased by million US dollars 12,020.00 since 2009 reaching record high for the Ukraine (million US dollars 40,514.00 in 2024) the ratio of international reserves to government debt has decreased by almost 60%, in other words, only 40 cents out of one borrowed US dollar technically covered by gold and foreign exchange reserves. Also, from investors standpoint ought to be taken into account another two factors - structure of international reserves of Ukraine and what currency of current debt nominated (tables 5 and 6 respectively).

1.Foreign currency assets	40080,69	94.67%
a.Securities	32476,86	76.71%
b.Currency and deposits	7603.83	17.96%
2.Reserve position in the IMF	0.32	0.00%
3.SPZ	35.63	0.08%
4.Monetary gold	2220,75	5.25%
5.Others	-	
Reserve assets (total)	42337,39	100.00%

SDR – IMF Special Drawing Rights

Table 5. international reserves of Ukraine as of August 31, 2024 (US\$ million) (8)

So, further breakdown of country international reserves in term of tangibility and obtainability (in real legal terms) of all assets more or less reachable can be observed as monetary gold & currency and deposits what drops covered portion from 40 cents out of one borrowed US dollar down to 23 cents and in almost 86% cases debtholders ought to be aware that all procedures are going to take place in two jurisdictions where located banks with corresponding accounts for particular nominated currency of debt (table 6).

currency	%	Amount equiv. mln. USD
USD US dollar	46.5	78,612.5
EUR Euro	39.2	66,271.1
XDR SPZ	9.4	15,891.5
other	3.5	5,917.1
UAH Ukrainian hryvnia	1,2	2,028.7

RUB Russian ruble	0.2	338.1
Total		169,059.0

Table 6. Currency structure of gross external debt of Ukraine as of June 30, 2024 (9)

Another critical issue for all range of Ukrainian debt creditors – addressed to the debt burden, and Ukraine has been relying on several strategies: international financial assistance, organizations like the International Monetary Fund (IMF) and the World Bank, as well as from individual countries; but are those actors’ ready write-off any liabilities including accurized ones. Practice of last year’s evidently shows that all creditors are willing get own interest as well as principal with possible restructuring extensions like the last one in summer 2024, and all creditors link Ukrainian playability of debt ultimately to internal GDP. Thus, next turning point is about how public debt is covered by current country income, hypothetically assuming that all investors can exercise their right for collateral debt exposure, knowingly setting beyond the mathematical brackets’ deficit state budget.

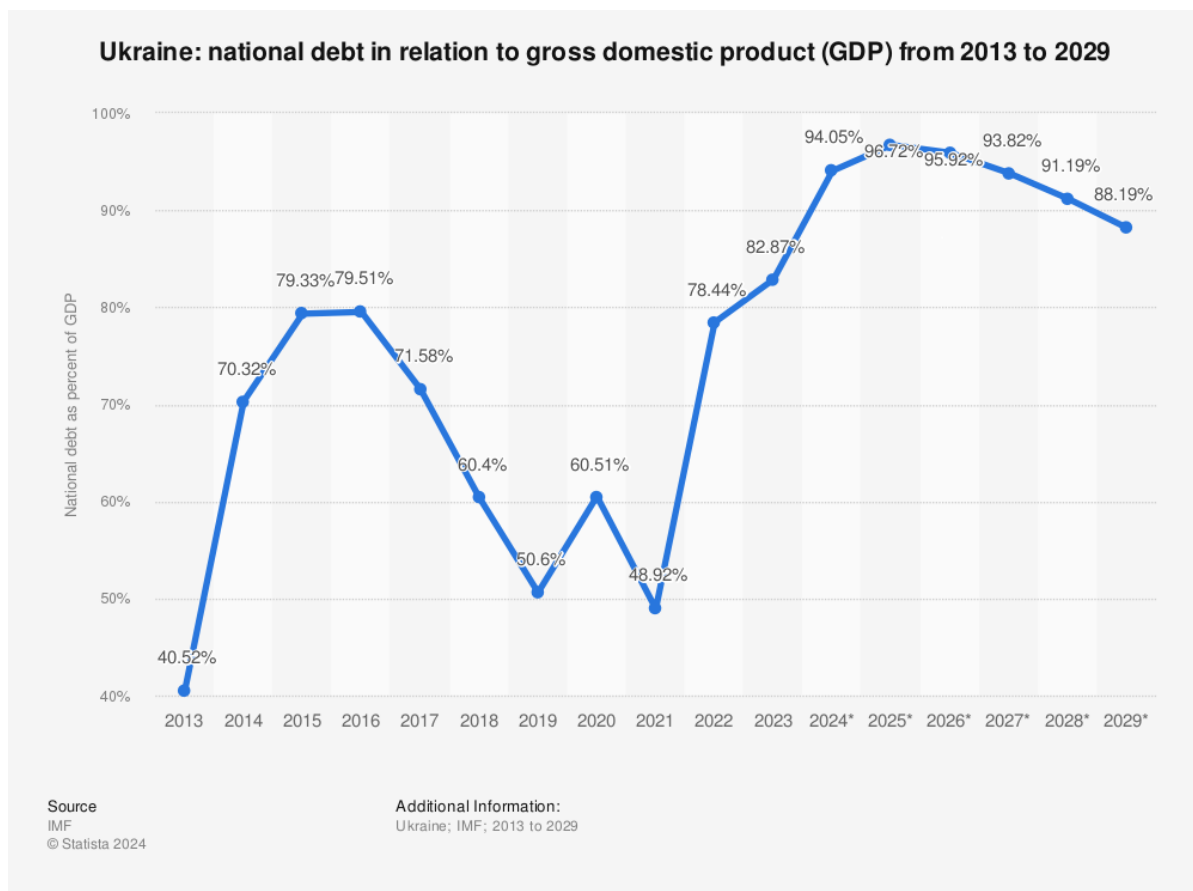


Chart 1. Total national debt and GDP of Ukraine (10)

Let’s clarify that the ratio of national debt to gross domestic product (GDP) in Ukraine was forecast to continuously decrease between 2024 and 2029 by in total 5.9 percentage points. According to this forecast in 2029, the ratio will have decreased for the fourth consecutive year to 88.19 percent. So far total value of goods and services produced during a year in Ukraine didn’t get a hundred percent of total debt but next reasonable question might be on the agenda what the portion of current GDP could be allocated for next period supporting economic extension. By the way, Ukraine with current level of 85% is not in the basket of countries with the highest debt/GDP ratio, looks that

condition is allowable for countries with advanced economies such as USA, Japan, Singapore etc. or for countries with no hope for bright future economies like Eritrea, Cape Verde and so on (table 7).

<u>Japan</u>	264%
<u>Venezuela</u>	241%
<u>Sudan</u>	186%
<u>Greece</u>	173%
<u>Singapore</u>	168%
<u>Eritrea</u>	164%
<u>Lebanon</u>	151%
<u>Italy</u>	142%
<u>United States</u>	129%
<u>Cape Verde</u>	127%

Table 8. Top 10 Countries with the Highest Debt-to-GDP Ratios (%) (11)

Let's clarify position on high Debt-to-GDP Ratios as an economic metric that compares a country's government debt to its gross domestic product (GDP) (which represents the value of all goods and services produced by the country), merely it determines the stability and health of a nation's economy, expresses country's ability to pay back its *current* debts, and evaluates related metrics such as GDP per capita, GDP growth, GNP, and GNI per capita. Thus, nations with a low debt-to-GDP ratio are more likely to be able to repay their debts with relative ease, on other hands, countries whose economies struggle to produce income or which have an oversized debt tend to have a high debt-to-GDP ratio. Also, widely accepted among scholars' opinion directly above debt to GDP ratios further 75% can delay economic growth and set country at risk of defaulting on its debts, which in own turn harms internal financial market and economy as it is. Also, detailed analysis debt history with high ration country by country reviles very different scenarios of debt accumulation, for instants Japan, with the world's highest debt-to-GDP ratio, got its debt surge due to government bailouts and stimulus initiatives following the stock market crash of 1992, the United States, despite having the world's largest GDP, debt-to-GDP ratio determined by high military spending, tax cuts, and underfunded programs. Venezuela's GDP has plummeted in recent years and at the same time government has taken massive loans, adding to its debt burden, and government made questionable moves to slow the country's rampant inflation.

Total picture will be incomplete without understanding how debt correspondent per capita meaning that national workforce as part of the most productive portion of national capital and income generates per capita (chart 2 and chart 3 respectively).

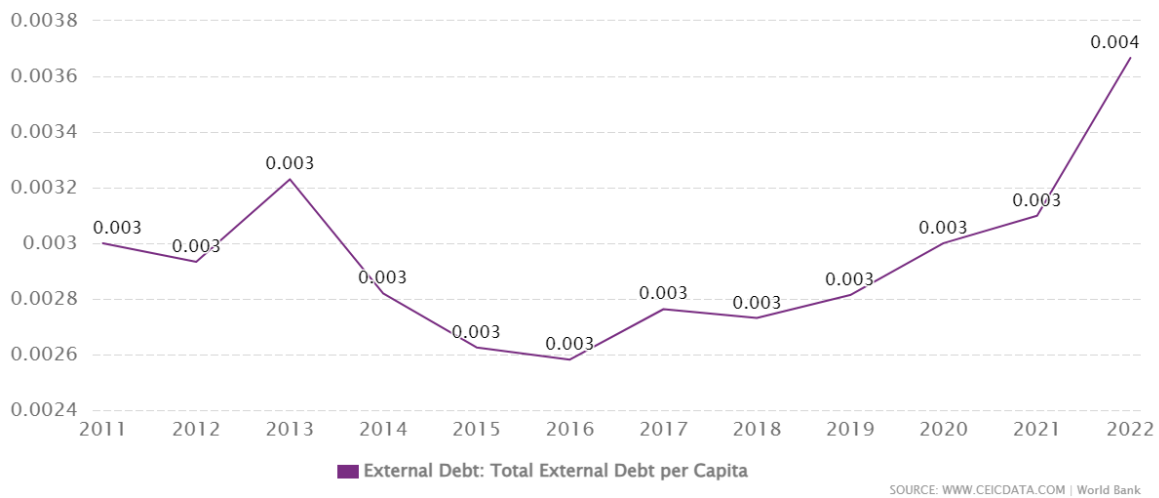


Chart 2. Ukraine External Debt: Total External Debt per Capita from 1992 to 2022 (12)

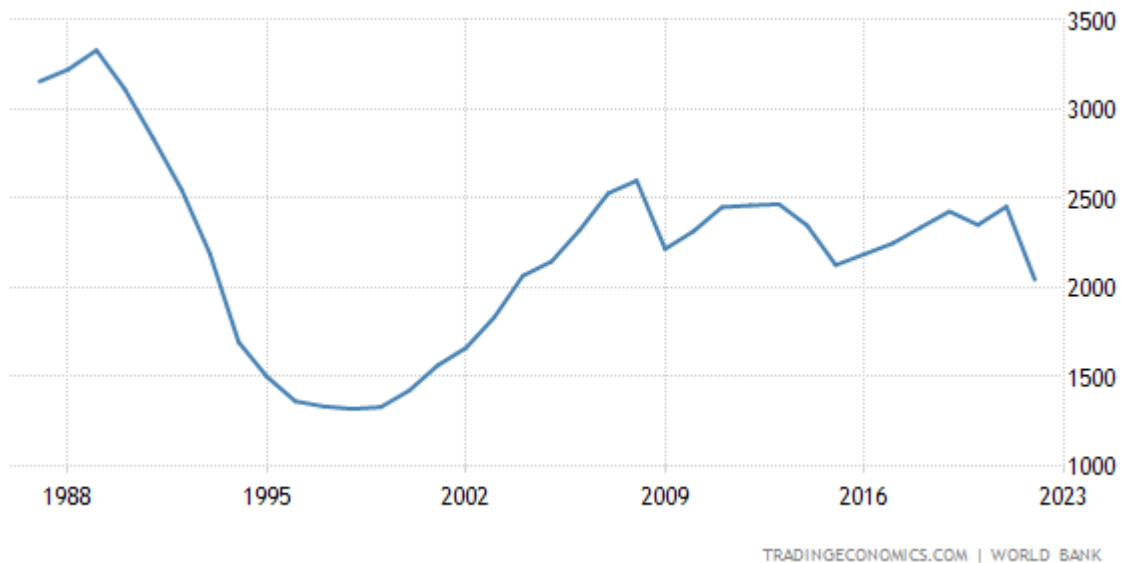


Chart 3. Ukraine GDP per capita (13)

The Gross Domestic Product per capita in Ukraine was last recorded at USD 2,207.01 in 2023. The GDP per Capita in Ukraine is equivalent to 17% of the world's average. GDP per Capita in Ukraine averaged USD 2,207.37 from 1987 until 2023, reaching an all-time high of 3330.48 USD in 1989 and a record low of USD 1,317.75 in 1998. Debt per capita is a measure that indicates the average amount of debt for each person in a given population, basically used in the context of government or national debt. It's calculated by dividing the total debt of a government by its population size. Importance of Debt Per Capita: it provides insight into the financial health of a government (higher debt per capita may indicate potential economic strain), allows comparisons between different countries or regions, helping to assess relative economic burdens, investors consider debt per capita when evaluating a country's creditworthiness. On other hand, GDP per capita is a measure of a country's economic output that accounts for its number of residents. It's calculated by dividing the Gross Domestic Product (GDP) of a country by its population. This gives an average economic output per person and is often used to compare living standards between different countries or regions. Interpretation: higher GDP per capita typically indicates a higher standard of living and greater economic prosperity; however, it's important to remember that this figure can be influenced

by factors such as income inequality and cost of living, meaning it doesn't always reflect the economic reality experienced by all residents (for Ukraine is actual income inequality between so called "oligarchs" who control and use waste majority of national assets and the rest of population). What's alarming when we compare debt per capita and income per capita in Ukraine: inverse relationship between those two highly valuable for investors parameters with long term tendency of nongrowing nominal income per capita and at the same time tendency of growing debt per capita with almost 100% discrepancy in two ratios, in other words on average person with official annual income of USD2,210.00 set financial liabilities of almost USD4,448.00 and that tendency progresses on the background of steadily melting population.

2. Motives for Ukrainian debt accruing

Ukraine's debt has grown significantly due to a combination of factors collectively could be ordered as next:

- ✓ Historical accruing debt - country inherited a significant amount of debt from one to another following governments & economic/financial criseses
- ✓ military spending, war has necessitated a substantial increase in defense spending to support the Ukrainian military and acquire necessary equipment, government also has had to allocate significant resources for humanitarian aid to displaced persons expenditures for reconstruction, disrupted economic activity, leading to a decline in tax revenues and increased government spending
- ✓ budget deficits - ongoing budget deficits, resulting from high expenditures and lower-than-expected revenues, have led the government to finance its shortfalls through debt

Historically each government has made more or less significant contribution along with respective political force that brought the government to the performance of its duties and as we can see some governments made extraordinary efforts to attract debt capital into the country along with annual distribution of collected debt (table 9 & table 10 respectively).

President			state debt (million USD)
Leonid Makarovich Kravchuk	24-Aug-91	19.07.1994	2,406.69
Leonid Danylovich Kuchma	19.07.1994	23.01.2005	▲ 13,727.68
Viktor Andriyovych Yushchenko	23.01.2005	25.02.2010	▲ 21,809.77
Viktor Yanukovich	25.02.2010	22.02.2014	▲ 35,282.24
Oleksandr Valentinovych Turchynov	22.02.2014	07.06.2014	▼ -3,127.63
Petro Oleksiiiovych Poroshenko	07.06.2014	5/20/2019	8,312.35
Volodymyr Zelenskyi (until 24.02.22)	5/20/2019	2/24/2022	14,909.20
Volodymyr Zelenskyi (after 24.02.22)	2/24/2022	31.03.2024	▲ 57,726.16

Table 9. National debt and the Presidents of Ukraine (14)

date	ammount (mln USD)	difference per year
31.12. 1991	0	-/-
31.12. 1992	11.47	11.47
31.12. 1993	388.22	376.75

31.12. 1994	3,848.46	3,460.24
31.12. 1995	12,610.41	8,761.95
31.12. 1996	10,894.09	▼ -1,716.32
31.12. 1997	15,034.95	4,140.86
31.12. 1998	14,410.73	▼ -624.22
31.12. 1999	15,249.42	838.69
31.12. 2000	14,172.92	▼ -1,076.50
31.12. 2001	14,084.87	-88.05
31.12. 2002	14,201.30	116.43
31.12. 2003	14,542.53	341.23
31.12. 2004	16,096.25	1,553.72
31.12. 2005	15,474.41	▼ -621.84
31.12.2006	15,949.90	475.49
31.12. 2007	17,573.22	1,623.32
31.12. 2008	24,598.75	7,025.53
31.12. 2009	39,684.99	▲ 15,086.24
31.12. 2010	54,289.34	▲ 14,604.35
31.12. 2011	59,215.70	4,926.36
31.12. 2012	64,500.00	5,284.30
31.12. 2013	73,110.18	8,610.18
31.12. 2014	69,811.89	▼ -3,298.29
31.12. 2015	65,488.41	▼ -4,323.48
31.12. 2016	70,970.86	5,482.45
31.12. 2017	76,305.18	5,334.32
31.12. 2018	78,322.97	2,017.79
31.12. 2019	84,364.54	6,041.57
31.12. 2020	90,253.51	5,888.97
31.12. 2021	97,954.31	7,700.80
31.12.2022	111,375.51	13,421.20
31.12.2023	145,317.46	33,941.95

Table 10. State debt and state-guaranteed debt by years (14)

For sure, the biggest increase has happened under current war circumstances and through budget mechanism of capital reallocation which is understandable as increasing government role to finance war and related expenses. As a result of outpacing expenses current budget income, deficit on August 2024 reached billion UAH676,426.10 (with exchange rate 40.7 UAH/USD equivalent to billion USD16,620.69); a worrying factor for investors is that budget gap is unparalleled with annual country needs to finance from 50 to 70 USD billions annually, shrinking domestic tax base and the reluctance of external creditors to provide debt financing in already high-risk area.

3. Fundamental characteristics of Ukrainian debt, solving risk-return dilemma

Ukrainian debt features ought to be assigned specific structure of the debt, sporadic maturity of the debt, fluctuating interest on specific debt face value, assembly of creditors, vulnerability to external shocks or geopolitical risks.

Structure: correlation between domestic and external debt is approximately 27% and 73% and is a mix of domestic and external obligations with high public debt level and country is experiencing substantial increase in public debt, particularly since the war with Russia began in 2014; domestic debt is owed to domestic lenders, while external debt is owed by foreign creditors with significant portions owed to international financial institutions, bilateral lenders, and private creditors. Currency composition – major portion of Ukraine's debt is nominated in foreign currencies, primarily US dollars and Euros, what determines national currency exposure toward the exchange rate risks so making it susceptible to exchange rate fluctuations, especially with the Ukrainian hryvnia's volatility.

Cost of borrowings - some of Ukraine's debt carries floating interest rates, which can fluctuate based on market conditions, the other debt has fixed interest rates, which remain constant throughout the life of the loan, so debt often carries high-interest rates, particularly on domestic bonds, reflecting the country's risk profile. Information about the contribution of foreign investors to the real sector in the first quarter of 2019 and in first quarter of 2022 (table 14 & 15 respectively) shows increase in floating interest rates in the beginning of massive military intervention. Basically using floating interest rates refers to borrowers with long solid and stable credit history and adversely fixed interest rates more suitable for debtors with fluctuating credit history. According government declaration, from the beginning of 2024 the cost of the sovereign and the sovereign-guaranteed debt (USD nominated) of Ukraine decreased by 10.3% - from 6.24% to 5.6%. With a broad stroke of a financial brush on the record among public debt creditors are USA and EU, Asian countries governments, respective international financial institutions, and private investment companies; however, the geographic structure of loans to the private sector in Ukraine is somewhat different according data of National Bank of Ukraine (table 16) where Cyprus keeps the lion portion in supporting financial debt market with 54% in short-term and 48% in long-term financing.

Reasonable question might be asked – what attracts investors in debt market if according state officials cost of debt is on the level of 5.6%, with widely accepted among investors criteria's such as Adjusted Default Spread, Equity Risk Premium, Country Risk Premium, Corporate Tax Rate, Moody's rating, and Sovereign CDS Spread (table 17) and neither of mentioned parameters directly incorporated real inflation rate which recently declared by regulator on the level of 7.5% on the y/y base (September 2024).

Country	Adj. Default Spread	Equity Risk Premium	Country Risk Premium	Corporate Tax Rate	Moody's rating	Sovereign CDS Spread
Ukraine	13.07%	22.15%	17.55%	18.00%	Ca	NA
Poland	0.92%	5.84%	1.24%	19.00%	A2	1.06%
Cyprus	2.07%	7.38%	2.78%	12.50%	Baa2	1.11%

Table 11. Country Default Spreads and Risk Premiums (19)

By the way, if to continue comparison of yields, following table demonstrates closest geographical investor acceptancy criteria (table 12)

Period	Maturity (years)	Currency	Face value of issue (million)	Yield
2022	10	EUR	2 000	2.850%
2022	5	USD	1 500	5.619%
2022	10	USD	1 500	5.890%
January – June 2023	20	EUR	1 250	4.272%
January – June 2023	10	USD	2 500	4.968%
January – June 2023	30	USD	2 500	5.585%

Table 18. Issues of bonds in foreign markets in 2022 and in the first half of 2023 (16)

Risk-return dilemma for Ukrainian debtholders possible to solve using advanced bond concept for coupon debt instruments affecting duration or opening position on the base of discounted price that ought to satisfy investor acceptancy criteria; a showpiece deal was informed by Ukrainian press in summer 2013, reported that Serhiy Arbuzov, Ukraine's first deputy prime minister, and Yuriy Kolobov, the finance minister, made an unofficial visit to Franklin Templeton's San Mateo headquarters to reassure the country's biggest creditor at that time (20); thus, Franklin Templeton became Ukraine's biggest private creditor in 2013, with an investment of about \$7 billion across funds, the year before a revolution toppled the country's former president, prompting a separatist insurgency in its eastern regions, the fighting crippled Ukraine's finances, forcing it to seek a sovereign-debt restructuring in 2015 (21).

CONCLUSION

Defined how Ukrainian makes efforts to overcome war time economic consequences such as massive economic damage, huge losses of human capital, land, infrastructure, using debt; Appraised of Ukrainian debt; Cleared motives for Ukrainian debt accruing; Explained who is funding debt borrowings, and who are recipients; Spell out who is ultimately responsible for debt paying back, current state of county budget; Determined fundamental characteristics of Ukrainian debt, and how to solve risk-return dilemma; Awareness in the future for investors and visible alternates to debt financing.

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RESEARCH ON MODELING APPROACHES FOR EVALUATING RETAIL NEOBANKS FOR DIFFERENT STAKEHOLDER GROUPS

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ANOTĀCIJA

Šajā pētījumā tiek pētītas modelēšanas pieejas, lai novērtētu mazumtirdzniecības neobankas dažādām ieinteresēto pušu grupām. Neobanku novērtēšanas nozīmīgumu izceļ digitālā transformācija un klientu orientēti risinājumi. Rakstā tiek uzsvērta nepieciešamība pēc visaptverošas novērtēšanas sistēmas, kas atspoguļotu ieinteresētās puses. Pētījumā tiek piedāvāti matemātiskie modeļi, kas veicina līdzsvarotu novērtējumu, ņemot vērā pakalpojumu kvalitāti.

Atslēgvārdi: finanšu pakalpojumi, banku darbība

ABSTRACT

This study investigates the modeling approaches for assessing retail neobanks across various stakeholder groups. The significance of evaluating neobanks is underscored by the digital transformation and client-oriented solutions. The paper highlights the need for a comprehensive evaluation framework, reflecting stakeholders. The research proposes mathematical models, promoting a balanced assessment that considers service quality.

Keywords: financial services, banking activity

IEVADS. INTRODUCTION

The research problem addressed in this study is the evaluation of the effectiveness of neobanks in the financial services sector. This issue has gained particular relevance due to the rapid digital transformation within the financial industry and the increasing need for accessible and customer-centered banking options. In light of intensified competition and the growing expectations of transparency and innovation in the banking sector, it is essential to assess the operational efficiency and strategic value of neobanks (NB) for various stakeholders (SH), including customers, investors, and regulatory authorities [1].

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

In Table 1. It is considered how different groups of SH approach the evaluation of mainly on different sides, focusing on their specific needs and interests, which in turn emphasizes the complexity of financial assessments in the banking sector and how important it is to consider all these aspects when conducting them.

Table 1: Valuation methods for retail banks from SH perspectives

Stakeholder Group	Interests	Valuation Criteria	Valuation Methods	Advantages of Valuation Methods	Disadvantages of Valuation Methods
Investors	Profit maximization	ROA, ROE, P/E, dividends	Income, Comparative, Method of discounted cash flows (DCF)	Income: Focus on future cash flows; Comparative: Quick assessment based on market data.	Income: Uncertainty in choosing discount rates; Comparative: Dependence on market information.
Customers	Quality of service, favorable terms	Satisfaction, product conditions	Comparative, Surveys	Comparative: Ability to see differences in offerings; Surveys: Direct feedback acquisition.	Comparative: Dependence on historical data; Surveys: Subjectivity of responses.
Employees	Stable income, working conditions	Salary, working conditions, employee turnover	Cost	Cost: Can reflect the true value of resources and working conditions.	Cost: Does not always reflect the true value of work.
Regulators	Stability, compliance with regulations	Financial norms, resilience	Cost, Income	Cost: Detailed asset and liability analysis; Income: Focus on the sustainability of future earnings.	Cost: Can be complex to apply; Income: Need for forecasting future cash flows.
Suppliers	Payment reliability, partnership	Stability, financial reliability	Income, Comparative	Income: Helps assess creditworthiness; Comparative: Indicates relative market position.	Income: Requires detailed financial data; Comparative: Dependence on market data.
Community	Social responsibility	Participation in social programs	Cost	Cost: Can reflect the social contribution of the bank; Opportunity for impact analysis.	Cost: Difficulties in assessing impact on society.
Auditors	Accuracy of reporting	Transparency, timeliness	Cost, Comparative	Cost: Provides a comprehensive assessment of financial health; Comparative: Useful for identifying anomalies in reporting.	Cost: High audit costs; Comparative: Need for a large volume of data for comparison.

The table 1 is made by the author on the basis of works [1-22]

Table 1 clearly shows how various groups of SH currently evaluate the value of retail NB. First, it is important to note that each of the stakeholder groups listed in this table has its own interests and criteria that influence their choice of assessment methods [1, 12, 20]. According to [3, 17, 19], representatives of the "investors" group are typically most concerned with profitability. Specifically, the work [15] indicates that investors pay close attention to the following indicators: return on assets (ROA) and return on equity (ROE). As per the research [13], the most appropriate valuation methods for the investors group are those focused on income consideration, particularly methods that involve future cash flow assessment (income method and DCF), as well as comparative methods that help investors quickly gauge the market situation. However, according

to [4, 16, 19], investors often find it difficult to determine the correct discount rate, and they may rely on volatile market data. For the "customers" group, as highlighted in [5, 9], the primary considerations are the quality of service and the favorable terms offered by modern NB. Therefore, representatives of this stakeholder group evaluate banks by observing customer satisfaction levels and product conditions. Currently, this group mainly employs comparative analyses and surveys to obtain direct feedback on the value of retail NB [4]. However, they frequently encounter issues related to the subjectivity of survey results, and their reliance on historical data sometimes hampers their ability to acquire relevant information [12]. Works [13, 18] note that representatives of the "employees" group primarily focus on the stability of income and the analysis of working conditions. Given this, members of this stakeholder group are more inclined to assess NB using cost-based methods, which can reveal the actual value of resources and working conditions. Nevertheless, these methods do not always capture all the nuances of qualitative aspects of work [17]. According to studies [10, 16], representatives from the "regulators" group typically conduct monitoring analyses regarding the stability of NB and evaluate their compliance with financial regulations. Therefore, members of this stakeholder group often use both cost and income methods to conduct a comprehensive monitoring analysis of the dynamics of NB assets and liabilities. It is worth noting that while these methods provide stakeholders with a clear picture of financial health, they can be quite complex. As highlighted in works [5, 21], suppliers are also interested in the reliability of banks as partners. They evaluate banks using income and comparative methods, which allows them to assess creditworthiness and market position. However, suppliers require detailed financial information and reliable market data. In studies [7, 10], it is noted that representatives of the "community" group take into account the social responsibility of banks during their evaluation. As a result, their assessments are typically based on cost methods that can demonstrate the bank's contributions to social projects [12]. However, assessing the actual impact on society can sometimes be challenging.

For the "auditors" group, a focus on the accuracy of reporting is characteristic [3]. According to works [3, 17], members of this group use both cost and comparative methods to obtain a comprehensive assessment of a bank's financial condition. However, conducting monitoring audits at this level can be quite expensive [18] and requires a substantial amount of data for effective comparison [22].

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Within the raised direction, we will develop a mathematical description of the value valuation models for different stakeholder groups, in particular the maidens:

1. The value valuation model for customers. Clients evaluate the bank based on a set of parameters such as convenience, speed of service, commission and access to new products. Value for customers can be estimated using a multifactorial model:

$$V_C = \alpha_1 \cdot S + \alpha_2 \cdot P + \alpha_3 \cdot T + \alpha_4 \cdot Q + \alpha_5 \cdot C$$

where: V_C – value for customers; S – speed of service (operation time); P – ease of use (interface, mobile application); T – technological innovation; Q – quality service; C – the cost of services; α_i – weighing coefficients for each parameter that determine their relative importance for customers.

2. Value estimation model for investors. Investors are interested in the profitability and growth of the company. The value for them can be represented because of profitability, the growth rate of the client base and the risks :

$$V_I = \beta_1 \cdot R + \beta_2 \cdot G + \beta_3 \cdot F - \beta_4 \cdot Risk$$

where: V_I – Value for investors; R – profitability; G – the growth rate of the client base; F – Financial stability; $Risk$ – Risk assessment; β_i – weighing coefficients for each parameter.

3. Value valuation model for regulators. Regulators evaluate banks in terms of their impact on the stability of the financial system, compliance with legislation and financial inclusion:

$$V_R = \gamma_1 \cdot Compliance + \gamma_2 \cdot S_F + \gamma_3 \cdot Inclusiveness$$

where: V_R – value for regulators; $Compliance$ – the level of compliance with regulatory requirements; S_F – stability of the financial system; $Inclusiveness$ – indicator of financial inclusion; γ_i – weighing coefficients for each parameter.

4. Value assessment model for technology and partners. Partners and technology suppliers are interested in cooperation with the bank in terms of technology development prospects, profitability and access to new markets :

$$V_P = \delta_1 \cdot TechIntegration + \delta_2 \cdot P_M + \delta_3 \cdot M_R$$

where: V_P – value for suppliers and partners; $TechIntegration$ – the level of technological integration; P_M – the profitability of partnership; M_R – markets to which access through cooperation; δ_i – weighted coefficients.

5. Value valuation model for workers. Employees estimate the value of the company because of career development opportunities, working conditions and wages:

$$V_E = \eta_1 \cdot W + \eta_2 \cdot C_D + \eta_3 \cdot F_W$$

where: V_E – value for employees; W – the level of wages; C_D – career development opportunities; F_W – flexible working conditions; η_i – weighted coefficients.

6. Model of general estimation of the value of maver. The overall assessment of the value of maver for all SH can be presented in the form of a weighted amount of individual estimates for each group:

$$V_{Total} = \lambda_1 \cdot V_C + \lambda_2 \cdot V_I + \lambda_3 \cdot V_R + \lambda_4 \cdot V_P + \lambda_5 \cdot V_E$$

where: V_{Total} – the total value of the bank; λ_i – weighing coefficients that reflect the relative importance of each group of SH.

7. The averaging method, taking into account the weight coefficients for different groups of SH. Since different SH have their unique interests, it is important to use a balanced averaging to evaluate the overall value of the bank, which allows to take into account the weight of each group when making decisions:

$$V_{Total} = \sum_{i=1}^k \omega_i \cdot V_i$$

where: V_{Total} – the total value of the bank for all SH; ω_i – weight factor for a group of SH i , V_i – Value for a group of SH i , k – Number of stakeholder groups.

Methodology:

Stage 1: Identify key groups of SH;

Step 2: For each group, evaluate its priority and assign a weight factor that reflects the importance of this group; Step 3: to collect value estimates for each group; Stage 4: To calculate the overall value of the bank by the formula. For clarity, we apply the averaging method, taking into account the weight coefficients for different groups of SH, we will analyze the value for the selected maidens, comparing them by several criteria. In Table 2. Initial data is given to evaluate the chosen gauge.

Table 2: Initial data to evaluate the selected maiden (in points (1-10))

Customer criteria assessments				
Criterion	Monzo	N26	Revolut	Chime
Accessibility	8	9	9	8
Security	9	8	9	8
Cost	7	8	7	9
Innovation	9	8	10	7
Service	9	9	8	8
Investors' criteria assessments				
Criterion	Monzo	N26	Revolut	Chime
Growth potential	8	9	10	7
Risk of investment	7	6	5	6
Technological innovations	9	8	10	7
Transparency	8	7	6	8
Trust in management	7	8	5	7

The table 2 is made by the author on the basis of works [4,12].

Table 3 shows the results of the overall assessment for each maidening.

Table 3: The results of the general assessment for each selected NB

NB	Customer rating	Rating for investors
Monzo	8.4	7.8
N26	8.4	7.6
Revolut	8.6	7.2
Chime	8.0	7.0

The table 3 is made by the author

Therefore, the above value valuation models for different stakeholder groups help quantify how different aspects of the bank's activity affect its perception and success among SH. These models fully allow both economic indicators and innovation, regulatory compliance and quality of service, which are important for modern maidens.

KOPSAVILKUMS. CONCLUSION

Based on the results obtained, this study emphasizes the importance of a structured approach to evaluating retail neobanks from various stakeholder perspectives. By identifying key evaluation criteria and developing tailored models, a foundation for balanced assessments of service quality, regulatory compliance, and profitability has been established. This evaluation framework helps stakeholders, such as customers, investors, and regulators, better assess neobank value propositions. The proposed models demonstrate that integrating multiple viewpoints leads to a more comprehensive understanding of neobank performance, contributing to more informed decision-making in the digital banking ecosystem.

LITERATŪRAS UN AVOTU SARAĶSTS. REFERENCES

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THE IMPACT OF DIGITALIZATION ON THE FINANCIAL PERFORMANCE OF THE REPUBLIC OF KAZAKHSTAN

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ABSTRACT

This article presents an analysis of the economic efficiency of digitalization in the Republic of Kazakhstan. It explores the characteristics and foundations of digitalization, the methods of representing digitalization, and the digital transformation of the economy. The article presents the current positive economic effects of digitalization, the expected outcomes from the implementation of digital platforms, as well as the risks and challenges associated with the adoption of the digital economy in Kazakhstan, along with the specificities of its development.

Keywords: digitalization, digitalization development, digital economy, economy, economic efficiency

INTRODUCTION

The global economic dynamics is largely determined by digitalization and informatization, which encompass both the information and communication sector and all areas of economic activity. The intensifying processes of digitalization, the increasing degree of informatization of technological processes, and the intellectualization of most types of activities lead to significant qualitative changes that also affect the Kazakhstani economy. This underscores the relevance of studying the economic effects accompanying digitalization.

In 2017, Kazakhstan approved the state program "Digital Kazakhstan". According to government plans, the country is set to undergo a complete digital transformation, facilitated by 23 "icebreaker" projects designed to "disrupt entire sectors of the economy and foster the emergence of digital businesses within them".

As outlined in the digital transformation program, universal internet access serves as the infrastructural foundation of the digital economy. According to data provided by the Government of Kazakhstan, 77% of the adult population currently possesses basic digital literacy and has access to the Internet [1].

It is anticipated that ensuring nationwide internet access will create the conditions for the accelerated development of various sectors of the digital economy. The most significant of these include distance education, telemedicine, artificial intelligence in healthcare, and e-commerce. It is the comprehensive internetization of the country that will enable the government to unlock the potential of these rapidly growing sectors, creating conditions for the successful operation of service businesses in the final mile of interaction with consumers.

The objective of this paper is to investigate the economic impact of digitalization. To achieve this, the study used systemic and structural-functional methods, as well as the synthesis and analysis of scientific publications.

BASIC THEORETICAL AND PRACTICAL PROVISION

Digital activity in science is widespread, but various disciplines could make fuller use of the potential of digitization. This is particularly true with regard to the use of advanced tools that can transform established research paradigms. Additionally, the high intensity of digital

technologies is linked to many forms of third mission activities that policymakers aim to promote, such as the creation of startups and engagement in community life. There is some evidence of a generational and gender gap in the adoption of the most demanding digital practices. Overall, researchers appear to view the opportunities that digital technologies bring to scientific practice with optimism, especially the younger generation [2].

Digitization refers not only to the replacement of analog data transmission with digital forms and the digitization of information, but also to a significant set of managerial and socio-economic processes associated with the use and widespread dissemination of information, digital, network, electronic, and computer technologies, as well as artificial intelligence systems in all areas of modern life [3]. Digitalization is an integral component of the digital economy, which refers to production processes based on digital technologies. The digital economy can be defined as activities directly related to the development of digital technologies and includes the following key elements [4]:

- electronic commerce;
- blockchain and cryptocurrency;
- electronic payments and internet banking;
- online gaming and internet advertising.

The primary objective of the state program "Digital Kazakhstan" is to accelerate the pace of economic development in the Republic of Kazakhstan and enhance the quality of life for its population through the use of digital technologies in the medium term. Additionally, it aims to create conditions for the transition of Kazakhstan's economy to a fundamentally new development trajectory, ensuring the establishment of a digital economy for the future in the long term [1].

In the context of economic digitalization, human capital, along with its associated labor and intellectual potential, emerges as a key tool for increasing labor productivity [5]. In July 2023, the President of Kazakhstan, Kassym-Jomart Tokayev, outlined five key priorities for the country's digital transformation. It is emphasized that Kazakhstan is positioning itself as an attractive environment for the development of innovation, digital production, and creativity. This is particularly significant in light of the current geopolitical climate and macroeconomic challenges. Moreover, digital transformation is recognized as one of the defining factors of competitiveness, both for individual companies and for large regions.

The five key priorities are as follows:

- ✓ Priority №1 — human-centric approach;
- ✓ Priority №2 — creation of favorable conditions for the IT sector;
- ✓ Priority №3 — large-scale modernization of IT infrastructure;
- ✓ Priority №4 — development of the digital economy and industry 4.0;
- ✓ Priority №5 — strengthening human capital.

Priority №4 – the development of the digital economy and industry 4.0. This initiative involves the provision of innovation grants and tax incentives designed to foster technological modernization and the adoption of digital solutions. For the further development of the digital economy, the government must implement timely new support measures [6].

RESEARCH RESULTS AND THEIR EVALUATION

The widespread implementation of digital platforms is expected to yield the following outcomes (the most important aspects from the perspective of the country's economy are listed):

- intensification and automation of existing business processes;
- optimization of management systems (including cost reduction);
- creation of a technological foundation for the emergence of new forms of economic interactions;

acceleration of economic cycles;
efficient utilization and release of production and warehouse capacities through the reduction of overproduction of unsellable goods.

Properly implemented digitalization and platformization will yield positive effects in any field. While both the state and large businesses will undoubtedly benefit, these advantages are likely to be relatively modest. The greatest benefits will accrue to small and medium-sized enterprises. Digital platforms embody the concept of a multilateral market on a global scale, fostering competition and deepening niche specialization [8].

The development and dissemination of digital economy technologies play a pivotal role in the transformation of the global economic system: they directly influence the production of goods and services, the utilization of labor resources, investments in human and physical capital, the inflow of foreign direct investment, the transfer of technologies across countries, and industrial innovations. Ultimately, these factors have a direct impact on production efficiency, labor productivity, competitiveness, and, in the final analysis, on economic growth—from individual economic agents to nations and regions.

According to a study by McKinsey, the digitalization of the economy has the potential to be as powerful a driver of productivity and competitiveness as the creation of technological innovations themselves. Their estimates suggest that by 2025, digital technologies could contribute up to 22% of GDP growth in China and up to 10% in the United States.

Analysts from Accenture Strategy, in collaboration with Oxford scholars, developed the Digital Density Index, which includes over 50 indicators that measure the extent of digital technology adoption, the development of digital skills, and the implementation of regulatory frameworks. Their calculations indicate that a 10-point increase in the Digital Density Index could result in a 2.3% boost to the GDP of leading economies by 2020, compared to a baseline forecast that does not account for digital transformation. According to their estimates, China could increase its GDP by an additional \$418 billion, the United States by \$365 billion, and Japan by \$114 billion. This represents only the portion of growth attributable to a single factor—the digital transformation.

Research on the Global Connectivity Index, published by Huawei, has also demonstrated a direct correlation between investments in ICT and GDP growth. The top ten global leaders in GDP per capita include Switzerland (2nd), Norway (3rd), the United States (8th), Denmark (9th), and Singapore (10th), and these same countries hold the highest positions in the Global Connectivity Index: 4th, 9th, 1st, 7th, and 2nd, respectively. In their pursuit of overcoming resource limitations, these nations have concentrated efforts on digital technologies. In contrast, high-income countries dependent on hydrocarbon exports (such as the UAE and Saudi Arabia), lag behind in digital transformation, ranking 23rd and 41st, respectively, in the Huawei Index.

According to the 2018 report, if all countries were to increase their investments in ICT infrastructure by 8% annually, this would unlock new economic potential amounting to \$23 trillion by 2025. Annual increases in ICT infrastructure investment could yield substantial returns in other sectors: each additional dollar invested in ICT infrastructure today is expected to generate \$20 in profit by 2025, a return 6.7 times greater than that from any other form of investment.

Studies by Huawei and Oxford Economics show that a 1 percentage point increase in the Global Connectivity Index is associated with a 2.1% increase in competitiveness, a 2.2% rise in national innovation, and a 2.3% improvement in productivity. Thus, the growth of the Global Connectivity Index is directly linked to economic development [8].

In July 2023, the Global CIO portal published a study on the IT market in Kazakhstan, examining the digital transformation trends across various sectors.

According to the authors of the report, in 2022, Kazakhstan ranked among the top 30 most digitally advanced countries globally. The country holds 51st place in the ICT Development Index

and 58th place in the Network Readiness Index. By 2025, the government of Kazakhstan aims to be among the top 20 countries in the UN e-Government Development Index, among the top 50 in the B2C (Business-to-Consumer) E-Commerce Index, and among the top 40 in the ICT Development Index.

In 2022, the volume of services provided in Kazakhstan in the areas of programming, consulting, and related services amounted to 772 billion tenge (approximately \$1.67 billion based on the average exchange rate for 2022), reflecting a 19.5% increase compared to the previous year.

The largest economic and IT hubs in Kazakhstan are the cities of Astana and Almaty, with companies in these cities accounting for 41.5% and 49% of the country's IT services, respectively. The number of companies engaged in software development and IT consulting services has increased 2.7 times over the past four years, according to a 2022 study [6].

CONCLUSION

Thus, the digital economy constitutes an independent phenomenon, distinct from other concepts within the modern global economy, yet inextricably linked to specific areas of ICT development. The institutional structure of the digital economy comprises institutional actors, institutional objects, and institutional mechanisms. The contemporary global digital economy exerts a direct influence on economic growth.

In Kazakhstan, the digital economy is advancing at an accelerated pace, and the positive effects of this process can be assessed by comparing life with and without technologies such as computers, the internet, mobile banking, e-government, and other introduced innovations. In essence, the digital economy simplifies many aspects of daily life.

In recent years, Kazakhstan's economy has demonstrated consistent growth, underpinned by the stable development of key sectors and the implementation of new technologies. In 2024, the country continues to adapt to changing global economic conditions, including fluctuations in commodity prices and broader macroeconomic challenges.

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Human capital management, improving the quality of labor resources in the context of the development of the digital economy.

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THE IMPACT OF GOVERNANCE TYPES ON FOREIGN DIRECT INVESTMENT IN PAKISTAN

(A Comparison Study of Military and Democratic Regimes)

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ABSTRACT

This study explores the role of Foreign Direct Investment (FDI) in Pakistan's economic growth, with a comparative analysis of military and democratic governments. FDI is a critical driver of economic development, providing capital inflows, technology transfer, and job creation. Military governments have often been associated with political stability and rapid decision-making, factors that can enhance investor confidence. On the other hand, democratic governments are generally more transparent, with broader stakeholder engagement, which may contribute to more sustainable economic policies in the long term. In Pakistan, Political regimes have varied between military and democratic government each with distinct economic policies and stability level, Potentially influencing FDI inflows and impact on growth.

The research underscores the need for consistent policies and political stability to maximize the benefits of FDI for economic growth in Pakistan. The research runs from 2000 to 2024. The traditional factors, however the current study focuses on certain new macro variables that influence the country's growth both favorably and adversely. Due to the endogeneity problem, a two-stage least squares model is utilized to establish the relationship between growth and FDI. The results demonstrate a positive and negative relationship between them.

Keywords: Foreign Direct Investment, Economic, Net inflows, Comparison, Government, Pakistan

ANOTĀCIJA

Šis pētījums pēta ārvalstu tiešo investīciju (ĀTI) lomu Pakistānas ekonomiskajā izaugsmē, veicot militāro un demokrātisko valdību salīdzinošo analīzi. ĀTI ir būtisks ekonomikas attīstības virzītājspēks, nodrošinot kapitāla pieplūdumu, tehnoloģiju nodošanu un darba vietu radīšanu. Militārās valdības bieži ir saistītas ar politisko stabilitāti un ātru lēmumu pieņemšanu, kas var vairot investoru uzticību. No otras puses, demokrātiskas valdības parasti ir pārredzamākas, ar plašāku ieinteresēto personu iesaisti, kas var veicināt ilgtermiņa ekonomikas politiku ilgtermiņā. Pakistānā ir bijuši dažādi politiskie režīmi starp militārām un demokrātiskām valdībām, un katrai no tām ir atšķirīga ekonomikas politika un stabilitātes līmenis, kas potenciāli ietekmē ĀTI pieplūdumu un ietekmi uz izaugsmi.

Pētījumā uzsvērta nepieciešamība pēc konsekventas politikas un politiskās stabilitātes, lai maksimāli palielinātu ĀTI ieguvumus Pakistānas ekonomikas izaugsmei. Pētījums ilgst no 2000. līdz 2024. gadam. Tradicionālie faktori, tomēr pašreizējais pētījums ir vērsts uz atsevišķiem jauniem makro mainīgajiem lielumiem, kas ietekmē valsts izaugsmi gan labvēlīgi, gan negatīvi. Endogenitātes problēmas dēļ, lai noteiktu saistību starp izaugsmi un ĀTI, tiek izmantots divpakāpju mazāko kvadrātu modelis. Rezultāti parāda pozitīvas un negatīvas attiecības starp tām.

Atslēgvārdi: Ārvalstu tiešās investīcijas, ekonomika, neto ieplūde, salīdzinājums, valdība, Pakistāna

INTRODUCTION

Foreign Direct Investment (FDI) has emerged as a critical factor in promoting economic development, particularly in developing countries like Pakistan. As nations strive to accelerate their growth, FDI provides vital capital inflows, promotes technology transfer, and stimulates employment opportunities. In the context of Pakistan, FDI holds significant potential to contribute to long-term economic development, given the country's strategic location, vast resources, and growing consumer market. However, Pakistan's political landscape has undergone various

transitions, alternating between military and democratic regimes, each of which has had a profound impact on the nation's economy and its attractiveness to foreign investors.

Pakistan economics history has been shaped by a series of military coups and subsequent transitions back to democratic rules. Since gaining independence in 1947, Pakistan has experienced three major military interventions in 1958, 1977 and 1999. These periods were of military led government and civilian democratic government had faced challenges which brings political instability, corruption and economics mismanagement.

During military regimes, FDI policies were often focused on attracting investors through tax incentives, liberalization measures, and infrastructure development. Conversely, democratic governments have tended to emphasize broader economic reforms, including social welfare programs, trade agreements, and regulatory reforms aimed at creating a more conducive environment for long-term investment.

The development process will accelerate under the various regimes. Manufacturing development increased by 19.9% between 1960 and 1965. The growth rates between 1950 and 1960 were tremendous. The economic booms of 1972-1973 and 1973-1974 appeared to be short-lived. Civil and military bureaucratic capitalism formed from 1958 to 1971 as a stabilizing shell under industrialization with the support of bureaucracy, and the growing Green Revolution was beneficial to the Bhutto regimes' manufacturing sector. Development started on a limited scale. Between 1947 and 1977, the economy went through many stages of growth.

From 1977 to 1988, General Zia al-Haq's takeover of the military and bureaucracy led to changes in the distribution of economic resources and wealth, as well as the political landscape of Pakistan. Overall, economic growth was spectacular throughout this time period. During the period 1977-1988, industrial development regained the impetus lost between 1972 and 1977, and the industry's growth rate rebounded to the historically high level seen prior to the Bhutto era. Zia reaps various perks as a consequence of his processes and fortunes, which contribute to preserving and building a high development rate in the economy.

This comparison between military and democratic government can provide the valuable insights into how political stability, government structure and policy consistency impact of FDI inflows and their contribution to economic growth. Inflows of FDI are treated as credit entries in the financial balance of payment (BOP), which have a positive influence on the BOP. However, as FDI spreads, the volume of exports and profits grow in the economies. In the case of Pakistan, several studies have been undertaken to evaluate the link between FDI inflows and GDP growth rates, poverty, domestic investment, exports, and other macroeconomic factors.

The aim of this research is to identify the factors that influence FDI in Pakistan. It positively improves Pakistan's economic growth. The study fills a vacuum and attempts to make a meaningful contribution by identifying the drivers of FDI, specifically the factors that explain the variance in FDI in Pakistan. It also examines the link between FDI and growth. Whether FDI increased more during the democratic or military periods, no study has attempted to compare military and democratic administrations.

1. To find the determinants of FDI as which factors explain variations in FDI in the case of the Pakistan.
2. To investigate the relationship between growth and FDI.
3. Determine the link between growth and other systems of governance, such as democracy vs military control, as well as foreign direct investment.

This research employs political regimes and economic policies is particularly relevant in the context of Pakistan's history. Military governments have often been credited with providing political stability, which is an essential factor for attracting FDI. Investors are more likely to commit capital to a country with stable governance, clear regulations, and a predictable policy environment. Military regimes in Pakistan, such as those under General Ayub Khan (1958-1969) and General Pervez Musharraf (1999-2008), have implemented liberalization measures, economic reforms, and infrastructure projects aimed at improving the investment climate and attracting foreign investors.

However, democratic governments have also undertaken significant economic reforms aimed at liberalizing trade, improving governance, and strengthening institutions. For example, the government of Prime Minister Nawaz Sharif in the 1990s implemented several measures to liberalize the economy, encourage private-sector participation, and attract foreign investment.

The comparison between military and democratic regimes in Pakistan raises important questions about the effectiveness of different governance structures in promoting FDI and economic growth. While military governments may provide short-term stability and investor confidence, democratic governments offer the potential for more inclusive and participatory governance, which may be essential for achieving long-term, sustainable economic development.

BASIC THEORETICAL AND PRACTICAL PROVISION

The idea of foreign direct investment is Ruxanda and Muraru (2010) [45-58] attempted to investigate economic growth using a simultaneous model from 2000 to 2009. The simultaneous equation model is used to estimate the connection between variables. The variables considered in the analysis are GDP, FDI, gross fixed capital creation, and export and import determinants. The relationship between domestic investment and FDI is especially common in emerging economies, where marginal capital gains are higher than global interest rates, making FDI more appealing, and hence favoring domestic investment (Mody & Murshid, 2004).

Khaliq and Noy (2007) [313-325] attempted to investigate the relationship between FDI and economic development by using sectoral data from Indonesia between 1997 and 2006. According to the study, FDI has a significant beneficial impact on a country's overall economic growth. However, the impacts of FDI on economic growth vary by industry, and no overall effects are recognized at the sectoral level. Yetkiner H. (2005) [409-429] identifies endogenous factors of economic development and foreign direct investment from OECD nations. FDI has a favorable impact on the host economy, increasing its growth rate and attracting new FDI inflows. Younus et al. (2014) [2-5] investigated the impact of foreign direct investment on Pakistan's economic growth. Domestic investment, political stability, and export size were discovered to be particularly relevant in the location selection of FDI in Pakistan.

Foreign direct investment is often regarded as a growth-promoting element in developing nations (Khan 2007) [537] Y. FDI is measured as the primary structure of manufacturing in terms of unemployment reduction, technical advancement, market rivalry, talent development, and a significant outflow of exports. On the other hand, FDI is widely recognized as a growth-enhancing element in emerging nations (Khan, 2007), (Almfraji and Almsafir (2013) [206-213]. Mohiuddin and Salam (2011) [57-92] investigated the factors of FDI in Pakistan from 1979-80 to 2007-08. The study used error-correction and co-integration approaches to identify the variables that contribute to Pakistan's foreign direct investment. Hakro and Ghumro (2011) [217-242] investigated the drivers of FDI inflows to Pakistan. The empirical analysis was carried out using

VEC, VAR, Granger causality, extended response functions, forecasting, and the three-stage least squares approach. In the near term, outcomes emerge and are linked to cost, risk index variables, and macroeconomic factors.

Economic drivers of FDI in the services sector examines the influence of several variables such as market price, GDP growth rate, and various currency reserves using data from 1996 to 2008 (Awan et al., 2011) [537]. Khan. A. M. (2011) [67] used the ARDL model to construct a relationship between international political relations and FDI in Pakistan, using variables including infrastructure, REER, FDI, investment, interest rate, political rights, and civil liberty, among others. However, in the short term, negative consequences are observed on private capital. Different elements, such as economic and policy-related factors, have a key effect in FDI, but institutional considerations have no substantial impact in Pakistan. Azam and Lukman (2010) [04] identified the determinants driving foreign direct investment in Pakistan, Indonesia, and India. This has an impact on foreign inflows as well.

Iram and Nishat (2009) [875-882] investigate the sector-level examination of Pakistan's growth nexus from 1972 to 2008. The study investigates how long-term Services Sector Foreign Direct Investment (SFDI) and Manufacturing Sector Foreign Direct Investment (MFDI) impede economic progress. Pakistan's service sectors get more foreign direct investment than its industrial sectors. While the manufacturing sector is an important part of the economy, it needs sufficient attention. Using the Autoregressive Distributed Lag Model (ARDL) and the Augmented Dickey Fuller test (ADF), this study examines the influence of factors on the manufacturing and service sectors. The study's variables include GDP, income (Y), manufacturing FDI (MFDI), services FDI, investment (INV), macroeconomic instability (INS), and privatization. The significant relationship between the national economy and FDI suggests that the government should continue its investment strategy and remove the barriers to increased flows of FDI. It is significantly related to the development of economic growth (Xiaoying and Xiaming, 2005). Yousaf et al. (2008) [37-56] investigate the economic impact of FDI in Pakistan.

Malik and Pentecost (2007) [177-190] attempted to investigate the aspects of inward FDI in Pakistan using a time series model spanning 1970-2007. Real GDP is the primary driver of inbound FDI stock, with a long-run elasticity larger than unity. These empirical data imply that an enhanced accelerator-type model of investment behavior may explain a significant amount of FDI influx into Pakistan over the sample period. Naveed and Shabbir (2006) [137-154] attempted to analyze trade openness, economic development, and FDI from 1971 to 2000. The study's findings revealed that in the short term, there is no substantial relationship between dependent and explanatory factors. On the other side, trade openness has a significant influence in the development process. Aqeel and Nishat (2004) [651-664] investigated the factors of foreign direct investment in Pakistan.

The study's main goal is to understand how Pakistan attracts FDI inflows and how various metrics consider trade, financial, and fiscal sector liberalization. It is clearly stressed the long-term plans for obtaining FDI inflows. Due to acquisitions of fixed capital assets and importations of machinery and foreign exchange for other trade deals (Shah and Ahmed, 2003) [697-714], stability rather than consensus was established as more crucial in the prime of speculating decisions. The regression results reveal a positive association between GDP and FDI in terms of country growth, according to Rehman et al. (1997) [6]. Ahmed et al. (2004) [697-714] attempted to investigate exports, FDI, and domestic outcomes in Pakistan. Most developing nations are implementing significant trade reforms and export-oriented programs, and Pakistan is no exception.

Atique et al. (2004) [707-718] investigated the impact of foreign direct investment on economic growth in Pakistan between 1970 and 2001. Foreign direct investment accounted for forty-five percent of net foreign resource flows in 1997. According to a World Bank report (2002) in 1997, unindustrialized countries received 36% of overall FDI. Most studies suggest that FDI contributes significantly to economic growth. The research considers several variables, including labor force, GDP, education expenditures, and gross capital formation as a proportion of GDP. The study concludes and proposes that Pakistan's growth is dependent on the performance of the country that draws foreign direct investment. Jensen M. N. (2003) [587-616] investigates the relationship between democratic governments, multinational firms, foreign direct investment, and political systems.

RESEARCH RESULTS AND THEIR EVALUATION

An analysis of inbound foreign direct investment into Pakistan between 1985 and 2024. The current study's goal is to investigate the influence of Foreign Direct Investment on economic growth, as well as to compare the amount of FDI inflows in Pakistan over those times between democratic and military administrations.

$$FDIt = \alpha + \beta 1It + \beta 2FDt + \beta 3TOPt + \beta 4NRSt + \beta 5 INFRSt + \beta 6Grt + \beta 7 Dt + \epsilon t$$

In equation 1 **FDI** is used as an annual net inflow as a percent of GDP, domestic investment which is used as percentage of GDP (**I**), measure of financial development (**FD**), trade openness (**TOP**), infrastructure (**INFRS**), natural resource endowments (**NRS**), growth rate of GDP is (**Gr**) and **Dt** is the regime dummy for democratic and military period. While error term is (**εt**).

$$Grt = \alpha + \alpha 1 HRDt + \alpha 2 INFRSt + \alpha 3 NRSt + \alpha 4 TOPt + \alpha 5 PRt + \alpha 6 FDI t + \alpha 7 Dt + \epsilon t$$

Index (**HDI**) is used as a proxy of Human Resource Development (**HRD**), **INFRS** is infrastructure which used roads and railways total length in kilometers, political rights (**PR**) used as a proxy of government stability, **FDI** is foreign direct investment, **TOP** is trade openness, **NRS** is natural resources and **Dt** is the regime dummy variable.

$$It = \alpha + \delta 1(rt) + \delta 2 Rmt + \delta 3 FDI t + \delta 4 Ggt + \delta 5 Dt + \mu t$$

The variables which are used in the study are interest rate (**rt**), remittance (**Rm**), financial development (**FD**), growth rate of GDP (**Gg**), dummy variable is (**Dt**) and the error term is.

Table 1: Results of FDI equation model by 2SLS

Variables	Coefficient	Standard error	z-statistics	P-value
GST.	0.0772	0.063	(1.22)	0.221
Invest.	0.1504	0392	(3.84)	0.000***
FD	-0.0262	0.0135	(1.93)	0.053*
TOP	1.4143	6955	(2.03)	0.042*
TNRS	0.0272	0.1359	(0.20)	0.841
INFST	-2.531	1.520	(1.66)	0.096*
GDP	5.959	1.715	(3.47)	0.001**
constant	-73.924	8.064	(9.17)	0.000
DIAGONSTIC				
R-squared	Root MSE	Wald chi2(7)	Prob > chi2	
0.9769	0.31186	1528.61	0.0000	

Table 2: Results of FDI Equation with Dummy

Variables	Coefficient	Standard Error	z- Statistics	P-value
GST.	0.143	0.0875	(1.64)	0.101
INVST.	0.1956	0.0437	(4.47)	0.000***
FD	-0.0232	0.0134	(1.73)	0.083*
TOP	0.7258	0.7780	(0.93)	0.351
TNRS	0.3704	0.2305	(1.61)	0.108
INFRST	-2.035	1.4704	(1.38)	0.166
GDP	5.7663	1.7207	(3.35)	0.001**
Dummy regime	-0.6233	0.32548	(1.92)	0.055*
Constant	-68.5029	8.2218	(8.33)	0.000***
R-squared	Root MSE	Wald chi2(7)	Prob>chi2	
0.9760	0.31787	1473.65	0.0000	

Note: significant level at 1%, 5% and 10% is shown by ***, **, * respectively

Tables 1 and 2 show that the majority of the variables follow typical patterns. When there is a one percent rise in government stability, investment, trade openness, total natural resources, and GDP, the FDI coefficient increases by .143, .1956, .7258, .3704, and 5.7663 percent, which are significant at the ten, five, and one percent levels of significance.

On the other hand, when there is a 1% rise in Financial Development and Infrastructure, our dependent variable reduces by -.0232 and -2.035 percent of the coefficient, respectively; the p-value indicates that the relationship between them is inconsequential. Because as the country's infrastructure and financial development improve, FDI inflows will grow as well. On average, democratic periods had low FDI with a coefficient of -.6233 percent, which is statistically significant.

CONCLUSION

The research ranges from 1980 to 2024. To obtain the results, an econometric approach known as two-stage least squares is applied. The model was first running without a dummy variable and subsequently with one to compare the influence of democratic and military governments. The study shows that economic growth and foreign direct investment are positively and significantly related. It promotes national development. It is recognized as a significant source of foreign money, as well as a source of management skills and innovative technology. The study's key FDI variables include GDP growth rate, human development index, infrastructure, interest rates, trade openness, financial development, and political rights such as government stability, investment, natural resources, and remittances.

The current study intends to investigate the link between FDI determinants in the long and short run, if FDI grows with higher economic growth, and whether FDI flow increases faster during democratic or military periods. The findings reveal that FDI remained lower on average throughout the democratic period than during the military regime. The results of the 2SLS model show that FDI has an influence on GDP and investment growth rates. Also, consider the other factors included in the study. The model depicts a circular and bidirectional relationship between foreign direct investment and gross domestic product.

The study found that economic growth and foreign direct investment are positively connected. The country's poor political climate has a negative yet considerable influence on government stability. The Human Development Index, infrastructure, and trade openness are all strongly positively connected with FDI. Similarly, the report examines the share of sectoral FDI in the country across several economic sectors. Foreign direct investment occurs in several economic areas, including manufacturing, commerce, finance, mining, oil refining, social services, transportation, petrochemicals, food drinks, and more. It is highly beneficial to economic growth.

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RISKS OF INNOVATION ACTIVITIES AND THEIR ASSESSMENT

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ABSTRACT

Through innovation, business growth and competitiveness are achieved; by nature, they come with risks that stem from technological, financial, market, and legal uncertainty. This study reviews the existing risk-assessment methods applied to innovation activities, states their strengths and weaknesses, and proposes a hybrid framework that is a combination of qualitative and quantitative approaches. This study also focuses on modern technologies with the potential to change the way innovation risk is represented and mitigated, such as machine learning and big data analytics. The findings indicate the importance of continuous iteration, dynamic strategies, and the application of advanced technologies to ensure the eventual career and competitiveness of innovative undertakings.

Keywords: Innovation risks, machine learning, qualitative methods, quantitative methods, risk assessment

ANOTĀCIJA

Ar inovācijām tiek panākta uzņēmējdarbības izaugsme un konkurētspēja; tās pēc būtības ir saistītas ar riskiem, kas izriet no tehnoloģiskās, finanšu, tirgus un juridiskās nenoteiktības. Šajā pētījumā tiek pārskatītas esošās inovāciju darbību risku novērtēšanas metodes, norādīti to stiprās un vājās puses, kā arī piedāvāts hibrīds modelis, kas apvieno kvalitatīvas un kvantitatīvas pieejas. Pētījumā īpaša uzmanība pievērsta mūsdienu tehnoloģijām, kurām ir potenciāls mainīt veidu, kā tiek attēloti un mazināti inovāciju riski, piemēram, mašīnmācīšanās un lielo datu analītika. Rezultāti norāda uz nepārtrauktas iterācijas, dinamisku stratēģiju un progresīvu tehnoloģiju pielietošanas nozīmi, lai nodrošinātu inovāciju projektu ilgspējīgu attīstību un konkurētspēju.

INTRODUCTION

Innovation is one of the riskiest activities for businesses, as it is inherently characterized by high levels of uncertainty and rapidly changing external environments. Successfully managing innovative projects requires the development of effective risk assessment and management strategies that can influence a company's performance and its long-term competitiveness. Innovation risks range from technological and financial to operational and market-related risks, emphasizing the need for a comprehensive approach to identifying and evaluating these threats. It is essential to integrate both qualitative and quantitative methods to create a more resilient risk management system that adapts to the uncertain and dynamic nature of innovation.

The primary objective of this paper is to analyze the existing methods for assessing the risks associated with the innovative activities of enterprises and to determine their advantages and limitations in the context of innovation projects. We will explore both traditional and modern risk assessment methods and propose an integrated approach that includes both qualitative and quantitative methods. This will enable businesses to manage risks more effectively and enhance their competitiveness in the long term.

Characteristics of innovation risks

Innovative activities entail several specific risks that can significantly impact the success of a project. Among the key risk factors are market uncertainty, technological instability, and financial and legal risks. Innovation projects are often associated with uncharted territories, making them less predictable and more susceptible to the influence of both external and internal factors.

Filko et al. (2021) highlight that growing global competition, reduced state regulation, and increasing digitalization contribute to higher levels of external and internal risks for companies engaged in innovative activities. These factors require businesses to adopt innovative risk management approaches to maintain economic security and competitive positions.

Key categories of innovation risks include:

- Technological risks: Associated with potential failures or shortcomings in new technologies.
- Financial risks: Encompass challenges related to financing innovation projects, budget overruns, and cash flow uncertainties.
- Market risks: Uncertainty about demand for new products or services.
- Legal risks: Concerns regarding intellectual property and regulatory compliance.

These risks often overlap and reinforce one another, creating complex, multi-level threats to innovation projects.

Traditional risk assessment methods

Traditional methods for assessing risks in innovation activities include the use of both qualitative and quantitative approaches that enable businesses to develop strategies for minimizing the negative impact of these risks.

Qualitative methods

Qualitative methods of risk assessment rely on expert judgment and scenario analysis. They are especially useful in the early stages of innovation projects when quantitative data may be limited or unavailable.

One of the most common qualitative methods is the expert judgment method. This approach involves consulting experts to analyze potential risks based on their knowledge and experience. It allows consideration of a wide range of factors, including political, social, and technological aspects that are difficult to quantify. Tetlock and Gardner (2016) argue that expert judgment is particularly valuable under conditions of uncertainty when quantitative data are insufficient for a full risk assessment. The use of diverse expert opinions reduces the likelihood of errors and enhances the accuracy of risk forecasts.

Another key qualitative method is scenario analysis, which allows for modeling various future developments and assessing the risks associated with each scenario. Wilkinson and Kupers (2015) note that scenario analysis is especially useful for complex projects with high levels of uncertainty, such as innovation, where standard methods may be less effective. By using this method, businesses can anticipate both positive and negative scenarios, which allows them to develop strategies for minimizing risks in each case.

Quantitative methods

Quantitative methods are essential for measuring and predicting the potential impact of risks through numerical analysis and statistical models. These methods play a critical role in the later stages of innovation projects when sufficient quantitative data become available.

One of the most popular quantitative methods is sensitivity analysis, which evaluates the impact of various factors on project outcomes. Razavi et al. (2021) emphasize that this method is particularly effective under conditions of uncertainty, as it helps identify key risks and develop

strategies for minimizing them. Sensitivity analysis allows companies to focus on the most critical parameters and develop plans to mitigate their impact.

Another powerful tool is the Monte Carlo simulation, which is used to model multiple scenarios and assess the probability of different outcomes. Senova, Tobisova, and Rozenberg (2023) show that the use of Monte Carlo simulations allows companies to predict financial and operational risks more accurately, which is especially important for innovation projects where uncertainty is a significant factor. This method accounts for a range of factors, such as economic instability and changing consumer preferences, and enables more informed decision-making based on probabilistic analysis.

Integrating qualitative and quantitative methods

Modern trends in risk management for innovation projects emphasize the integration of qualitative and quantitative methods to create more comprehensive and adaptable risk management systems. This integration enables businesses to gain a deeper understanding of the diverse risks associated with innovation and make more informed decisions under conditions of high uncertainty.

As noted by Crovini, Ossola, and Britzelmaier (2021), the integration of qualitative and quantitative methods allows for the development of more resilient and adaptive risk management systems, which is especially important for innovative enterprises. For example, combining scenario analysis with Monte Carlo simulations enables businesses to anticipate different scenarios and assess their probable outcomes, making the decision-making process more flexible and oriented toward long-term success.

Modern technologies in risk management

With the advancement of technologies such as machine learning and big data analytics, risk assessment methods have evolved significantly. These technologies enable the processing of vast amounts of data and provide more accurate predictions of potential risks and their consequences. Implementing machine learning in the risk management process allows businesses to identify hidden patterns and potential threats more effectively.

For example, machine learning algorithms can analyze historical project data and identify trends that may indicate future risks. This is particularly useful for innovation projects, where uncertainty is a significant factor. Big data analytics also allows businesses to analyze external factors, such as market changes or consumer behavior, which contributes to more proactive risk management.

Risk assessment in times of economic instability

In the context of global economic changes, businesses face additional risks related to financial and market factors. For instance, fluctuations in currency exchange rates, inflation, and market volatility can significantly impact innovation projects. These risks require the use of both traditional assessment methods and modern approaches, including predictive and modeling technologies.

An example of a risk assessment methodology for innovative enterprises

Filko et al. (2021) proposed a risk assessment methodology for high-tech enterprises that involves several stages: identifying and ranking risk factors, establishing relationships between these factors and the object of risk, and continuously monitoring key indicators. The authors emphasize that using tools such as questionnaires, interviews, and brainstorming helps create risk matrices that classify risks based on their likelihood and potential impact.

This methodology also involves the constant monitoring of significant risks, such as cash flows and liquidity ratios, which allows businesses to identify threats early and minimize their

risks. Thus, companies can manage innovation risks more effectively throughout the project's lifecycle, from development to implementation.

CONCLUSION

Risk assessment in innovation activities is a multi-faceted and critical process that demands the integration of both qualitative and quantitative methods to address the complex and unpredictable nature of innovation environments. Qualitative methods, such as expert judgment and scenario analysis, offer valuable insights into risks that are difficult to quantify, while quantitative methods, including sensitivity analysis and Monte Carlo simulations, provide data-driven assessments and predictions. The combination of these approaches allows for a more holistic risk management system that can better anticipate and respond to the volatile and uncertain challenges inherent in innovation.

The integration of modern technologies, such as machine learning and big data analytics, further enhances the capacity for businesses to predict and mitigate risks in a more accurate and timely manner. By leveraging these technologies, companies can detect emerging patterns and potential threats early, allowing for more proactive risk management strategies. Machine learning, for example, can process vast amounts of historical and real-time data, providing more nuanced risk assessments that account for dynamic market and technological shifts. This not only increases the precision of risk forecasting but also enables more adaptive and resilient decision-making processes.

Moreover, the risk assessment methodology proposed by Filko et al. (2021) offers a valuable framework for high-tech enterprises, emphasizing the importance of continuous monitoring of key risk indicators such as cash flows, debt ratios, and liquidity. Their approach underlines the necessity of early detection and continuous evaluation of risks to safeguard the economic security of innovative projects. This methodology can significantly reduce the likelihood of unforeseen threats undermining a project's success, especially in the high-risk innovation landscape. It provides a systematic approach to tracking potential risks throughout the project lifecycle, from conception to completion, ensuring that risk management is not reactive but anticipatory.

Future research directions

While this study outlines several effective methods for risk assessment in innovation activities, there are several areas where future research could further enrich the understanding and management of innovation risks. Some promising directions include:

1. Future research should explore more advanced applications of artificial intelligence, especially deep learning algorithms, in predicting innovation risks. The use of AI in real-time risk monitoring and adaptive decision-making processes could revolutionize the way enterprises handle unforeseen challenges. As machine learning techniques become more sophisticated, future studies could focus on how these technologies can enhance risk modeling by incorporating more variables and complex, non-linear relationships between factors.

2. Innovation risks are not purely technological or financial; they also involve human decision-making and organizational behavior. Future research could investigate how behavioral factors, such as cognitive biases in decision-making and risk perception, influence the success or failure of innovation projects. Understanding these psychological components could help refine qualitative risk assessment methods, making them more accurate and reflective of real-world decision-making processes.

3. While general methodologies for risk assessment are useful, future studies could develop sector-specific risk assessment models tailored to the unique challenges of different industries. For

example, the risks faced by pharmaceutical innovation projects differ significantly from those encountered in the tech industry. Developing customized models that account for industry-specific variables and risk factors would provide more precise risk management frameworks.

4. While many studies focus on the development of risk management methodologies, few provide long-term insights into their effectiveness. Future research could conduct longitudinal studies that track the impact of risk management strategies over the entire lifecycle of innovation projects. This would provide empirical evidence on the effectiveness of various risk mitigation techniques and highlight areas where improvements could be made.

5. In a rapidly globalizing world, large-scale disruptions such as pandemics, economic crises, or geopolitical tensions significantly affect innovation activities. Future research could investigate how global disruptions alter the landscape of innovation risks and how companies can adapt their risk management strategies to maintain resilience in such environments.

By addressing these research gaps, future studies can contribute to the development of more sophisticated, adaptive, and industry-specific risk assessment tools. This will ultimately strengthen the capacity of enterprises to navigate the complexities of innovation activities and ensure long-term sustainability and competitiveness.

In conclusion, successful risk management in innovation activities requires a strategic, integrated approach that combines qualitative insights with quantitative precision, enhanced by modern technological advancements. By continuously refining risk assessment techniques and exploring new methods for anticipating and mitigating risks, enterprises can build more robust innovation ecosystems capable of thriving amidst uncertainty and global competition. Future research will play a pivotal role in advancing these methodologies, ensuring that businesses are well-equipped to handle the evolving challenges of innovation.

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DEVELOPMENT OF THE GREEN ECONOMY IN KAZAKHSTAN

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ABSTRACT

The article is dedicated to the issues of Kazakhstan's transition to a "green economy." The paper examines questions of investment in renewable energy sources and the impact of these investments on sustainable development. Key areas include solar, wind, and hydrogen energy. The analysis of international experience highlights both successful examples and challenges faced by Kazakhstan. The study concludes with recommendations on the importance of international collaboration, infrastructure modernization, and supportive policies for sustainable growth.

Keywords: green economy, renewable energy, sustainable development, Kazakhstan, international experience

АННОТАЦИЯ

Статья посвящена проблемам перехода Казахстана к «зеленой экономике». В работе рассмотрены вопросы инвестирования в возобновляемые источники энергии и влияние инвестиций на устойчивое развитие. В центре внимания — использование солнечной, ветровой и водородной энергетики. Оценка международного опыта показывает успешные примеры и трудности, с которыми сталкивается страна. Сделаны выводы о важности международного сотрудничества, модернизации инфраструктуры и создания благоприятных условий для устойчивого развития.

Ключевые слова: зеленая экономика, возобновляемая энергия, устойчивое развитие, Казахстан, международный опыт

INTRODUCTION

Amid global climate challenges, transitioning to a green economy is a priority for Kazakhstan. The traditional growth model, reliant on resource use and fossil fuels, harms ecosystems and lowers quality of life. For Kazakhstan, with its economy dependent on oil, gas, and coal, a green shift involves adopting eco-friendly technologies, boosting energy efficiency, and expanding renewable energy to support sustainable development and reduce environmental impact. Achieving a harmonious integration of these elements is facilitated by the green economy—a concept that has recently attracted significant attention in Kazakhstan and around the world [1].

Kazakhstan's energy system still relies heavily on hydrocarbons. According to the World Bank, over 80% of the country's electricity is generated at coal-fired plants, making Kazakhstan one of the significant sources of carbon dioxide emissions globally [2]. Outdated infrastructure and reliance on fossil fuels hinder the shift to renewable energy. However, Kazakhstan recognizes the need to transform its energy sector and is taking steps to develop a green economy by increasing the share of renewable energy and improving energy efficiency.

BASIC THEORETICAL AND PRACTICAL PROVISION

Sustainable development is crucial for global security, closely tied to economic stability and resilience. Its main goal is to ensure long-term economic growth, social stability, and environmental balance. The green economy, a concept developed in the last two decades, is an integral part of sustainable development.

Transitioning to a green economy is a priority for Kazakhstan, which has strong potential in solar and wind energy. Developing these sectors can reduce reliance on hydrocarbons, diversify the economy, create jobs, and improve environmental health, enhancing quality of life. Currently, Kazakhstan's economy heavily depends on oil, gas, and coal. In 2023, data from the Bureau of National Statistics of the Republic of Kazakhstan indicated that the oil and gas sector contributed 16.2% to the country's GDP, a decrease of 3.3 percentage points from the previous year [3]. Kazakhstan has been actively expanding its renewable energy sector in recent years, attracting significant investments in solar, wind, and hydropower. According to the Ministry of Energy of Kazakhstan, investments in renewables reached 199.8 billion tenge in 2023, an increase of 154.9 billion over 2022. The Akmola region contributed significantly, accounting for 61% of total investments (122 billion tenge) and 72% of annual growth (111 billion tenge). [4].

In 2013, Kazakhstan launched its Green Economy Concept to transform its economy, improve quality of life, and join the world's top 30 developed countries with minimal environmental impact. After joining the Paris Agreement in 2015, Kazakhstan prioritized renewable energy, energy efficiency, and water management, aiming for European sulfur and nitrogen oxide emission levels by 2030. The UN Economic Commission for Europe recommends Kazakhstan ratify the Convention on Long-Range Transboundary Air Pollution and adopt three key protocols to further cut emissions. [5].

Kazakhstan aims to increase renewable energy to 15%. On June 10, 2024, President Kassym-Jomart Tokayev approved an updated green economy concept focused on sustainable development, greenhouse gas reduction, and economic stability. Key targets include efficient water use, organic agriculture, industrial energy efficiency, who air quality standards, and waste recycling, with green projects supported through green loans and bonds.

Kazakhstan is expanding its hydrogen sector with a focus on green hydrogen. The Svevind project in Mangystau, led by German-Swedish firms, will build 40 GW of solar and wind capacity to produce 2 million tons of green hydrogen annually, with a \$40-50 billion investment. Primarily wind-powered, the project will create jobs, boost local employment, and support energy independence. Backed by the government and set to export to Europe, construction begins in 2027, with full operations by 2032, positioning Kazakhstan as a leader in hydrogen energy.

Some countries provide valuable examples in the field of green economy that Kazakhstan can consider as it follows the path of sustainable development [6]. Germany's "Energiewende" program, focused on solar, wind, and green hydrogen, suggests Kazakhstan could attract investment and create jobs with a hydrogen-based strategy. Denmark's success in wind energy shows Kazakhstan's potential for offshore wind in the Caspian Sea. However, challenges like limited investment, technology gaps, weak infrastructure, and low public awareness hinder progress. Overcoming these through international partnerships, infrastructure investment, and education is essential to advancing Kazakhstan's green economy and raising public awareness of its benefits.

RESEARCH RESULTS AND THEIR EVALUATION

Renewable Energy Sources (RES) Power Generation and Share in Total Electricity Generation in Kazakhstan (2019-2023) is presented in the form of table:

Table 1.

RES Power Generation and Share in Total Electricity Generation in Kazakhstan (2019-2023)

	RES power generation volume, mln kWh	Share of RES generated electricity in the total volume of electricity generation, %
2019	2400,74	2,3
2020	3245,1	3
2021	4220,29	3,69
2022	5110	4,53
2023	6675,5	5,92

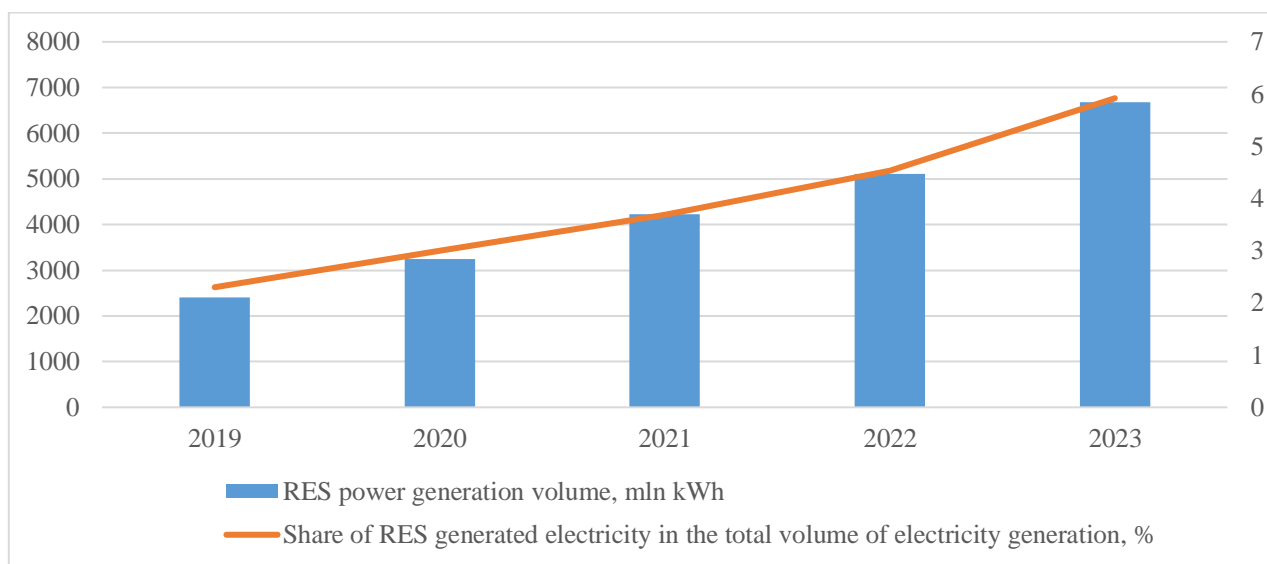


Figure 1. Growth in Renewable Energy Sources (RES) Power Generation and Its Share in Total Electricity Generation in Kazakhstan (2019-2023)

Data shows Kazakhstan's notable growth in renewable energy from 2019 to 2023, with RES power generation nearly tripling from 2,400.74 million kWh to 6,675.5 million kWh, raising its share in total electricity from 2.3% to 5.92%. This increase demonstrates a shift toward renewables, supported by government efforts to reduce fossil fuel dependency and advance green economy goals. Despite progress, the share of renewables remains low compared to global leaders, indicating the need for Kazakhstan to accelerate efforts and potentially enhance policies to meet its energy and environmental targets. Further growth in renewables could elevate Kazakhstan's role in sustainable energy and global carbon reduction.

CONCLUSION

In conclusion, transitioning to a green economy is essential for sustainable development, balancing growth with environmental protection. Kazakhstan has taken key steps by investing in renewables to reduce fossil fuel dependence, cutting emissions, and creating jobs. The hydrogen sector, highlighted by the Svevind project, calls for strong government and private sector collaboration.

A green economy not only addresses environmental challenges but also strengthens long-term economic resilience. With ongoing support, partnerships, and strategic investments,

Kazakhstan is positioned to become a leader in sustainable energy, contributing to global carbon reduction and building a resilient green economy.

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GREEN FINANCE: ATTRACTING INVESTMENTS IN SUSTAINABLE PROJECTS

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ABSTRACT

The article considers the concept of green finance as a key tool for attracting investments in sustainable projects that promote ecology and sustainable development. The article discusses in detail the main components of green finance, including green bonds, sustainable credit programs and investment funds. The environmental, economic and social benefits of this approach are also considered, as well as mechanisms for attracting investment, including government regulation and partnerships. Special attention is paid to current trends in the market, such as the growth of green finance and the interest of private investors. The article highlights the importance of integrating sustainable practices into financial strategies to achieve global environmental goals.

Keywords: Green finance, sustainable projects, green bonds, investment funds, ecology, sustainable development, ESG, regulation, partnerships, renewable energy sources, economic benefits

АННОТАЦИЯ

Статья рассматривает концепцию зеленого финансирования как ключевого инструмента для привлечения инвестиций в устойчивые проекты, способствующие экологии и устойчивому развитию. В статье подробно обсуждаются основные компоненты зеленого финансирования, включая зеленые облигации, устойчивые кредитные программы и инвестиционные фонды. Также рассматриваются экологические, экономические и социальные преимущества этого подхода, а также механизмы привлечения инвестиций, включая государственное регулирование и партнерства. Особое внимание уделяется текущим трендам на рынке, таким как рост объемов зеленого финансирования и интерес частных инвесторов. Статья подчеркивает важность интеграции устойчивых практик в финансовые стратегии для достижения глобальных целей в области экологии.

Ключевые слова: Зеленое финансирование, устойчивые проекты, зеленые облигации, инвестиционные фонды, экология, устойчивое развитие, ESG, регуляция, партнерства, возобновляемые источники энергии, экономические выгоды

INTRODUCTION

In the face of global environmental challenges such as climate change, loss of biodiversity and environmental pollution, green finance is becoming a key tool for achieving sustainable development. It includes various financial mechanisms aimed at supporting projects that promote environmental sustainability. In recent decades, the public and government agencies have realized that traditional financing methods are insufficient to solve complex environmental problems.

Green finance not only helps to mobilize resources for sustainable projects, but also changes the approach to investment, focusing on long-term benefits and social responsibility. As the world strives to achieve the Sustainable Development Goals (SDGs) UN, the importance of green investments is increasing. In 2022, experts predicted that green finance could reach trillions of dollars by 2030, underscoring the need for increased efforts from both the public and private sectors.

BASIC THEORETICAL PROVISION

1. The concept of green finance

Green finance covers a wide range of financial instruments and methods aimed at supporting environmentally sustainable projects. It has become an important part of the global financial landscape and has a significant impact on the development of green technologies and practices.

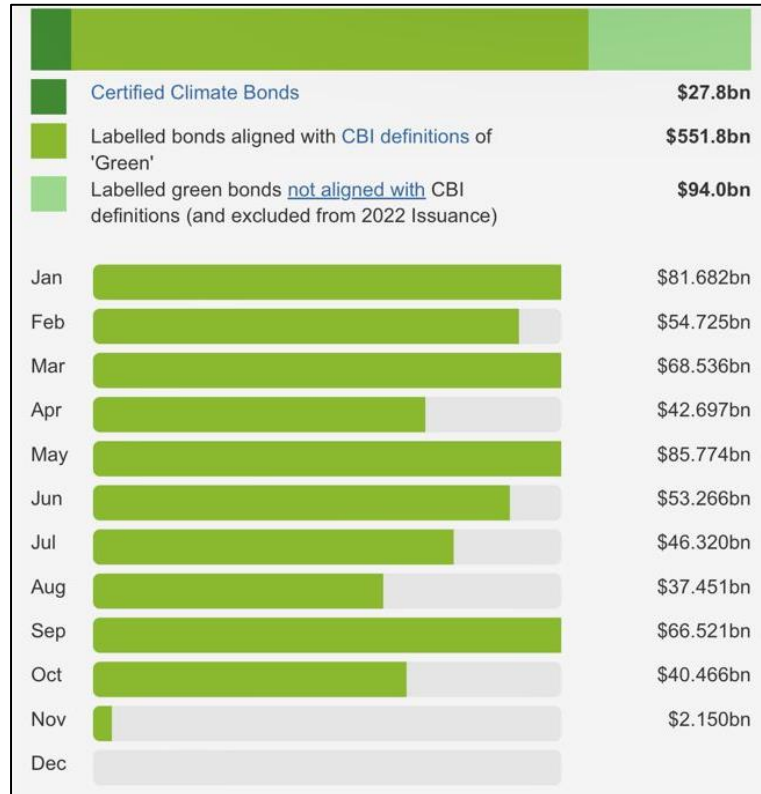


Figure 1: Green bonds market 2024, research results [1]

1.1. The main components

1. Green bonds: These are debt instruments, the proceeds from the sale of which are used exclusively to finance environmentally friendly projects. According to the Climate Bonds Initiative, by 2023, the total volume of green bonds issued has reached more than \$1 trillion. Countries such as France and the Netherlands are actively developing this market, offering attractive conditions for issuers and investors.

2. Sustainable credit programs: Banks and financial institutions offer loans on more favorable terms for projects that meet sustainability criteria. These programs are often accompanied by an assessment of the borrower's environmental impact. For example, Triodos Bank in the Netherlands provides loans only to projects that meet strict environmental criteria.

3. Investment Funds: Many funds focus on sustainable investment, seeking to generate income through investments in companies with high ESG standards. By 2023, the volume of assets managed by funds with ESG strategies exceeded \$40 trillion. For example, BlackRock is actively developing its sustainable investment funds, emphasizing environmental and social aspects. [2]

Classification of green projects

Green projects can be classified into various categories, including:

- Renewable energy sources: Solar and wind power plants, biomass production projects. For example, solar energy accounted for 60% of all new capacity in the world in 2022, highlighting the growing interest in this area.

- Energy-efficient technologies: Smart grids, waste disposal systems, improved building materials. The use of such technologies can reduce energy consumption by 30-50% in new and existing buildings.

- Sustainable agriculture: Projects aimed at reducing the environmental impact of agriculture, such as organic farming. It is believed that switching to organic farming can reduce the use of pesticides by 90%.

- Protection of ecosystems: Forest restoration and biodiversity conservation programs. Scientists claim that restoring natural ecosystems can reduce carbon emissions by 1.1 billion tons per year.

2. The importance of green finance

Green finance has important economic, environmental and social implications.

Environmental benefits

According to a report by the Intergovernmental Panel on Climate Change (IPCC), in order to limit global warming, it is necessary to reduce carbon dioxide emissions by 45% by 2030. Investments in green projects play a crucial role in achieving this goal. In 2022, about 80% of the world's new energy capacity was based on renewable sources. This indicates that the transition to clean energy sources has already become a reality.

Economic benefits

Research shows that companies that implement sustainable practices can earn higher returns. According to McKinsey, such companies demonstrate 20% higher financial results compared to their less stable competitors. Moreover, investments in sustainable infrastructure could create up to 85 million jobs worldwide by 2030. [3] This transformation also contributes to improving the competitiveness of national economies.

Social aspects

Green finance contributes to improving the quality of life by providing access to clean water, air and sustainable energy. It also supports social justice by funding projects aimed at helping vulnerable groups. For example, programs to provide solar panels in remote regions help not only improve access to energy, but also contribute to the economic development of these communities.

3. Mechanisms for attracting investments

Various mechanisms are used to effectively attract investments in sustainable projects.

3.1. Regulation and Policy

Government initiatives play a key role in the development of green finance. Countries such as Germany and Canada are introducing mandatory quotas for the use of renewable energy sources and offering tax incentives to investors. Examples of successful programs include:

- Green Climate Fund: A mechanism created to support countries in the transition to sustainable economies, with a budget of more than \$10 billion. [4] It helps developing countries implement sustainable development projects.

- Green loans in China, which offer low interest rates for environmentally friendly projects. These loans have become the main instrument for financing projects in the field of renewable energy and environmental protection. [5]

3.2. Transparency and accountability

Investors demand increased transparency and accountability from companies regarding their environmental impact. ESG standards are becoming mandatory for many companies, as they help to assess their sustainability. For example, the MSCI ESG Ratings index evaluates companies on a scale from AAA to CCC, which allows investors to make informed decisions. An important

step was the introduction of international reporting standards such as GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board).

3.3. Partnerships

International cooperation and partnerships between the public and private sectors contribute to attracting investment. For example, the Sustainable Energy for All (SE4ALL) initiative brings together government, business and civic organizations to ensure access to sustainable energy for all. These partnerships allow for the effective sharing of resources and knowledge, as well as the development of joint projects that can significantly accelerate the transition to sustainable practices.

4. Current market trends

Increasing the volume of green financing

The green finance market is showing steady growth. In 2023, the volume of green bonds amounted to more than \$ 600 billion, which is 20% more than the previous year. This market is expected to reach \$1 trillion by 2025. Growing interest from institutional investors such as pension funds and insurance companies is also contributing to this growth. [6]

Increased interest from private investors

Private investors are becoming more and more active participants in green financing. According to an MSCI survey, 75% of investors now take environmental factors into account when making investment decisions, and demand for sustainable investments is growing. Platforms such as Robinhood and Wealthsimple provide private investors with access to sustainable investment funds, which contributes to the democratization of this market segment.

Technological innovations

Technological advances such as blockchain can significantly improve the transparency and efficiency of green finance. The use of blockchain technologies allows you to track the origin of green bonds and carbon credits, which helps to increase investor confidence. There are also new crowdfunding and crowdinvesting platforms that allow small projects to receive funding directly from private investors. [7] [8]

RECOMMENDATIONS

- Development of the legal framework: States should develop and implement clear legislative norms and regulations that promote the development of green finance. This includes tax incentives for investors, the creation of green bonds and maintaining transparency in reporting.
- Increasing educational programs: Educational institutions and organizations should develop training programs in the field of sustainable finance and ecology. This will increase the awareness of both investors and entrepreneurs about the possibilities of green financing.
- Stimulating private investment: Private investors should be involved in the process through crowdfunding platforms and initiatives for collective investment in sustainable projects. The participation of private investors can significantly increase the volume of financing. [9]
- Partnership between sectors: Partnerships between public, private and non-governmental sectors should be developed to coordinate efforts in the field of green finance. This will help to combine resources and knowledge for more effective implementation of sustainable projects.

CONCLUSION

Green finance is an important mechanism for achieving sustainable development and solving global environmental problems such as climate change, environmental pollution and loss of biodiversity. Investing in sustainable projects not only improves the environmental situation, but also opens up new opportunities for economic growth, job creation and improving the quality of life of the population.

Given the growing interest in environmental and sustainable development issues, green finance is becoming increasingly relevant. However, in order to realize its potential, it is necessary to overcome a number of obstacles. The most important of them are the lack of awareness among investors about the possibilities of green financing, the lack of transparency in the reporting of companies, as well as the need for clear legislative initiatives that contribute to the development of this market.

The implementation of the proposed recommendations, such as the development of a legal framework, educational programs and partnerships between sectors, will help create a more sustainable ecosystem to attract investment in green projects. [10] Governments, financial institutions and businesses must work together to develop effective mechanisms that promote green finance. For example, the creation of crowdfunding platforms can enable small projects to raise funds directly from private investors, which will provide access to capital and support innovation.

Moreover, monitoring and assessment of the environmental impact of ongoing projects will help to increase investor confidence and ensure transparency in the use of funds. This, in turn, will increase the chances of success of green initiatives and increase their attractiveness to a wider range of investors. It must be remembered that sustainable development requires an integrated approach. This is not only a matter of financial investments, but also changes in lifestyle, consumption and production. Investing in sustainable projects is a step towards the formation of a new paradigm where environmental, social and economic interests are integrated into a single strategy.

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DIGITALIZĀCIJAS PROCESA ĪPATNĪBAS MAZĀ BIZNESA SEKTORA UZŅĒMUMOS

Anastasija Ožovane

Latvija

Baltijas Starptautiskā akadēmija

“Starptautiskās finanses un ekonomika” programma

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ANOTĀCIJA

Mazie uzņēmumi saskaras ar problēmām procesu digitalizācijā tajos, jo viņiem trūkst informēšanas par digitalizācijas priekšrocībām un finanšu iespējām procesu digitalizācijai. Līdz ar to pamatojoties uz aptaujas rezultātiem, ir nepieciešams izpētīt mazo uzņēmumu vadītāju informēšanu par digitalizācijas priekšrocībām un finanšu iespējām procesu digitalizācijai un sagatavotību tai. Tādējādi mazo uzņēmumu procesu digitalizāciju veicinās tehniskās iespējas, organizatoriskās struktūras mijiedarbība, personāla kultūra un drošība un privātums. Līdz ar to ir nepieciešams uzņēmumā noteikt skaidras stratēģijas un plāna izstrādi, ieguldījumus pareizajās tehnoloģijās un rīkos, inovāciju un kultūras veidošanu, procesu pastāvīgu izvērtēšanu un uzlabošanu.

Atslēgvārdi: digitālā ekonomika, procesu digitalizācija, digitālā transformācija, mazie uzņēmumi

ABSTRACT

Small companies face problems in the digitalization of processes in them, because they lack information about the advantages of digitalization and the financial possibilities for digitalization of processes. Therefore, based on the results of the survey, it is necessary to investigate informing small business managers about the advantages of digitization and financial possibilities for process digitalization and preparation for it. Thus, digitalization of small business processes will be facilitated by technical capabilities, interplay of organizational structure, staff culture, and security and privacy. Therefore, it is necessary to determine the development of a clear strategy and plan in the company, investment in the right technologies and tools, creation of innovation and culture, constant evaluation and improvement of processes.

Keywords: digital economy, digitalization of processes, digital transformation, small companies

IEVADS. INTRODUCTION

Pētījuma aktualitāte. Digitalizācija ir process, kurā privātpersonas, uzņēmumi un dažādas organizācijas izmanto digitālos rīkus, lai uzlabotu sava darba ātrumu, efektivitāti un vērtību. Digitalizācija ir īpaši aktuāla uzņēmējdarbībai, jo tā ietaupa laiku un rada jaunas izaugsmes iespējas [7]. Digitalizācija ir modernākā un visaptverošākā 21. gadsimta parādība, kas skārusi visas cilvēka dzīves sfēras. Digitalizācijas un tās digitālie rīki var radīt lielas pārmaiņas mazajiem uzņēmumiem, jo tā var ietaupīt laiku, veicot uzņēmējdarbību, samazināt kļūdas un izmaksas, nodrošina attālinātu darbu, kā rezultātā, uzņēmumiem palielināsies laika ietilpība, darba elastība un mērogojamība, kas palielinās konkurenci un attīstību [11].

Pētījuma problēma. Latvijas mazo uzņēmumu (MU) vidē ir identificēti vairāki galvenie izaicinājumi, kas saistīti ar digitālo tehnoloģiju (DT) izmantošanu. Šie izaicinājumi būtiski ietekmē klientu apkalpošanas, pārdošanas un ražošanas procesus. Daudzi uzņēmēji saskaras ar prasmju un motivācijas trūkumu, lai investētu digitālajās tehnoloģijās. Turklāt privātais sektors maz iegulda pētniecībā un attīstībā, kas kavē inovācijas. Uzņēmējdarbības sadrumstalotība un mērķtiecības trūkums apgrūtina digitalizācijas procesu efektīvu īstenošanu. Tas nozīmē, ka daudzi uzņēmumi

nespēj pilnībā izmantot digitālās tehnoloģijas savā darbībā. Turklāt apmācības trūkums darbavietā un augsts nodokļu slogs veicina inovāciju trūkumu un ierobežo uzņēmumu spēju pielāgoties digitalizācijas prasībām mūsdienu tirgū. Tas viss kopā rada problēmas, kas kavē mazo uzņēmumu attīstību un konkurētspēju.

Pētījuma mērķis ir identificēt uzņēmēju informētības līmeni par digitalizāciju, tās procesiem, digitalizācijas plusiem un mīnusiem, uzņēmēju gatavību ieviest digitālās tehnoloģijas uzņēmējdarbības procesos, iespējamo digitalizācijas finansējumu.

Izmantojamās pētījuma metodes. Empīriskā, grupēšanas, vispārināšanas, sistematizācijas, sintēzes, indukcijas un dedukcijas, monogrāfiskā, abstrahēšanas, anketēšanas u.c. metodes.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Digitalizācija izmanto DT, lai mainītu iekšējos biznesa procesus un radītu jaunas peļņas un vērtības radīšanas iespējas. Tas ietver esošās analogās informācijas pārveidošanu digitālos formātos un noteiktus procesus, kurus uzņēmumi var veikt efektīvāk, izmantojot jaunākās tehnoloģijas un rīkus.

Digitalo tehnoloģiju izmantošana ir nepieciešama jebkuram biznesam, kas darbojas mūsdienu konkurences apstākļos, pirmkārt, lai ietaupītu laiku un izvairītos no nevajadzīgām izmaksām. Digitalizācija ir nepieciešama, lai optimizētu tiešsaistes darbības [4].

Digitalizācija nenozīmē tikai pāreju bez papīra un datoru izmantošanu datu ierakstīšanai – tā ir tikai neliela daļa no digitalizācijas procesa. Digitalizācija pilnībā aptver veselu procesu tīklu, kas izmanto digitālos datus, lai racionalizētu tādus uzdevumus kā rēķinu izrakstīšana, grāmatvedības un krājumu pārvaldība, patērētāju piesaiste un pārvaldība u.c., izmantojot tehnoloģiju [9].

Populārs un veiksmīgs digitalizācijas piemērs ir Netflix, kas savu darbību sāka kā DVD nomas uzņēmums. Netflix ir spējis izmantot jaunākās tehnoloģijas, piesaistīt datus un digitalizēt video, lai radītu unikālu vērtību tiešsaistes filmu straumēšanai. Šobrīd Netflix ir nozares gigants, kas 2023. gadā guva 33,7 miljardus dolāru, kas ir par 6,6% vairāk nekā 2022.gadā, 14 miljardi dolāru tika gūti Ziemeļamerikā, tīrie ienākumi 2023. gadā bija 5,4 miljardi ASV dolāru, kas ir par 20,4% vairāk nekā iepriekšējā gadā. 2023. gadā Netflix visā pasaulē bija 238,3 miljoni abonentu [1].

Dažādas kategorijas, t.s. mazie uzņēmumi, izmanto dažādu digitalizācijas procesu veidus. Viens uzņēmums varētu vēlēties pāriet uz digitālo sistēmu, lai pilnībā pārveidotu savu krājumu pārvaldības sistēmu, savukārt cits uzņēmums varētu vēlēties pāriet uz digitālo sistēmu, lai uzlabotu klientu pārvaldību utt.[10].

Digitalizācijas procesu veidus uzņēmumā var iedalīt grupās, kuras ir apkopotas 1.tabulā.

1.tabula. Digitalizācijas procesu veidus uzņēmumā

Digitalizācijas procesu veidi uzņēmumā	Piemēri
1.Produktu un pakalpojumu digitalizācija uzņēmumā [5]	Svītrkoda vai QR koda pievienošana produktiem. Iespējas klientiem norēķināties par precēm aplikācijā. Centrālā digitālā datubāze ar ierakstiem par klientiem POS sistēma u.c.
2.Iekšējo procesu digitalizācija uzņēmumā [11]	Krājumu pārvaldība. Digitālā grāmatvedība (e-rēķini, e-maksājumu uzdevumi utt.)
3.Mijiedarbības ar klientiem digitalizācija uzņēmumā [2]	Klientu attiecību pārvaldības programmatūra CRM ļauj reģistrēt katru mijiedarbību ar klientu. Piekļuve šai vēsturei ļauj pielāgot savu klientu pieredzi, lai nodrošinātu

	personalizētu pieredzi. CRM arī apkopo un analizē klientu datus, ko var izmantot, lai izstrādātu efektīvākas klientu apkalpošanas stratēģijas.
4. Piegādes ķēdes digitalizācija uzņēmumā [6]	Digitālās tehnoloģijas piegādes ķēdē var ieviest vairākos veidos: krājumu pārvaldības programmatūras izmantošana; pieprasījuma prognozēšanas programmatūras izmantošana; pēdējās jūdzes piegādes programmatūras izmantošana; noliktavas pēc pieprasījuma izmantošana.

Produktu un pakalpojumu digitalizācija uzņēmumā var palīdzēt attīstīt uzņēmumu, ja tas pārdod preces vai pakalpojumus. Piemēram, tas var vienkāršot preču izsekošanu un pārvaldību un izveidot digitālas piegādes ķēdes, kas ļauj ievākt precīzus datus katrā posmā. Pateicoties uzņēmuma rīcībā esošajiem datiem, viņš var savlaicīgi noteikt tendences, šķēršļus, kļūdas un neefektivitāti un ātrāk atrast risinājumus [5] (skat. 1. tab.).

Iekšējo procesu digitalizācija uzņēmumā ir nepieciešama ja uzņēmums pārdod preces, savus iekšējos procesus var digitalizēt dažādos veidos, jo krājumu pārvaldība var sagādāt lielas galvassāpes, it īpaši, ja to darāt manuāli. Uzņēmums varēs apkopot precīzus datus par uzglabātajām precēm, identificēt bojātās un nosūtīt iepakotas preces nosūtīšanai. Var arī vienkāršot grāmatvedības procesu izrakstot digitālus rēķinus papīra rēķinu vietā, jo digitālajiem rēķiniem nav nepieciešams papīrs, tāpēc tie ir videi draudzīgi un vieglāk apskatāmi un apstrādājami, būs mazāk kļūdu un neaizņem daudz vietas. E-rēķinu izrakstīšanas un inventarizācijas sistēmas var tieši sazināties viena ar otru, ļaujot krājumus pārvaldīt bez vienaudžu iejaukšanās. Rēķins tiek izņemts no inventāra darba procesā. Visbeidzot, grāmatvedības programmatūra var vienkāršot uzņēmuma finanšu pārskatu sagatavošanu. Pateicoties digitalizācijai, var reģistrēt darījumus, veikt ierakstus un veikt galīgo analīzi tikai ar dažiem klikšķiem savā klēpj datorā [12] (skat. 1. tab.).

Mijiedarbības ar klientiem digitalizācija uzņēmumā. Klientu pieredze ir tikpat svarīga kā uzņēmuma piedāvātie produkti vai pakalpojumi. Tas pastiprina domu, ka klientu apmierinātība ir ārkārtīgi svarīga. Līdz ar to uzņēmumiem jāpieliek visas pūles, lai nodrošinātu, ka to mijiedarbība ar klientiem ir pozitīva un jēgpilna. Digitalizācija ļauj to sasniegt visā uzņēmumā, optimizējot katru kontaktpunktu starp uzņēmumu un klientiem, izmantojot digitālās tehnoloģijas [2] (skat. 1. tab.).

Piegādes ķēdes digitalizācija uzņēmumā. Manuāla piegādes ķēžu pārvaldība ir sarežģīts uzdevums. Piegādes ķēdes bieži ir sarežģītas, ar atkarībām un mainīgumu, kas padara tās grūti pārvaldāmas. Par laimi, nesenie sasniegumi piegādes ķēdes pārvaldības tehnoloģijā ir padarījuši šo procesu daudz vienkāršāku [6] (skat. 1. tab.).

PĒTĪJUMA REZULTĀTI, NOVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Lai noskaidrotu mazā biznesa uzņēmumu sagatavotību digitalizācijas ieviešanai darba autore veica aptauju. Aptaujas mērķis bija izprast, kā mazajiem uzņēmumiem veicas ar digitalizāciju, identificēt galvenos šķēršļus un izaicinājumus, kā arī noskaidrot uzņēmēju attieksmi pret digitālajām inovācijām un to ieviešanu savos procesos.

Aptaujā piedalījās 112 respondenti, no kuriem 61 bija vīrieši un 51 sievietes, ar vidējo vecumu 44 gadi. Respondenti galvenokārt pārstāv uzņēmumus ar augstāko profesionālo izglītību (49.1%) un sabiedrības ar ierobežotu atbildību (58%). Lielākā daļa uzņēmumu darbojas tirgū 5-10 gadus (33%) vai 10 gadus un vairāk (38.4%).

Lielākā daļa respondentu (64.3%) daļēji saprot jēdzienu "uzņēmējdarbības digitalizācija", taču tikai 9.8% pilnībā apzinās tā nozīmi. Tas liecina par zemu izpratni par digitalizācijas būtību. 92.9% respondentu atzīmēja, ka viņu uzņēmumos digitalizācijas procesi nav uzsākti, kas norāda

uz nopietnām problēmām šajā jomā. Aptauja parādīja, ka 99% respondentu uzskata, ka ir grūti iegūt Eiropas Savienības finansējumu digitālās tehnoloģijas ieviešanai, norādot uz lielo birokrātiju un sarežģīto procesu.

Galvenie šķēršļi digitalizācijas ieviešanai ir nepietiekamas zināšanas (23.4%), neskaidrība par efektivitāti (26.6%) un tehniskas grūtības (21.2%).

Darba autores mazo uzņēmumu Latvijā aptaujas rezultāti liecina, ka ir mazo uzņēmumu biznesa digitalizācijas plusi un mīnusi. Mazo uzņēmumu biznesa digitalizācijas plusi ir apkopoti 2.tabulā.

2.tabula. Mazo uzņēmumu biznesa digitalizācijas plusi [8]

Plusi	
Ietaupa laiku	samazinot vai atceļot laikietilpīgos manuālās datu ievades procesus
Palielina biznesa veiklību	paredzot problēmas un plānojot tās atrisināt
Darba procesu optimizēšana	automatizējot procesus un samazinot vai likvidējot neefektīvu personāla darbu
Atvieglo uz datiem balstītu lēmumu pieņemšanu	identificējot modeļus un proaktīvi novēršot iespējamās problēmas
Samazina kļūdu skaitu	automatizējot procesus, kuros var rasties cilvēku kļūdas
Būs paaugstināta efektivitāte	maksimāli izmantojot pieejamos resursus
Samazina darbības izmaksas	samazinot cilvēku darbaspēka izmaksas manuālajiem procesiem
Paaugstina produktivitāte	uzlabojot indivīdu un komandu sniegumu
Klientu pieredzes un iesaistes uzlabošana	integrējot digitālos rīkus un stratēģijas klientu procesos
Palielina datu analīzes efektivitāti	uzlabojot datu vākšanu un uzglabāšanu, kā arī sniedzot informāciju uzņēmuma lēmumu pieņemšanai
Nodrošina vieglu automatizāciju	radot ierobežotas manuālas iejaukšanās kultūru darbietilpīgās vai atkārtotās darbībās
Nodrošina ātru lēmumu pieņemšanu	novērtējot un atkārtoti definējot esošos procesus, vienlaikus pārbaudot jaunus
Palielina ieņēmumus	veidojot progresīvas pārdošanas un mārketinga sistēmas, ko nodrošina veikspēja un uz datiem balstīta automatizācija

Mazo uzņēmumu biznesa digitalizācijas plusi ir laika ietaupīšana, darba procesu optimizēšana, viegla lēmumu pieņemšana, kļūdu skaita samazināšana, darba izmaksu samazināšana utt. [8] (skat.2.tab.).

Mazo uzņēmumu biznesa digitalizācijas mīnusi ir apkopoti 3.tabulā.

3.tabula. Mazo uzņēmumu biznesa digitalizācijas mīnusi [8]

Mīnusi	
Tehniskas problēmas	saistītas ar kvalificēta personāla trūkuma un nepieciešamību darbiniekiem ar pietiekamu pieredzi jauno tehnoloģiju ieviešanā
Organizatoriskas problēmas	saistītas ar sadrumstalotu lēmumu pieņemšanu, iesakņojušos mantoto sistēmu un izvairīšanos no riska

Kultūras problēmas	kas izteiktas darbinieku un vadības pretestībā pārejai uz digitālajām sistēmām un procesiem
Drošības un privātuma problēmas	saistībā ar datu noteikumu ievērošanu, ļaunprātīgu kiberuzbrukumu draudiem un kiberdrošības infrastruktūras izmaksām

Mazo uzņēmumu biznesa digitalizācijas mīnusi saistīti ar tehniskām, organizatoriskajām, kultūras un drošības un privātuma problēmām [8] (skat.3.tab.).

SECINĀJUMI UN PRIEKŠLIKUMI. CONCLUSION

Aptaujas rezultāti skaidri liecina par to, ka Latvijas mazo uzņēmumu gatavība digitalizācijai ir ļoti zema. Lielākā daļa uzņēmēju nav informēti par digitalizācijas priekšrocībām un iespējām, kā arī saskaras ar būtiskiem šķēršļiem, kas kavē šo procesu. Nepietiekama izpratne, finansējuma trūkums un darbinieku motivācijas trūkums ir galvenie faktori, kas ietekmē digitalizācijas ieviešanu. Lai uzlabotu situāciju, nepieciešama plaša informācijas kampaņa par digitalizācijas ieguvumiem un valsts atbalsta iespējām mazajiem uzņēmumiem.

Digitālā transformācija var mainīt biznesa procesus, radot jaunas iespējas un potenciālu. Šī ir daļa no lielākas digitālās transformācijas iniciatīvas, kas pārvērš organizācijas par pilnībā digitāliem uzņēmumiem. Ar jaunām tehnoloģijām un rīkiem, kas vienkāršo un racionalizē darbības, biznesa digitalizācija var radīt transformējošas pārmaiņas. Digitalizācija var novērst dažas manuāla darba izmaksas, kļūdas un neefektivitāti, ļaujot darbiniekiem koncentrēties uz procesiem, kuros nepieciešama cilvēka iejaukšanās. Ienesīgs bizness gudri izmantos jaunākās tehnoloģijas. Pretējā gadījumā pastāv risks, ka to pārvietos tie, kuri ir ātrāki ar digitālajiem risinājumiem, jo digitālā transformācijas progress ir neizbēgams.

Lai digitalizētu biznesa procesus uzņēmumā ir nepieciešams noteikt skaidras stratēģijas un plāna izstrādi, ieguldījumus pareizajās tehnoloģijās un rīkos, inovāciju un kultūras veidošanu, procesu pastāvīgu izvērtēšanu un uzlabošanu.

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ECONOMIC CONSIDERATION OF CORRECTION OF THE INTEGRAL ASSESSMENT OF THE QUALITY OF GAMIFIED IMAGE

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ANOTĀCIJA

Šis pētījums izskata modelēšanas pieejas, lai novērtētu gamificēto attēlu kvalitāti, pievēršot uzmanību tehniskajai kvalitātei, lietotāju motivācijai un ekonomiskajai efektivitātei. Gamificēto attēlu pieaugošā nozīme lietotāju iesaistes veicināšanā un biznesa rezultātu sasniegšanā uzsvēr to svarīgumu. Rakstā tiek uzsvērta nepieciešamība pēc visaptverošas sistēmas, kas apvieno tehniskos, psiholoģiskos un ekonomiskos faktorus. Tiek piedāvāts integrēts matemātiskais modelis, lai nodrošinātu līdzsvarotu attēlu kvalitātes novērtējumu.

Atslēgvārdi: Motivācijas faktori, fraktāļu analīze, Beijesa analīze, statistiskās metodes; ekonomiskā modelēšana

ABSTRACT

This study examines modeling approaches for evaluating the quality of gamified images, focusing on technical quality, user motivation, and economic efficiency. The growing role of gamified images in enhancing user engagement and achieving business outcomes underscores their importance. The paper emphasizes the need for a comprehensive system that integrates technical, psychological, and economic factors. An integrated mathematical model is proposed for a balanced assessment of image quality.

Keywords: motivational factors, fractal analysis, Bayesian analysis, statistical methods; economic modeling

IEVADS. INTRODUCTION

The research problem considered in this paper is the economic assessment of the effectiveness of gamified images in increasing user engagement and achieving business results. The relevance of the economic consideration of the correction of the integral assessment of the quality of gamified images is due to the growing role of digital content in modern economies, where the quality of visual materials directly affects the competitiveness of products. In practice, the issue raised has become particularly relevant due to the growing implementation of gamification on digital platforms and the increased demand for user-oriented, interactive content. In light of increased competition and growing expectations for engaging and effective digital experiences, it is necessary to assess the technical quality, motivational impact and economic efficiency of gamified images for various stakeholders, including businesses, developers and end users [1].

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

In a generalized scientific exchange, gamification is the integration of game elements into various aspects of non-game processes, such as training, marketing, management, or content creation, in order to increase user engagement and motivation [2]. In the above context, gamified images become a powerful tool for interacting with users, as they are able to attract attention,

increase interest, and stimulate activity. However, assessing the quality of such images requires a comprehensive approach that takes into account not only technical characteristics, but also economic and psychological factors [3]. Table 1. presents the main modern concepts used to assess the effectiveness of gamified images, and also describes key methods and approaches that allow for a comprehensive assessment of content quality.

Table 1: Basic theoretical concepts and methods for evaluating the effectiveness of gamified images

Theoretical question	Concept	Problems	Advantages	Main aspects of application in image quality assessment
Gamification and its impact on user interaction	Gamification theory	Identifying the optimal gamified elements that best increase user engagement.	Increasing user engagement, motivation, and activity through gaming elements.	Identifying gamification elements (e.g., rewards, levels, feedback) to evaluate how they impact engagement with images, allowing for more effective content for businesses.
Technical quality of gamified images	Image quality theory	Determining objective image quality criteria, such as clarity, color reproduction, contrast.	Determining precise parameters for assessing image quality from a technical point of view.	Using objective quality assessment methods, such as fractal dimension analysis, clarity, colors, and contrast, to assess the technical quality of an image and its impact on user perception and interaction.
Motivational impact of gamification on users	Motivation theory	Assessing how gamification affects user motivation and their desire to interact with content.	Increasing user interest and motivation, which encourages them to more actively interact with content.	Assessing the effectiveness of motivational strategies (e.g., intrinsic and extrinsic rewards, goal achievement) through gamified elements that promote greater interaction with images, improving overall user engagement.
Cost-effectiveness of gamified images	ROI (Return on Investment) Modeling	Determining the ratio between the costs of creating content and the profits received from its use.	The ability to assess the economic feasibility of investments in content, determine which images bring the greatest benefit.	ROI calculation for images: comparing the costs of their creation and the profits from using the content, which allows you to draw conclusions about the effectiveness of investments in gamification and helps identify images with the greatest economic effect.
Integration of technical, psychological and economic factors	Systems approach	The difficulty in combining different aspects (technical, psychological, economic) into a single assessment.	A comprehensive approach allows for a holistic assessment of the effectiveness of images from various aspects.	Using integrated assessment models that include technical, psychological, and economic factors, allowing for a complete assessment of image quality and identifying their impact on users and business processes.
Evaluating effectiveness through ROI (return on investment)	Investment Evaluation Models	Defining accurate economic metrics to effectively assess the	Assessing the effectiveness of costs and benefits allows you to understand	Analyzing the costs of creating gamified images and their impact on business results allows us to assess how effective investments in content are. Modeling economic results allows us to draw

		performance of content investments.	which investments are most profitable for the business.	conclusions about the feasibility of further investments.
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The table 1 is made by the author on the basis of works [1-11]

Thus, from the results of the theoretical analysis, which are presented in Table 1. it follows that the assessment of the effectiveness of gamified images should take into account three main components: technical, psychological and economic factors.

According to [3], effective management of costs for improving the quality of gamified images allows you to achieve an optimal ratio between investments and results, which is especially important for developers and companies working in the field of media, education and marketing, where gamification is a key tool for attracting an audience. The above aspects should be integrated into a single assessment model [4]. For example, within the framework of gamification theory, it is important to consider how gamified elements affect user interaction with content, which directly affects their motivation and activity, which allows you to create more effective content strategies, focusing on user engagement [6].

According to [7], assessing the technical quality of images is the basis for determining their perception by users.

In [8] it is emphasized that the use of objective evaluation methods, such as the analysis of contrast, clarity, color reproduction, allows you to create accurate parameters for evaluation, which ensure high quality content. At the same time, according to [9], the motivational impact through gamification increases user engagement, which contributes to their active interaction with images and improves business results, such as an increase in clicks or time on the platform. In [10] it is noted that economic efficiency, in particular the assessment of ROI (return on investment), allows you to understand whether the costs of creating gamified images are justified. According to [11], ROI modeling allows you to assess which images bring the greatest benefit to the business, helping to make decisions about further investments.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

The mathematical methodology for assessing the quality of gamified images proposed in this study is based on a comprehensive approach that includes both technical aspects (image quality according to various analysis methods, such as Bayesian and fractal analysis) and economic indicators (image creation costs and profitability). The task is to calculate an integrated quality assessment taking into account all these factors. The integrated quality assessment takes into account all key factors: technical (Bayesian analysis, fractal analysis), motivational level and economic effect. It is calculated as a weighted sum of each of the parameters (1):

$$Q_{total} = a_1 \cdot Q_B + a_2 \cdot Q_F + a_3 \cdot M + a_4 \cdot E \quad (1)$$

where: a_1, a_2, a_3, a_4 – weighting factors that determine the importance of each parameter in the overall quality assessment; Q_B – image quality assessment using Bayesian analysis; Q_F – fractal dimension; M – motivational level; E – economic coefficient.

In our case, the weighting factors a_1, a_2, a_3, a_4 are used to determine the importance of each parameter in the overall assessment of the quality of the gamified image:

- a_1 – a weighting factor for Bayesian analysis that determines how important the statistical approach is to quality assessment;
- a_2 – a weighting factor for fractal analysis that estimates the complexity of the image;
- a_3 – a weighting factor to take into account the motivational level, which takes into account the psychological impact on the perception of images;
- a_4 – a weighting factor to take into account the economic coefficient, which assesses the economic efficiency of the image.

In practice, determining these ratios depends on specific business goals and strategies. For example, for advertising campaigns, motivational factors and economic benefits may be more important, so the weights for a_3 and a_4 can be larger. The economic coefficient is calculated as the ratio of the profit from using the image to the cost of creating it (2):

$$E = \frac{\Delta \text{Revenue}}{C_{\text{image}}} \quad (2)$$

where: $\Delta \text{Revenue}$ – profit from the use of the image; C_{image} – the cost of creating an image.

Adjustment of the integrated quality assessment of a gamified image, considering costs, in our case will involve the following: if the cost of creating the image changes (for example, if the cost decreases sixfold), it affects the economic coefficient E , and accordingly, changes the integrated quality assessment Q_{total} . Reducing the cost of creating an image increases the economic coefficient, which allows you to increase its weight in the overall assessment. The adjustment of the integrated assessment of the quality of the gamified image is calculated in accordance with expression (3):

$$Q_{\text{total_correct}} = \left(\sum_i a_i \cdot Q_i \right) + K \cdot E \quad (3)$$

where: $Q_{\text{total_correct}}$ – correction of the integral quality assessment of the gamified image; a_i – weighting factors; Q_i – quality assessments according to Bayesian and fractal analysis; E – economic coefficient; K – adjustment factor.

In Table 2. considers the cost-effectiveness coefficients when assessing the quality of a gamified image, taking into account costs.

Table 2: Cost-effectiveness ratios when assessing the quality of a gamified image, taking into account costs

Image type and characteristics	Cost of creating an image (C_image)	Economic coefficient (E)	The weight of the economic coefficient in the integral assessment a_4	Correction factor (K)
Dimensions: 2560x1440, Resolution: high, Brightness: high,	\$500	3	0.35	1.1

Contrast: high, Theme: abstract				
Dimensions: 800x600, Resolution: low, Brightness: low, Contrast: medium, Theme: landscape	\$300	5	0.4	1.2
Dimensions: 1280x720, Resolution: Medium, Brightness: Medium, Contrast: High, Theme: Portrait	\$200	7.5	0.45	1.3
Dimensions: 1280x720, Resolution: Medium, Brightness: Medium, Contrast: High, Theme: City	\$100	15	0.5	1.5

The table 2 is made by the author on the basis of works [4,11].

From Table 2. it follows that reducing the cost of creating a gamified image leads to an increase in the economic coefficient and, accordingly, an increase in the adjustment coefficient in the integrated quality assessment. This dependence allows you to create images with higher economic efficiency, which significantly affects the overall assessment and allows businesses to better assess the profitability of investments in gamified images

KOPSAVILKUMS. CONCLUSION

Thanks to the proposed methodology, based on the integration of technical, psychological, and economic factors, it is possible to ensure a balanced assessment that enhances content strategies and improves the efficiency of business processes. The study established that reducing the cost of creating gamified images directly increases their economic coefficient, positively influencing the integrated quality assessment. By adjusting the integrated assessment through the economic component, such images become more advantageous for businesses as they provide an effective combination of technical quality, motivational impact, and economic efficiency. This approach enables businesses to reasonably evaluate the feasibility of investing in the creation of gamified content, optimizing costs, and improving the overall quality of user interaction with images.

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OVERVIEW OF CREDIT-RISK ASSESSMENT OF SMEs IN CENTRAL ASIA AND EUROPEAN UNION

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ANOTĀCIJA

Mazie un vidējie uzņēmumi (MVU) ir ļoti svarīgi pasaules ekonomikas izaugsmei, tomēr joprojām pastāv problēmas saistībā ar piekļuvi finansējumam, jo īpaši jaunattīstības tirgos. Šajā salīdzinošajā izpētes pētījumā ir analizētas kredītriska novērtēšanas sistēmas Uzbekistānā un ES, pievēršoties atšķirībām metodoloģijā, regulējošās sistēmās un tehnoloģiju pārņemšanā. Izmantojot Evidence Gap analīzi, tajā ir identificētas reģionālās prakses stiprās un ierobežotās puses un ierosināta jaukta sistēma, kurā integrētas ES metodoloģijas ar lokalizētiem pielāgojumiem, kuras mērķis ir uzlabot MVU finanšu novērtējumu, uzlabot piekļuvi kredītiem un samazināt bankrota riskus Centrālāzijā, sniedzot ieskatu politikas veidotājiem. un finanšu iestādēm visā pasaulē.

Atslēgvārdi: Centrālāzija, Eiropas Savienība, kredītriska novērtēšana, kredītreitingu parametri, Mazie un vidējie uzņēmumi (MVU), pierādījumu plaisas analīze

ABSTRACT

Small and Medium Enterprises (SMEs) are important for global economic growth, while challenges in accessing finance exist, particularly in emerging markets. This exploratory research analyzes credit-risk assessment frameworks in Uzbekistan and the EU, focusing on disparities in methodologies, regulatory systems, and technological adoption. Using Evidence Gap analysis, it identifies strengths and limitations in regional practices and proposes a hybrid framework integrating EU methodologies with localized adaptations, which aims to enhance SME financial evaluation, improve access to credit, and reduce bankruptcy risks in Central Asia, offering insights for policymakers and financial institutions globally.

Keywords: Central Asia, Credit-risk assessment, credit-scoring parameter, evidence gap analysis, European Union (EU), Small and Medium Enterprises (SMEs)

INTRODUCTION

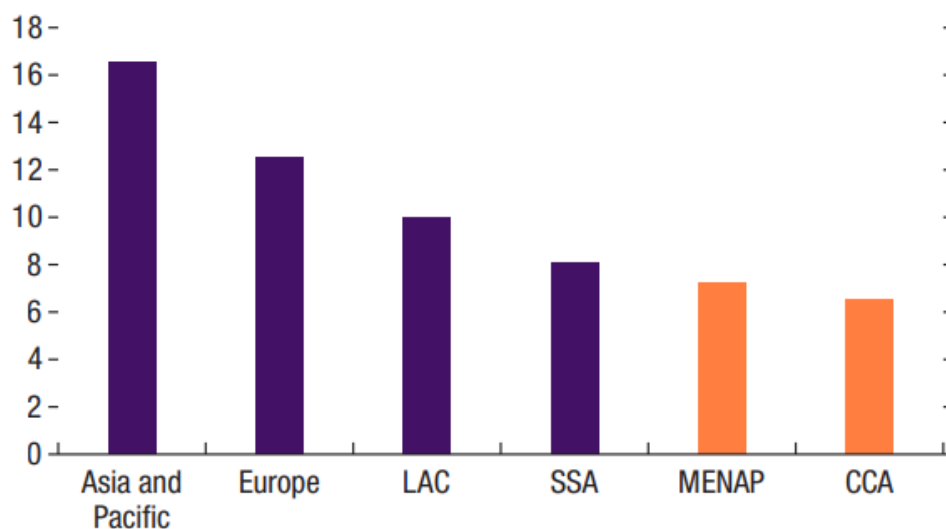
Small and Medium Enterprises (SMEs) play an important role in both developing and developed economies, serving as drivers for economic growth, innovation, and employment opportunities. Globally, SMEs account for approximately 90% of all businesses and employ over half of the world's workforce [1]. For instance, in Germany, one of Europe's leading economies, SMEs constitute 99.5% of all enterprises and contribute 35% of total exports, underscoring their crucial role in economic resilience and international trade [2]. Similarly, in developing markets such as Kazakhstan in Central Asia, SMEs account for 40% of GDP and 37% of total employment, reflecting their growing importance in diversifying economies traditionally reliant on natural resources [3]. However, the financial sustainability of SMEs in both developed and emerging

markets depend on their ability to access formal financing, which remains as a widespread challenge across regions due to different economic and regulatory environments. In Central Asia, SMEs form the backbone of economies like Uzbekistan which constitute 417,100 businesses, and where they account for over 54.1% of GDP and 56.2% of employment [4,5]. Forty-four percent of SMEs have difficulty in accessing formal finance [6], and the absence of comprehensive financial records increases the risk of financial distress, especially considering global challenges like the COVID-19 pandemic, which caused 31% of SMEs to report substantial revenue declines [3]. Despite government reforms aimed at improving access to finance and fostering SME resilience [3], the lack of a robust credit-risk assessment framework adapted to the unique needs of Uzbekistan's SMEs constrains efforts to mitigate bankruptcy risks, as financial institutions remain unable to accurately predict financial distress due to limited data transparency and sector-specific challenges [7].

Having developed a more comprehensive and standardized financial framework for SME credit-risk assessment in the European Union (EU), SMEs represent 99% of all businesses and employ nearly 100 million people, benefiting from structured regulatory environments and sophisticated financial evaluation systems [8]. For example, countries such as the Netherlands and Denmark have implemented advanced credit-scoring systems supported by comprehensive databases, allowing financial institutions to accurately assess the creditworthiness of SMEs and predict bankruptcy risks. Furthermore, the EU's integration of regional initiatives such as the European Investment Fund (EIF) and Horizon Europe fosters SME development through innovative financing models, while data-sharing frameworks enhance financial transparency and reduce the risks of non-performing loans [2]. These structural advantages not only ensure financial resilience but also encourage entrepreneurship and innovation across diverse sectors. Within the EU, the Baltic States: Latvia, Lithuania, and Estonia, can be considered as a model of effective SME development, covering EU frameworks with region-specific strategies, which SMEs contribute significantly to GDP and employment, with Latvia alone reporting that SMEs account for 70% of private-sector jobs and 60% of economic output [1]. The Baltic region has capitalized on its integration into EU financial systems to develop robust credit-risk assessment models, incorporating financial ratios, credit-scoring frameworks, and sector-specific analyses to address the unique challenges faced by its SME sector. These tools have enabled financial institutions to provide tailored solutions to SMEs while fostering an environment conducive to sustainable growth and economic diversification. On the other hand, Central Asia faces unique challenges in establishing effective credit-risk assessment frameworks for SMEs. Uzbekistan, for example, is emblematic of the region's broader financial constraints, where SMEs contribute over 54% to GDP and 56% to employment [4]. Despite their economic significance, SMEs in Uzbekistan encounter systemic barriers to accessing formal credit, with only 22% of total credit extended to SMEs as of 2022 [9]. Credit-risk assessments are predominantly conducted by government-backed institutions or banks, which often rely on outdated methodologies ill-suited to the diverse and dynamic nature of the SME sector [10]. Moreover, the lack of financial transparency and comprehensive data systems further complicates the evaluation of financial health and bankruptcy risks, leaving SMEs particularly vulnerable to financial distress.

This contrast between Central Asia and the EU in SME credit-risk assessment reveals the need for a comparative study of financial health and bankruptcy risks in these regions. While the EU showcases the benefits of integrated financial systems and standardized credit evaluation, Central Asia highlights the struggles of emerging markets in building such systems. By examining the cases of Uzbekistan and the Baltic States, this research aims to adapt proven tools such as financial ratio analyses, credit-scoring models, and the Altman Z-Score to varying economic contexts. The goal is to bridge the gap between these regions and develop more effective

frameworks for SME financial evaluation and risk management. Meanwhile, Credit risk assessment is a cornerstone of financial stability, particularly for SMEs, which often face higher risks of default due to limited access to finance, smaller operational scales, and greater vulnerability to market fluctuations. However, the capacity of financial systems to evaluate and manage SME credit risk varies widely across regions. As illustrated in Image 1, the share of SME lending as a percentage of total lending reveals stark differences between regions, with Europe exhibiting a considerably higher proportion compared to the Caucasus and Central Asia (CCA) [11].



Img. 1. SME Lending by region (% of Total Lending) [11]

The disparity reflects not only the relative depth of financial systems but also the adoption of systematic credit-risk evaluation frameworks. For instance, while European financial institutions benefit from well-established credit-scoring models and robust regulatory oversight, Central Asia lags behind due to underdeveloped credit infrastructures and inconsistent access to reliable financial data. These differences create significant challenges for the development of unified credit-risk assessment methodologies that can be effectively applied across diverse economic contexts. Therefore, the *topicality* of this research lies in its focus on addressing a critical gap in the credit risk assessment of SMEs in Central Asia (CA) and the European Union (EU). While the EU benefits from a well-established, standardized credit risk assessment framework, Central Asia, and particularly Uzbekistan, faces significant challenges due to a reliance on banks for credit risk evaluation and the lack of independent credit-rating agencies [10, 11]. In Uzbekistan, the financial sector is still developing, and credit risk assessment primarily occurs within banks, often using internal evaluations that lack consistency, transparency, and objectivity. This limited access to formal credit risk assessments, compounded by the absence of independent credit-rating agencies, prevents SMEs from obtaining adequate financing [10]. Approximately 60% of SMEs face significant challenges in accessing finance due to limited access to formal credit ratings and a reliance on informal lending mechanisms [9]. Unlike the EU, where credit risk assessment is performed by both banks and independent agencies, SMEs in Central Asia are often unable to secure financing because they do not have a formal credit score or reliable financial assessments that banks trust [11].

The **research problem** revolves around the challenge of accurately assessing the credit risk and predicting bankruptcy risks of SMEs operating in two distinct economic and regulatory environments: Latvia, an EU member state with a structured financial ecosystem, and Uzbekistan, an emerging market characterized by limited access to formal financing and less comprehensive

financial records, which seeks to explore how credit risk assessment tools and methodologies, such as credit-scoring models, can be effectively adapted and implemented in the unique economic, regulatory, and institutional environment of Central Asia, particularly in Uzbekistan. The study seeks to contribute to the development of more adaptable and accurate financial assessment frameworks, whereas **the object of the study** is the credit risk and bankruptcy risks of SMEs in both Central Asia (CA) and the European Union (EU). The **subject of the study** is the comparison of credit risk assessment frameworks between the EU and Central Asia, with a particular focus on the adaptation of EU credit-scoring models and practices to the Central Asian context.

The *aim* of this research is to develop a methodology for assessing credit risk in SMEs in Central Asia, drawing on EU practices to create a framework that can be used by financial institutions, policymakers, and businesses in the region. The research is exploratory in nature, seeking to uncover gaps in credit-risk framework and it follows a comparative case design as it explicitly compares two regions, Central Asia and EU to analyze differences in methodologies, regulatory systems and outcomes. This research will provide valuable insights into how EU practices can be adapted to improve financial access for SMEs in Uzbekistan, ultimately contributing to more sustainable economic development. It's highly believed that this research brings *novelty* by its comparative approach to credit risk assessment, bridging the gap between the EU's well-established financial practices and the emerging markets of Central Asia. Few studies have attempted to transfer EU practices to the Central Asian context, and even fewer have proposed practical frameworks for credit risk assessment in SMEs in the region. By developing a methodology that can be implemented in Uzbekistan and other Central Asian countries, this research aims to contribute both to academic literature and to practical efforts to improve SME access to finance and financial stability in the region.

LITERATURE REVIEW

The financial risk assessment of SMEs has been widely explored in academic and professional research due to their crucial role in economic development and their susceptibility to financial risks. Scholars underscore that SMEs, unlike larger firms, face unique challenges such as restricted access to credit, higher vulnerability to market shocks, and limited financial disclosures [12]. These challenges necessitate the development of tailored credit-risk assessment methodologies to ensure SMEs' sustainable growth and mitigate the risks of financial distress. The literature emphasizes the significance of accurate credit-risk assessment models, which often serve as decision-making tools for financial institutions and policymakers. Approaches such as credit scoring, financial ratio analysis, and predictive models like the Altman Z-Score have been pivotal in evaluating the financial health of SMEs [13, 14]. These tools are designed to assess an SME's creditworthiness by leveraging financial data, industry benchmarks, and economic trends. While effective, many of these models have been criticized for their limited applicability in regions with underdeveloped financial systems or incomplete datasets, such as Central Asia [15].

CAMELS model

The CAMELS model is a supervisory rating system that was originally developed for the evaluation of banks by regulatory authorities. It assesses the overall financial condition and operational soundness of a financial institution through six key components: **Capital adequacy**, **Asset quality**, **Management quality**, **Earnings**, **Liquidity**, and **Sensitivity to market risk**

(CAMELS). Each component is rated, and the composite score provides a holistic view of the institution's health as described in Table 1. below:

Table 1.

CAMELS model parameters and measurements

Parameter	Ratio	Formula	Description
Capital Adequacy	Capital Adequacy Ratio (CAR)	Total Equity/Total assets	Assesses the institution's ability to absorb potential losses, ensuring that it can meet its obligations even under adverse conditions [16]. This is critical for SMEs as it indicates their resilience in the face of financial difficulties.
Asset Quality	Non-Performing Asset Ratio (NPA)	Non-performing assets/Total assets	Involves evaluating the quality of the institution's loans and investments. High-quality assets indicate lower risk, which is particularly important for SMEs that may have limited diversification in their investments [17].
Management Quality	Operating Efficiency Ratio (OER)	Operating expenses/Revenue	Focuses on the effectiveness of the institution's management in mitigating risks and managing operations efficiently. For SMEs, strong management is crucial as it directly influences business sustainability and growth [18].
Earnings	Return on Assets (ROA)	Net income/Total assets	Refers to the institution's ability to generate profits from its operations, which is an essential indicator of financial health for any business, including SMEs [19].
Liquidity	Current Ratio	Current assets/Current Liabilities	Assesses the institution's ability to meet its short-term obligations, which is particularly critical for SMEs, as liquidity constraints are a common challenge [20].
Sensitivity to Market Risk	Earnings at Risk (EaR)	Base earnings *Change in Market Variable* Sensitivity Factor	Evaluates how changes in market conditions might impact the institution's financial position. For SMEs, understanding market sensitivity helps in managing external risks effectively [21].

Source: Compiled by author from secondary sources.

Several studies have demonstrated the effectiveness of the CAMELS model in assessing the financial stability of banks. For example, a study on Iraqi banks utilized the CAMELS model to evaluate their performance, highlighting its role in assessing financial institutions' overall health [22]. Similarly, research on Bangladeshi banks indicated that the CAMELS model could effectively identify financial strengths and weaknesses, making it a reliable tool for ongoing financial monitoring [21]. The versatility of the CAMELS model is evident in its sector-specific applications. For instance, a study on Indian banks used the CAMELS model to evaluate performance across different banking sectors, providing insights that could be extrapolated to SMEs within similar financial environments [19]. Moreover, research on social economy companies demonstrated the model's ability to predict financial risks, which is particularly relevant for SMEs where early detection of financial instability is crucial [20].

However, one of the primary challenges in adapting the CAMELS model to SMEs is the availability and quality of financial data. Unlike banks, which are required to regularly report

detailed financial data to regulatory authorities, SMEs may lack standardized and comprehensive financial reporting practices [17], which can make it difficult to assess critical CAMELS components like capital adequacy and asset quality for SMEs. Additionally, many SMEs, especially in emerging markets, do not have access to robust financial infrastructure, limiting the data available for analysis. Also, SMEs generally have smaller financial buffers compared to banks. While banks typically hold significant reserves to absorb shocks, SMEs often operate on tight margins and may not have the capital adequacy required to meet unexpected challenges [18]. The CAMELS model places significant emphasis on capital adequacy, which might not reflect the realities of smaller firms that rely more on flexibility and short-term financing.

Financial Ratio based models

Ratios such as liquidity, profitability, and leverage provide insights into a company's ability to meet its obligations, manage debt, and generate profit as described in detail in Table 2.

Table 2.

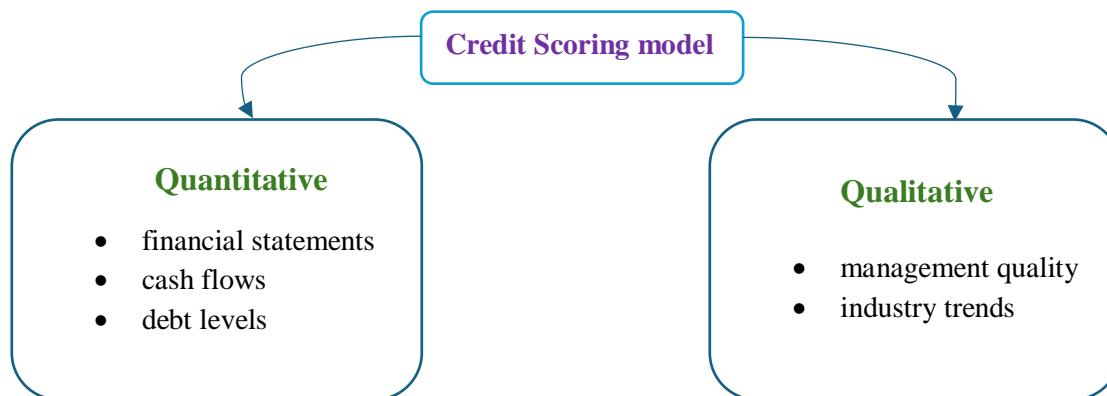
Financial Ratios Model Components

Ratio	Formula	Description
Liquidity Ratios	Current Ratio = (Current Assets / Current Liabilities) Quick Ratio = (Quick Assets / Current Liabilities)	Measure the company's ability to meet its short-term obligations. Common liquidity ratios include the current ratio and quick ratio, which indicate how easily an SME can convert assets into cash to cover immediate liabilities [23].
Profitability Ratios	Net Profit Margin = (Net Income / Revenue) Return on Assets (ROA) = (Net Income / Total Assets) Return on Equity (ROE) = (Net Income / Equity)	Assess the company's ability to generate profit relative to its revenue, assets, or equity. Ratios like the net profit margin, return on assets (ROA), and return on equity (ROE) are commonly used to gauge an SME's profitability [24].
Solvency Ratios	Debt-to-Equity Ratio = (Total Liabilities / Equity) Interest Coverage Ratio = (Earnings Before Interest and Taxes (EBIT) / Interest Expense)	Evaluate the long-term financial stability of a business by measuring its ability to meet long-term obligations. The debt-to-equity ratio and interest coverage ratio are commonly used to assess solvency, which is critical for SMEs seeking to maintain sustainable operations [25].
Efficiency Ratios	Inventory Turnover Ratio = (COGS / Average Inventory) Accounts Receivable Turnover Ratio = (Net Credit Sales / Average Accounts Receivable)	Measure how effectively a company utilizes its assets and manages its operations. Ratios such as the inventory turnover ratio and accounts receivable turnover ratio provide insights into operational efficiency, which can impact the overall financial health of an SME [19].

Source: Compiled by author from secondary sources.

Credit Scoring model

Credit scoring models are also commonly used to assess the creditworthiness of SMEs. Credit scoring models use a combination of quantitative and qualitative data (Img. 2.) to generate a credit score, which lenders use to determine whether to approve loans or lines of credit [24].



Img. 2. Credit Scoring model use classification [24]

Traditional credit scoring models focus on financial ratios like the debt-to-equity ratio and past performance, providing insights into an SME's liquidity and solvency. However, these models are often limited in emerging markets like Uzbekistan, where many SMEs lack formal credit histories [12]. To address this gap, **alternative credit scoring models** have been developed, which leverage big data and machine learning algorithms, utilizing transactional data from digital payments, social media activity, and utility payment histories to provide a more comprehensive assessment of an SME's financial health [26]. Additionally, psychometric credit scoring, which evaluates traits such as trustworthiness and problem-solving skills of business owners, has proven effective in markets lacking reliable financial data [27]. These innovative approaches allow lenders to better assess SMEs that may not meet the requirements of traditional credit models, thereby improving access to finance in underserved markets. In Uzbekistan, the credit rating system is still in a developing phase, and its application to Small and Medium Enterprises (SMEs) is relatively nascent compared to more developed financial markets. The Credit Information Bureau (CIB) "Credit Information Analytical Center" is the central organization responsible for collecting and managing credit histories in Uzbekistan. Established under the Law on Credit Information Exchange (2011), the bureau collects data from Commercial banks, Microfinance institutions, Utility companies, Leasing and insurance firms. The bureau's role is to maintain a database of credit information, which is used by financial institutions to assess the creditworthiness of borrowers, including SMEs. However, many SMEs in Uzbekistan struggle with incomplete or informal credit histories, which can limit the bureau's effectiveness in assessing credit risk.

Commercial banks in Uzbekistan use **proprietary credit-scoring systems** for evaluating SME loan applications. These scoring models typically focus on Financial Indicators (Revenue, profitability, and existing debt levels), Collateral (The value and type of assets offered as security for loans), Credit History (Records of past loans and repayment behavior, sourced from the Credit Information Bureau), Sector-Specific Risks (Industry performance and market conditions affecting SMEs) which can be seen in the Table 3. Banks such as Asaka Bank, Agrobank, and Ipoteka Bank rely on these models to decide on SME loan approvals. However, these models are often constrained by the limited availability of accurate financial records for SMEs, particularly in rural and informal sectors. Unlike in more developed markets, Uzbekistan does not have a strong presence of private credit rating agencies that independently evaluate SMEs. In advanced economies, such agencies provide objective credit ratings to assess credit risk for banks and investors. Uzbekistan's reliance on state-led systems and bank-driven credit scoring creates a gap in transparency and accuracy. Uzbekistan's credit rating system for SMEs is primarily bank-driven and supported by centralized credit information from the Credit Bureau [28]. While fintech is emerging as an alternative, the system faces challenges due to limited financial transparency and

the lack of private credit rating agencies. Strengthening this system by incorporating standardized credit scoring models, alternative data sources, and sector-specific risk assessments will be crucial for improving SME access to finance in Uzbekistan.

Table 3.

Credit Scoring Parameters in Uzbekistan Banks for SMEs

Parameter	Description	Measure	Source
Collateral Value	Assets pledged to secure the loan, typically real estate or machinery.	Minimum collateral coverage of 125%-150% of the loan amount.	European Bank for Reconstruction and Development [7].
Debt-to-Equity Ratio	Measure of financial leverage, assessing debt compared to shareholder equity.	Maximum 2:1 ratio to indicate a manageable debt burden.	International Finance Corporation [6].
Current Ratio	Liquidity indicator showing the ability to cover short-term liabilities.	Minimum ratio of 1.5:1 , ensuring sufficient working capital to cover debts.	Asian Development Bank [10].
Profitability	Net income as a percentage of revenue to measure operational efficiency.	Net profit margin of at least 5%-10% over 2-3 consecutive years.	World Bank [5].
Revenue Consistency	Stability of revenue generation over time.	Annual revenue threshold of \$100,000-\$300,000 USD for SME eligibility.	IFC[6]; UzStat [4].
Business Age	Longevity of operations to indicate stability and experience.	Minimum operational history of 2-3 years.	ADB [10].
Credit History	Track record of timely loan and debt repayments.	Clean repayment history with no defaults in the past 2-3 years.	Credit Information Bureau (CIB) reports. [28]
Sector Risk	Industry risk assessment based on market volatility and stability.	Priority for stable sectors (e.g., manufacturing, agriculture).	World Bank [5].
Management Experience	Leadership quality and experience in managing the business.	Minimum 3-5 years of managerial experience in the industry.	EBRD [7].

Source: Compiled by author from secondary sources.

The Altman Z-Score Model

Another widely used method, ‘**The Altman Z-Score**’ is also model for predicting bankruptcy, particularly for SMEs. This model combines several financial ratios to produce a score that indicates the likelihood of bankruptcy. Originally developed for large manufacturing firms, the Altman Z-Score has been adapted for use with SMEs, with some adjustments made to account for the unique financial characteristics of smaller businesses [20]. The Z-Score incorporates five key financial ratios such as:

- Working Capital / Total Assets
- Retained Earnings / Total Assets
- Earnings Before Interest and Taxes (EBIT) / Total Assets

- Market Value of Equity / Book Value of Total Debt
- Sales / Total Assets

The Z-Score is particularly valuable for SMEs since it provides an early warning signal of financial distress, allowing businesses to take corrective actions before facing severe financial difficulties [23]. Despite its usefulness, the Z-Score's reliance on specific financial data means it may not be suitable for all types of SMEs, particularly those in service-oriented industries or those with less predictable cash flows, because the financial data required by the Z-Score assumes the presence of substantial tangible assets and relatively consistent revenue streams, which are often not applicable to SMEs in service-oriented industries [13].

Nevertheless, despite its robustness, the Z-Score's reliance on specific financial data inherently limits its universal applicability, particularly for SMEs operating in service-oriented industries or sectors with highly variable cash flows. Unlike manufacturing enterprises, which typically possess substantial tangible assets, service-sector SMEs often rely on intangible resources, such as intellectual capital or customer relationships, which are not adequately captured by the model's traditional metrics [23]. Consequently, the predictive accuracy of the Z-Score may diminish in contexts where the financial structure and revenue streams diverge significantly from the assumptions underpinning the model. Furthermore, recent research underscores the necessity of regional and sectoral calibration of the Z-Score to enhance its accuracy for SMEs. Variations in market dynamics, regulatory environments, and financial reporting standards across geographies necessitate modifications to the original ratios, thereby improving the model's contextual relevance. For instance, SMEs in emerging economies, which often operate under constrained access to formal financing and exhibit higher levels of financial opacity, may require adjustments to the weight assigned to leverage and profitability indicators [20]. Similarly, alternative models that integrate non-financial indicators, such as management quality and market competitiveness, have been proposed as complementary tools to address the limitations of the traditional Z-Score framework [23]. Thus, while the Altman Z-Score remains a seminal model in the field of financial distress prediction, its efficacy for SMEs hinges on careful contextual adaptation. Future research should focus on expanding the model to incorporate qualitative metrics and develop sector-specific variations to better capture the complexities inherent to SMEs in diverse industrial and geographical contexts.

EMPIRICAL OVERVIEW

The empirical literature on credit risk assessment for Small and Medium Enterprises (SMEs) highlights significant differences in the methodologies, data accessibility, regulatory frameworks, and technological adoption between regions such as Central Asia (CA) and the European Union (EU). Studies from the EU frequently emphasize the use of advanced credit-scoring models, stress testing, and artificial intelligence (AI)-driven tools to predict bankruptcy risks and assess financial health. For instance, the European Commission [8] and Truby et al. [29] describe the comprehensive frameworks employed by EU financial institutions, which ensure high transparency and consistency in credit risk assessments. Furthermore, regulatory standards like Basel III have enabled European SMEs to access financial products with a lower perceived risk, owing to their reliance on data-driven and standardized risk evaluation tools [30]. These frameworks allow financial institutions to adopt risk mitigation measures that increase financial resilience and ensure better access to capital for SMEs, even in the face of economic shocks such as the COVID-19 pandemic [8].

Empirical evidence

Conversely, empirical research on credit risk assessment in Central Asia, particularly in Uzbekistan, reveals a stark contrast. Blancher et al. [11] and World Bank [5] report that the lack of independent credit rating agencies and reliance on informal financial systems in Central Asia hinder the development of standardized risk assessment practices. In Uzbekistan, for example, credit risk evaluations are primarily carried out within banks using internal assessments that often lack objectivity, transparency, and consistency. This limitation prevents SMEs from obtaining adequate financing, as financial institutions are hesitant to lend to businesses without formal credit scores [5]. The absence of a standardized credit-risk framework further exacerbates the challenges that SMEs face in securing loans or accessing other financial resources. A key limitation in Central Asia is the availability of data and lack of credit rating agencies. Unlike the EU, where SME-level financial data is generally accessible and subject to high transparency and regulatory oversight, Central Asia, and Uzbekistan in particular, suffers from a lack of structured financial data. This absence of reliable and comprehensive data complicates credit risk evaluations and leads to under-lending by financial institutions [11]. According to the International Monetary Fund (IMF, 2021) [31], financial institutions in Central Asia often struggle to obtain accurate and complete data on SMEs, further hindering their ability to assess the creditworthiness of these businesses. While EU institutions have embraced fintech solutions, including machine learning and AI, for more accurate credit scoring and risk prediction [29], research on the adoption of such technologies in Central Asia is sparse. As noted by Hasanuddin et al. [32], Central Asia's financial institutions have yet to adopt these advanced technologies on a wide scale, relying instead on traditional, often outdated methods of financial analysis.

The comparative evidence from both regions reveals that despite Central Asia's significant challenges in the development of credit risk assessment frameworks, there is potential to adapt EU practices to improve financial inclusion for SMEs in the region (**Table 4**). However, the lack of sector-specific analyses and the disparities in regulatory environments make direct comparisons between these regions complex. The following table highlights key dimensions of credit risk assessment in SMEs across Central Asia and the EU, illustrating the contrasts in methodologies, data access, and regulatory frameworks.

Table 4.

Evidence Gap analysis of Credit Risk Assessment of SMEs in Central Asia and the EU

Key Dimensions	Central Asia	European Union	Comparative (CA vs. EU)
Methodologies	Limited studies employing advanced statistical/AI models for credit risk [32].	Extensive use of credit-scoring models, stress tests, and AI-driven risk prediction [29].	Sparse research directly comparing methodologies between regions.
Access to Data	Limited SME-level financial data; informal credit systems dominate [11].	Availability of structured SME data and financial transparency standards [33].	Lack of standardized datasets for cross-regional comparisons.
Regulatory Frameworks	Underdeveloped frameworks for credit-risk evaluation in SMEs [5].	Strong regulatory systems (e.g., Basel Accords compliance) [30].	Few studies explore the regulatory disparities' impact on credit-risk assessments.

Sector-Specific Analysis	Lack of sectoral breakdown in SME credit-risk studies (e.g., manufacturing, retail) [34].	Significant focus on sector-specific risks in developed financial markets [8].	Minimal cross-sectoral comparisons between CA and EU.
Role of Financial Institutions	Limited involvement of banks in formal credit-risk assessments for SMEs [2].	Comprehensive frameworks adopted by financial institutions for SME credit analysis [31].	Insufficient studies on institutional credit evaluation differences.
Economic Contextual Factors	Economic instability and informal lending impact SME creditworthiness [5].	Stable economies with better institutional infrastructure [33].	Few insights into how economic differences influence credit-risk models.
Use of Advanced Technologies	Minimal application of AI, machine learning, or predictive modeling in credit-risk [32].	Rapid adoption of fintech and advanced predictive tools for credit evaluation [29].	Limited comparative evidence on technological adoption in SME credit-risk.
Policy Interventions	Government-led credit support schemes are nascent and inconsistent [34].	EU-wide policy frameworks (e.g., SME Instrument by the European Commission) [8].	Scarce analysis of policy effectiveness in credit-risk reduction across regions.

Source: Compiled by author from secondary sources.

SME classification in Central Asia and EU

To test the hypothesis, it's crucial to understand sector classification criteria of SMEs in Uzbekistan. Each sector has unique criteria, such as employee count and annual revenue, which help define whether a business qualifies as a small or medium enterprise. Below Table 5. gives clear overview on an industry-specific classification of SMEs in Uzbekistan, with criteria descriptions for each sector.

Table 5.

Sector Classification Criteria for SMEs in Uzbekistan

Sector	Description	Enterprise type		
		Micro	Small	Medium
Manufacturing	Industries that process finished goods, such as textiles, electronics, machinery manufacturing.	1–10 employees [35] and ≤ 1 billion UZS revenue [36].	11–50 employees [35] and ≤ 10 billion UZS revenue [36].	51–200 employees [35] and ≤ 100 billion UZS revenue [36].
Industrial Production	Chemical production, steel, and other industrial goods, excluding manufacturing-related industries.	1–10 employees [35] and ≤ 1 billion UZS revenue [36].	11–50 employees [35] and ≤ 10 billion UZS revenue [36].	51–200 employees [35] and ≤ 100 billion UZS revenue [36].
Heavy Industry & Agriculture	Mining, metallurgy, large-scale farming, and related machinery.	1–10 employees [35] and ≤ 1 billion UZS revenue [36].	11–50 employees [35] and ≤ 10 billion UZS revenue [36].	51–200 employees [35] and ≤ 100 billion UZS revenue [36].

Trade and Catering	Wholesale and retail trade, food and beverage services, including restaurants and hotels.	1–10 employees [35] and ≤ 1 billion UZS revenue [36].	11–50 employees [35] and ≤ 10 billion UZS revenue [36].	51–200 employees [35] and ≤ 100 billion UZS revenue [36].
Services and Communication	Professional services, IT services, telecommunications, and media.	1–10 employees [35] and ≤ 1 billion UZS revenue [36].	11–50 employees [35] and ≤ 10 billion UZS revenue [36].	51–200 employees [35] and ≤ 100 billion UZS revenue [36].

Source: Compiled by author from secondary sources.

On the other hand, in EU, Small and Medium-Sized Enterprises (SMEs) constitute a significant segment of the economy, accounting for 99% of all businesses in the region. Recognizing the importance of SMEs in driving economic growth and employment, the European Union (EU) has established a standardized definition to facilitate access to finance, regulatory exemptions, and participation in EU support programs targeted specifically at these enterprises. The EU Recommendation 2003/361 [37] provides a clear framework for classifying enterprises as SMEs. This classification is based on two primary criteria: **staff headcount**, and either **turnover** or **balance sheet total**. An enterprise’s eligibility as an SME depends on its adherence to the thresholds outlined in the recommendation. In cases where a company is part of a larger corporate group, the figures for staff headcount, turnover, or balance sheet total may need to be consolidated with data from the group. Below *Table 6*. shows the exact threshold criteria per business type:

Table 6.

European Union SME Classification [37].

Company Category	Staff Headcount	Turnover	Balance Sheet Total
Medium-sized	< 250	≤ €50 million	≤ €43 million
Small	< 50	≤ €10 million	≤ €10 million
Micro	< 10	≤ €2 million	≤ €2 million

Staff headcount serves as the primary determinant for classification, as it ensures enterprises are categorized based on their employment size. Alongside this, enterprises must also fulfill at least one of the financial criteria, either turnover or balance sheet total, to qualify as an SME. Importantly, when an enterprise forms part of a larger corporate group, its headcount, turnover, or balance sheet data may need to be consolidated with the corresponding figures of the parent group to determine its eligibility. This classification system is integral to the provision of targeted support mechanisms aimed at SMEs. By identifying and categorizing businesses under this framework, the EU enables enterprises to access a wide range of benefits, including financial aid, tax incentives, and regulatory exemptions that are specific to their size and needs. Such targeted measures play a pivotal role in fostering economic growth, driving innovation, and ensuring the sustainability of smaller enterprises across the region.

DISCUSSIONS

The findings of this research underscore the pivotal role of structured credit-risk assessment frameworks in fostering the financial sustainability of SMEs, particularly in contrasting economic environments like Central Asia and the European Union (EU). The comparative analysis highlights profound disparities in methodologies, regulatory systems, and technological adoption, which directly influence SME creditworthiness and resilience. In the EU, SMEs constitute 99% of all businesses and play a critical role in driving economic growth and employment [37]. Robust regulatory oversight, standardized methodologies, and the adoption of advanced technologies have created a conducive financial environment. Tools like credit scoring models, the Altman Z-Score, and the CAMELS framework are widely employed, enabling precise evaluations of credit risk and financial health [37]. Furthermore, integrated initiatives such as the European Investment Fund and adherence to the Basel Accords have enhanced financial stability, providing SMEs with improved access to credit [30]. The EU's classification system, based on Recommendation 2003/361, ensures effective categorization of enterprises by headcount, turnover, or balance sheet total, facilitating targeted financial aid, regulatory exemptions, and innovation funds [37].

Conversely, SMEs in Central Asia, particularly in Uzbekistan, face significant challenges stemming from underdeveloped financial systems and regulatory frameworks. Empirical evidence highlights that credit risk evaluations often rely on informal lending mechanisms and lack standardized methodologies [5, 11]. The absence of independent credit rating agencies exacerbates these challenges, restricting SMEs' ability to access adequate financing. Limited adoption of fintech solutions and the scarcity of structured financial data further hinder comprehensive evaluations of creditworthiness [32]. In Uzbekistan, internal bank assessments are often inconsistent and lack objectivity, compounded by inadequate sector-specific credit-risk analyses and reliance on traditional methods. The disparity between the EU and Central Asia underscores the critical need for localized adaptations of proven credit-risk assessment tools. Integrating EU practices—such as leveraging alternative data sources, enhancing financial transparency, and adopting sector-specific risk models—can significantly benefit Central Asian economies. For instance, modifying the Altman Z-Score to accommodate the unique financial structures of SMEs in emerging markets, or implementing psychometric credit scoring in regions with limited financial histories, could address systemic gaps [35, 36]. Hybrid frameworks combining the methodological rigor of EU standards with contextual flexibility tailored to Central Asia could address systemic barriers to finance and foster financial inclusion. Empirical findings suggest that piloting EU-style fintech tools in Uzbekistan and developing comprehensive, sector-specific data repositories could improve credit risk evaluation and enhance SME resilience. Collaboration between financial institutions, government bodies, and international organizations is essential for accelerating the adoption of innovative credit-risk assessment methodologies. Future research should focus on testing these adapted frameworks across diverse economic and sectoral contexts, evaluating their effectiveness in driving financial inclusion and sustainability.

CONCLUSIONS

This research highlights the critical role that structured credit-risk assessment frameworks play in the financial sustainability and growth of Small and Medium Enterprises (SMEs). SMEs are vital contributors to economic development, employment, and innovation, yet their access to finance remains a persistent challenge globally. The comparative analysis between the European Union (EU) and Central Asia, particularly Uzbekistan, underscores significant disparities in approaches to SME credit-risk assessment, shaped by regulatory environments, technological adoption, and data accessibility. While the EU serves as a model for financial resilience through

comprehensive regulatory frameworks, advanced credit-risk assessment tools, and widespread fintech integration, Central Asia faces considerable challenges due to limited financial infrastructure, underdeveloped regulatory systems, and restricted data transparency. The study provides a theoretical and practical overview of the credit-risk assessment landscape for SMEs, analyzing existing frameworks such as the CAMELS model, financial ratio analysis, and the Altman Z-Score.

While these tools are highly effective in structured environments like the EU, their applicability in emerging markets necessitates customization to address local economic dynamics and sector-specific characteristics. Alternative methodologies, including psychometric credit scoring and AI-driven models, offer potential solutions to overcome data limitations and expand SME access to formal financing in Central Asia. However, this research is not without its limitations. First, it is primarily theoretical and lacks the statistical validation required to confirm the causative links between insufficient credit-risk frameworks and high bankruptcy rates in Central Asia. Second, data availability and reliability in the region remain significant constraints, limiting the ability to analyze credit-risk practices comprehensively. Third, the variability in economic, regulatory, and sectoral conditions within Central Asia complicates the direct adaptation of EU practices, necessitating a more nuanced, context-specific approach. Looking ahead, research lays the groundwork for future empirical investigations. The next phase will involve setting a hypothesis to test whether high bankruptcy rates in Central Asia are correlated with inadequate credit-risk assessment practices and exploring the feasibility of adopting EU methodologies in the region. This hypothesis will be statistically tested to determine the extent to which EU frameworks can enhance SME creditworthiness and reduce financial risks in emerging markets like Uzbekistan.

The following actionable recommendations are proposed to address the identified challenges and improve credit-risk assessment practices in Central Asia:

- **Invest in Centralized Data Repositories:** Governments and financial institutions should establish centralized databases to enhance financial transparency, mandate standardized SME financial reporting, and collaborate with credit bureaus to consolidate and share data.
- **Adopt and Localize Proven Frameworks:** Tools such as the Altman Z-Score and CAMELS model should be adapted to reflect local and sector-specific conditions, integrating non-financial indicators and adjusting financial metrics to align with regional SME characteristics.
- **Promote Technological Integration:** Policymakers and financial institutions should prioritize the use of fintech solutions, such as AI-driven credit scoring and big data analytics, to improve predictive accuracy in environments with limited traditional financial data.
- **Foster Independent Credit-Rating Agencies:** Establishing independent credit-rating agencies in Central Asia can provide objective evaluations of SME creditworthiness, reduce reliance on informal mechanisms, and build trust among financial institutions.
- **Encourage Public-Private Partnerships:** Collaborative programs involving governments, international organizations, and private sector stakeholders can drive capacity-building, financial literacy, and the development of innovative SME financing models.
- **Develop Sector-Specific Strategies:** Tailoring credit-risk models to the unique characteristics of various sectors can improve accuracy and relevance. For instance,

agricultural SMEs may benefit from risk models that account for seasonality and climate-related factors.

Further research will focus on testing the hypothesis and statistically evaluating the relationship between bankruptcy rates and insufficient credit-risk assessments in Central Asia. Moreover, the study will assess the feasibility of adapting EU practices, such as standardized data systems and advanced credit scoring tools, to emerging markets. By bridging theoretical and practical perspectives, this research aims to refine credit-risk assessment frameworks, ensuring they are both adaptable to local contexts and robust enough to support SME growth globally. These efforts will not only improve financial inclusion for SMEs but also contribute to broader economic stability and development.

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ECONOMIC APPROACHES TO PREVENTION OF MILITARY CONFLICTS. "PARITY" - A SYSTEM FOR MAINTAINING POLITICAL BALANCES

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ABSTRACT

The work is devoted to a new approach to the problem of guaranteeing the strict implementation of international treaties and agreements, the instruments of economic regulation that prevent aggression and mitigate the consequences of military conflicts are considered. In the real political sphere, there are no real guarantees of the fulfillment of previously concluded agreements, just as there are no means of coercion to fulfill the obligations assumed, it is justified that economic instruments will be able to guarantee the fulfillment of "paper" political agreements, including peace treaties and agreements on security guarantees.

Keywords: bonds, guarantees instruments, regulation, security

ANOTĀCIJA

Darbs ir veltīts jaunai pieejai problēmai, kas garantē stingru starptautisko līgumu un nolīgumu īstenošanu, tiek apsvērti ekonomiskā regulējuma instrumenti, kas novērš agresiju un mazina militāro konfliktu sekas. Reālajā politiskajā sfērā nav reālu garantiju par iepriekš noslēgto līgumu izpildi, tāpat kā nav piespiedu līdzekļu, lai izpildītu uzņemtos pienākumus, ir pamatoti, ka ekonomiskie instrumenti spēs garantēt "papīra" izpildi politiskie nolīgumi, tostarp miera līgumi un vienošanās par drošības garantijām.

The main thesis

The combination of political, economic and financial instruments in the tasks of maintaining a political balance will be able to provide guarantees of real support to the victims of military attacks and at the same time cause inevitable severe economic consequences for the aggressor countries.

INTRODUCTION

The modern political space is a complex conglomerate of political and territorial systems and subsystems, and an even more complex and contradictory system is the structure of relations between these participants, each of whom has his own beliefs, motives, goals and resources to achieve them.

This space, as an arena of clashes, conflicts and crises, is today governed by agreements developed in the middle of the 17th century (the Peace of Westphalia), somewhat clarified in the first third of the 19th century (the Peace of Vienna) and consolidated in the middle of the 20th century (The UN Charter). But at the same time, there are no working mechanisms that

would ensure the implementation of international treaties and agreements. International structures (including the UN, the Security Council, the General Assembly, the Shanghai Cooperation Organization, BRICS, the League of Arab States, etc.) are clearly not coping today. The Budapest Memorandum on Ukraine's Security Guarantees has already shown its weakness, and Article 5 of the NATO North Atlantic Treaty has not yet been seriously tested.

Meanwhile, over the same historical period, global markets and economic relations have achieved significant and tangible progress in terms of strengthening the role of regulators (state, interstate and non-state), influencing participants, reducing risks, resolving conflicts, preventing crises and mitigating their consequences. But the main thing is that the world market has created and worked out a system of built-in stabilizers, that is, rules and automatically triggered mechanisms. On the one hand, the very existence of such tools is an important factor in conflict prevention, on the other hand, their action returns complex systems to a state of equilibrium after the crisis has already occurred.

The basic idea of the study is to use economic instruments as guarantees of the implementation of international treaties on peace, security, recognition of borders, etc.

The purpose and task of the study can be defined as follows: when drafting, agreeing and signing international agreements within the framework of the new security system ("Parity"), the conditions of the "Nash equilibrium" [1] must be protected, i.e. the texts of security agreements themselves must contain clear boundary conditions that exclude the possibility of any party winning when changing strategies for peaceful coexistence unilaterally.

Indeed, the serious economic consequences of a unilateral violation of the treaty, being spelled out in the treaties, are in themselves a serious warning to potential aggressors. But their role is not limited to this. The same schemes contain mechanisms for the prompt and effective protection of victims of aggression and equally explicit mechanisms for punishing the aggressor both at the time of decision-making and his inevitable punishment in the long term.

THE MAIN PROVISIONS

Below we will present the main provisions of the new security system, describing the possibilities of transferring economic methods of regulation to solving problems of political clashes {2}.

So, the "Parity" system is a system of international treaties with specific responsibility (economic, political and financial) for future events related to violations of the political balance, local, regional and global equilibrium.

1) The new system, already at the stage of preparation and signing of international agreements, should prevent aggression, military actions and other violations of interstate treaties on peace, non-aggression, recognition of borders, etc.

2). Within the framework of the system, norms are laid down in the texts of interstate treaties containing clearly formulated and realized direct economic threats by the parties to the treaty, multiplying purely military risks of a potential aggressor.

3) Within the framework of the system, norms are laid down in the texts of interstate agreements containing clearly formulated and realized terms, sizes and forms of guaranteed direct support to the victim of an attack, multiplying her own capabilities many times over.

4) These measures, which threaten the aggressor and support the victim, should be fully reflected in the public space of the signatory countries and have a deterrent effect on the formation of public opinion and domestic political programs in these countries.

5) These measures, threatening the violator of the treaty and guaranteeing support to the victim of the attack, should become part of the global information space, be fully brought to the attention of the world community and be taken into account by the subjects of the international political space in their strategic plans and goals. the balance of power in the global balance.

6) Both political alliances and coalitions (the "bloc system") and regional communities of states can act as guarantors of security. The most authoritative guarantees should be guarantees of the implementation of peace treaties, which will be given by the United Nations and its branches (the General Assembly, the Security Council, the Economic Security Council). This will expand their powers and change their status in the real political space..

7) An international treaty should contain a set of interrelated and staggering financial sanctions for the aggressor at the time of the decision to violate the peace treaty, as well as contain an exhaustive list of threats in the war and post-war periods.

8) Documented and widely known to the population of the signatory countries, threats of unacceptable and inevitable financial losses in the pre-war, military and post-war periods are actually prohibitions in themselves, or at least warnings about violation of the terms of the Treaty..

9) The clauses of the Agreement confirming that every action accompanied by destruction and other losses of the object of attack inevitably turns into a debt burden for the citizens of the aggressor State, their children and grandchildren, including inevitable and comprehensive compensation for damage caused not only to the victim of the attack, but also to guarantors and allies.

It is not a fact that the recent military actions would have occurred at all if the decision makers, that is, the leaders of the aggressor States, had known in advance about the inevitable consequences of a staggering scale.

10) Built-in stabilizers, including:

- automatic measures to financially punish the aggressor, including the seizure of reserves, assets and the imposition of personal sanctions against certain categories of citizens of the aggressor country;

- automatic blocking of accounts of the aggressor country, suspension of rights to assets the Central Bank, refusal to fulfill insurance, forward and other financial obligations and credit certificates, restrictions on export-import operations up to a complete ban.

- automatically effective bans on the supply of weapons and dual-use goods to the aggressor.

- operational financial support for the victim of aggression, its guarantors and allies, including payments of guarantee amounts that stimulate the necessary level of expenses of its guarantors and allies.

It should be noted that of the above measures of influence (prevention, coercion, encouragement), the system of economic sanctions is currently the main tool for preventing

aggression (threats) and at the same time punishing the aggressor (execution). Many components of this system have been brought to a high degree of detail, and the new security system stipulates that these measures should take effect automatically after an attack (trigger event).

11) Other instruments may be used to guarantee the implementation of international peace treaties. Among them are:

- Guaranteed deposits - deposits, reserves and other assets of the parties – as a means of collateral for the execution of international treaties and the elimination of the consequences of aggression;
- Financial guarantees from reputable intermediaries for the provision of loans - military and stabilization loans in favor of the victim of the attack;
- Fulfillment of insurance obligations as guarantees of financial support in cases of an attack;
- Refusal to fulfill insurance obligations as punishment to the aggressor;
- Extraordinary fulfillment of forward delivery obligations in the event of an attack;
- Failure to fulfill delivery obligations as punishment to the attacking party.

12) We would like to highlight the new financial instrument of protection against attack. **SAB' "Surprise Attac Bond"** is a financial instrument we offer designed to capitalize on the risks of military threats and surprise attacks. A description is provided in [2]. In this presentation, we note that SAB bonds are securities whose payments are linked to the fact of aggression. With their help, in practice, specific risks of an attack are transferred from the issuing country to investors. For use in security tasks, bonds of this type will have the working name SAB – "Surprise Attack Bond" - bonds of a surprise attack, reflecting both its form and its essence.

In terms of content and basic characteristics, SAB bonds are similar to the well-proven **CAT bond** product (disaster bonds), supplemented with settings for managing the risks of military aggression and effective rapid response to the fact of an attack. CAT bond- bonds of earthquakes, hurricanes, etc. [3], are structured through special purpose companies (**SPV**) that isolate bonds from the risk (in our case, military) of the issuer.

The SPV company issues bonds and stores the proceeds in a collateral account. Then they are invested in low-risk securities. The proceeds from these investments, plus the issuer's annual non-executive premium, are used to pay interest to investors. The repayment period is the validity period of the peace Agreement. If the peace period has passed without violations, the bonds are repaid. If the attack took place, investors lose the right to return their invested capital (partially or completely). The bond coupon consists of two components, one of which is predetermined, and the second corresponds to the premium for the risk of non-repayment. Thus, the risks of investors in the pre-war period are compensated by an additional premium of the issuer, and in the post-war period by reparations payments.

SAB bonds are a practical way to combine insurance obligations with debt obligations when it is possible to place them on financial markets. In relation to military conflicts, SAB bonds are aimed at financially covering external political risks, in particular the risk of invasion, threat to territorial integrity, statehood or violation of other points of the peace Treaty. But unlike other tools that can only mitigate the consequences of an already existing disaster (trigger event), SAB bonds to some extent prevent a military attack or at least reduce its likelihood.

Certain types of SAB bonds can be used to create financial security against major terrorist attacks and internal shocks, risks of large-scale man-made and natural disasters,

13) In the context of new types of Security Agreements, these securities represent practically the only tool for the country's leadership that provides an opportunity to strengthen security completely independently, since the participation or consent of political partners, allies and counterparties is not required to carry out this large-scale financial operation.

14) Information that the country's leadership has resorted to such a measure of protection, depending on the specific foreign policy situation, may be completely or partially open, completely or partially closed, or spread purposefully through various channels. The very fact of placing bonds among central banks and other large investors of the guarantor countries provides some political support to the issuing country and is the core of future coalitions of allies (guarantor-investor-political ally- military ally). The placement of bonds on open markets for mass investors is in itself the basis for the formation of public sympathies, moods and expectations.

15) So, SAB bonds are designed to provide operational financial assistance in the event of a threat of military aggression, terrorist acts and riots. This is a mechanism for independent preventive actions to strengthen the security of a single country, coalition or regional association of allied countries. In the context of political relations and military conflicts, SAB bonds have no analogues. In addition to providing financial payments, they play an additional threefold role as a stabilizer, regulator and indicator of relations between various participants in the political arena.

As a built-in **stabilizer**, SAB bonds, thanks to impressive and instant payments, contribute to the restoration of socio-economic balance in the country under attack and guarantee the provision of military spending.

As an **indicator of the relationship**, SAB bonds show the true limits of the political support that the issuing country can count on in emergency situations. The placement of bonds in allied and guarantor countries shows the willingness (or unwillingness) of partners to provide assistance not only in the form of "paper guarantees", but also in real investments. In addition, the requirements of investors for SAB bonds at a certain amount of risk premium gives a kind of assessment of the current probability of aggression.

As a **regulator of political relations**, the purchase of SAB bonds by foreign investors (including central banks) in allied countries strengthens the attitude of their governments towards the security of the issuing country. The placement of bonds on open markets for mass buyers from different countries (including residents of countries that are political opponents) is in itself the basis for the formation of sympathies, moods and expectations. There is an interest among ordinary investors in peaceful coexistence and the completion of the term of the bonds, the payment of income and the return of increased capital.

More complete and specific information about the SAB bonds is provided in [4].

And finally, it is necessary to evaluate another important distinctive feature of SAB bonds. Information (real or exaggerated) about the significant amount of financial resources for armaments and payment of mercenaries, which the issuer is guaranteed and promptly receives in the event of an attack, can sober potential aggressors.

"The threat is stronger than the execution."

CONCLUSION

The modern political reality as an arena of constant rivalry, conflicts and clashes requires updated tools to have a real impact on the behavior of participants. Such tools can be methods of political, economic and financial regulation - encouragement, coercion and punishment.

In this regard, the role of international organizations, in particular the United Nations. in the formation of a new security system, it can change dramatically, and the possibilities of real influence can increase dramatically.

Moreover, it is on this path that the UN will be able to return to its main task – the prevention of wars and begin the process of transition from "block" security systems to a global system.

In a sense, this study does not correspond to its time: the world is now in a "state of war" and the possibility of concluding peace treaties now seems very remote and even improbable.

But this time (of a return to global equilibrium) will come sooner or later, and then the concept of a new security system will be in demand.

The author is aware that the proposed doctrine cannot stop the wars already underway, but expresses the hope that it will help prevent the upcoming wars...

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INVESTMENT TO UKRAINE: THREE IN ONE

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ABSTRACT

The post-war Ukraine's economic recovery can become one of the main areas of direct foreign investment, the size of which is estimated by some experts to be in the trillions of dollars. Thus, EU investments can immediately play a dual role: supporting the adaptation of Ukraine's economy to joining the EU and a driver of post-war economic development. But there is also a third role, which consists in creating a new economic system of the European Union itself, in which Ukraine can play a special role.

Keywords: Investment, Ukraine, European Union, Economic Recovery

INTRODUCTION

Fighting Ukraine does not lose hope for international support, which is seen not only in military aid, but also in joint efforts to revive the post-war economy. A special place is given to the countries of the European Union as our closest neighbours and potential partners in the EU, which Ukraine seeks to join as soon as possible. Some experts estimate the volume of investments necessary for such a restoration at a trillion euros, which could turn Ukraine into one of the main destinations for international cash flows.

The European Union traditionally attaches great importance to investment support for candidate countries since Central and Eastern Europe constitutes a region in transition from a centrally planned to an open market economy that rapidly became an integrated member of the EU. As a consequence, it is not surprising that the developments in the region have raised substantial interest from the part of foreign investors who detect viable and profitable opportunities in the area.

EU Pre-Accession support

Immediately after the Amsterdam European Council (16–17 June 1997), and without awaiting the signing of the Amsterdam Treaty on 2 October 1997, the Santer Commission submitted its report on 16 July 1997 with 'Agenda 2000: for a stronger and wider Union', which contained ten opinions on the applications for accession of the CEECs. In practice it was used the Flying Geese Model (FGM) claims that as the leader country (in our case the 'old' EU member states) moves on up the technology ladder, it transfers lower-tech industries via FDI to lesser developed countries (in our case new EU member states). The analysis shows that in keeping with the FGM, FDI is an important, if not the main vehicle for restructuring the manufacturing sector and enhancing

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productivity growth in the CECs analysed. In other words, for the new EU member states FDI is an important element in the catching-up process.

From this point of view, New EU Member States are good example. The positive technology change in Hungary is predominantly due to FDI, since the foreign investor enterprises (FIEs) have increased their share in medium-high and high-tech industries after Hungary's accession by 28 percentage points. In other CECs technological restructuring was also significantly affected by the FIEs, which have gradually upgraded the technological intensity of their activities. However, in this context the differences between countries are really considerable. In the Czech Republic, the structural decrease in low-tech industries has for the most part been accompanied by the structural increase in medium-high and high-tech industries. In Estonia, a huge increase in high-tech industries has been accompanied by an even larger decrease in medium-high-tech industries. In Poland and Slovakia, most of the decrease in low-tech industries has been far outweighed by the increase in medium-low-tech industries. Slovenia is the only CEC among those analysed where the weighted structural change of the FIEs in manufacturing has been negative: a major structural decrease in medium-high-tech industries has not been offset by a structural increase in medium-low and low-tech industries. In Slovenia, FDI can thus be seen to have moved away from medium-high to medium-low and low-tech industries. Hence, the overall positive technological restructuring in Slovene manufacturing seems to stem from restructuring among domestic firms. (1,14)

At the same time, new EU member states cannot rely to any great extent on FDI when attempting to catch up in technologically advanced industries and/or at more advanced stages of development. In that context, endogenous efforts are indispensable.

Countries that undertook economic reform and gained FDI as a consequence maintained a virtuous circle where their efforts were rewarded by approbation from the EU, which encouraged more foreign investors, and enabled them to undertake the next phase of reforms. But the Balkans have had the bad luck of wars delaying their economic transitions until the supply of global capital was drying up in the early 2000s. As a result, problems of de-industrialization have gotten worse and access to EU markets is not bringing profits, jobs and growth as it did in central Europe. (3,48)

Much of the FDI inflows in the last two decades to the NMS and WB region have come from EU countries with larger countries attracting the lion's share of total flows. For both regions (New Member States and Western Balkans), EU countries constitute top ten investors in almost all countries. Within the EU, geography matters. Germany and other central European countries count for between 40-60 percent of total FDI stock in Czech Republic, Slovakia, Slovenia, Poland and Hungary, as well as in Romania, Croatia and Bulgaria. In contrast, Nordic/Baltic countries count for an overwhelming share of FDI in Latvia and Estonia, although not in Lithuania. Foreign investors in the WB region also seem to support this pattern with a large share of FDI sourced from Italy for Albania, although Central European countries are dominant investors in both FYR Macedonia and Bosnia and Herzegovina. The significance of geographic proximity, which probably also reflects cultural and linguistic similarities, is evident but there are other factors at play as well given the overall dominance of Central European countries. (4,8)

CONCLUSION

Taking into account all this, it should be pointed out the importance of EU investments for Ukraine, based on the fact that they will contribute to:

- firstly, the accession of Ukraine to the European Union, as evidenced by the practice of pre-accession investment in other CEE countries;

-secondly, the post-war revival of Ukraine's economy, which will meet the interests of both Ukraine and the EU (since regardless of the process of Ukraine's accession to the EU, it will create a powerful economic barrier and a logistics hub for communication with Central Asia and the Far East on its eastern borders).

But this will not limit the importance of EU investments in Ukraine. As noted by the OMFIF experts, pro-integration sentiment is losing ground to nationalist and protectionist parties across the continent. While incremental changes like lifting regulatory barriers or promoting smaller-scale investment initiatives might gain traction, the broader and more ambitious reforms necessary to unlock Europe's investment potential are unlikely without a shift in political sentiment. (5) The EIB Investment Survey 2024 (2,1) states that the EU firms still prioritise replacement investment over capacity expansion. This contrasts sharply with US firms, where 47% prioritise capacity expansion for the next three years, compared to 26% of EU firms. In the European Union, 36% of firms focus on replacement and 25% on the development of new products and services. The decline in firms' investment appetite contrasts with the widespread recognition at the European level of significant structural investment needs for innovation, digitalisation, the green transition, and dealing with geopolitical risks and supply chain disruptions. Economic security and resilience of supply chains have become crucial priorities for EU firms. With strong integration into global trade (either with other firms inside the EU or outside the EU), particularly among manufacturing and large firms, EU firms are concerned about growing geopolitical risks and trade tensions. As evidenced by the recent Draghi Report, (6)(7) the European Union itself needs significant investment to increase its competitiveness through new high-tech industries.

Of course, this applies to almost every member state. Instead, the most effective such investments will be in the newly created economy (where there will be no contradictions between old and new industries). From this point of view, investments in the post-war economy of Ukraine - a new member of the EU, in addition to the two goals mentioned above, would contribute to the improvement of Europe's position in the global geo-economic system, creating a completely new reality.

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BIZNESA VĒRTĒŠANAS METODES UN TO PIELIETOJUMS LATVIJĀ

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ANOTĀCIJA

Starp vērtēšanas objektiem uzņēmējdarbībā īpašu vietu ieņem biznesa vērtēšana. Mūsdienās globalizācijas apstākļos, nenoteiktības faktoru pieaugušas ietekmes dēļ un to ietekmes rezultātā uz finanšu tirgiem, finansējuma piesaistes iespējām un biznesa attīstībai kopumā īpaši aktuāls kļūst jautājums par efektīvu biznesa novērtēšanas pieeju saprātīgu izvēli atkarībā no pētāmā objekta stāvokļa, tirgus vides un iesaistīto pušu interesēm. Vadītāji sava uzņēmuma novērtēšanai un piesaistītie vērtētāji plaši izmanto tradicionālas pieejas kā ieņēmumu, izmaksu un tirgus pieejas vai to kopumu, bet netradicionālās pieejas neizmanto plaši, jo tās ir maz pazīstamas un prasa īpašu rīku pielietošanu uzņēmumā, kā arī īpašas zināšanas un prasmes to izmantošanai uzņēmuma vērtēšanā.

Atslēgvārdi: biznesa vērtēšana, ieņēmumu, izmaksu un tirgus tradicionālas biznesa vērtēšanas pieejas, netradicionālās biznesa vērtēšanas pieejas

ABSTRACT

Among the evaluation objects in entrepreneurship, business evaluation has a special place. Today, in the conditions of globalization, due to the increased influence of uncertainty factors and as a result of their impact on financial markets, financing opportunities and business development in general, the question of a reasonable choice of effective business assessment approaches, depending on the state of the researched object, the market environment and the interests of the involved parties, becomes particularly relevant. Traditional approaches such as revenue, cost and market approaches or a combination of them are widely used by managers and hired appraisers, but non-traditional approaches are not widely used because they are not well known and require the use of special tools in the company, as well as special knowledge and skills to use them in company valuation.

Keywords: business valuation, income, cost and market-based traditional business valuation approaches, non-traditional business valuation approaches

IEVADS

Starp vērtēšanas objektiem uzņēmējdarbībā īpašu vietu ieņem biznesa vērtēšana[14]. Uzņēmējdarbības, uzņēmuma un biznesa kā novērtējuma objekta jēdzieni nav identiski. Uzņēmējdarbības jēdziens tiek interpretēts diezgan plaši kā darbība kopumā un kā organizēta darbība, kas nav pretrunā ar likumu, ar mērķi gūt peļņu, kā arī tā ir indivīda(-u) organizēts darbs, lai ražotu preces un pakalpojumus un pārdotu tos peļņas gūšanai tirgū, kas apmierina sabiedrības vajadzības[5]. Savukārt, par precīzāko uzņēmuma definīciju autore uzskata LR Komerclikuma 18.pantu, kura izpratnē uzņēmums ir organizatoriski saimnieciska vienība, kura izmanto savas uzņēmējdarbības nodrošināšanai piederošas ķermeniskas un bezķermeniskas lietas, kā arī citi saimnieciski labumi (vērtības), kurus komersants izmanto komercdarbības veikšanai[13].

Pēc autores domām, Latvijā e-vidē var novērtēt biznesu pēc uzņēmuma finanšu kritērijiem, t.i. dažādi uzņēmumi, piemēram, kā SIA “Lursoft” piedāvā iegādāties biznesa vērtēšanas pārskatus izmantojot finanšu koeficientus pamatojoties uz gada pārskatu reģistrā apkopoto informāciju [22]. Autores Jesipova V. un Mahovņikova N. atzīst, ka biznesa vērtību saista ar uzņēmuma vērtības naudas ekvivalentu, kas ir atšķirīgs no cenas un izmaksām[30]. Savukārt, pēc L.Jidirima un D.Madricela domām, biznesa vērtība ir tā spēja ģenerēt ekonomisko atdevi, pārorientējoties no aktīvu vērtības uz ieņēmumu radīšanu, t.s. atvērtas ekonomikas valstu uzņēmumiem [9]. Apkopojot minēto autoru viedokļus, autore secina, ka Latvijā eksistē iespējas pamatojoties uz gada pārskatu reģistrā apkopoto informāciju un citiem interneta resursiem veikt biznesa vērtēšanu pēc finanšu

rādītājiem, kur biznesa vērtība ir tā spēja generēt ekonomisko atdevi, kad aktīvu vērtība pārtop par tā ieņēmumiem.

Pētījuma problēma. Mūsdienās biznesa novērtēšanas problēmai ir diezgan plašs pārklājums zinātniskās un ekonomiskās literatūras avotos, jo kļūst aizvien aktuālāks jautājums par efektīvu biznesa novērtēšanas pieeju saprātīgu izvēli atkarībā no pētāmā objekta stāvokļa, tirgus vides un intereses pakāpes[6]. Uzņēmuma vadītājs var izmantot plaši pazīstamas un tradicionālas biznesa novērtēšanas pieejas, kā ieņēmumu, izmaksu un tirgus pieejas. Bet šīm pieejām ir nepilnības, jo izmantojot šīs pieejas rodas problēmas, kuras skar nākotnes ieņēmumu prognozēšanu, informācijas bāzes trūkumu vai sagrozīšanu, mazo uzņēmumu ieņēmumu gūšanas nestabilitāti, grūtības, kas saistītas ar analogo uzņēmumu izvēli biznesa rādītāju salīdzināšanai, kā arī grūtības, kas saistītas ar organizatorisko un juridisko formu utt.[26].

Pētījuma mērķis ir noteikt, kādas vērtēšanas metodes pastāv un kuras ir piemērotas uzņēmumiem Latvijā to biznesa novērtēšanai un pēc analoga arī citu mazas, atvērtas ekonomikas valstu uzņēmumiem.

Izmantojamās pētījuma metodes. Empīriskā, grupēšanas, vispārināšanas, sistematizācijas, sintēzes, indukcijas un dedukcijas, monogrāfiskā, abstrahēšanas u.c. metodes.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ

Bizness tulkojumā no angļu valodas ir nodarbošanās, darbība, kuras mērķis ir sistemātiski gūt peļņu, ražojot vai tālāk pārdodot preces vai pakalpojumus, bet personu, kas nodarbojas ar biznesu, sauc par uzņēmēju[8]. Autore piekrīt N.Boļšakova uzskatam [28], ka biznesa vērtība ir analītiskais rādītājs, kas raksturo nākotnes naudas plūsmas, ko plāno gūt uzņēmuma īpašnieks. Uzņēmuma tirgus vērtību nosaka gan finansiāli (pārdošanas apjoma pieaugums, investīcijas, kapitāla izmaksas un darbības un finanšu riski)[10], gan nefinansiālie faktori (cilvēkkapitāls, klientu kapitāls, komunikācija, inovācijas, korporatīvā pārvaldība) [25]. Tādējādi biznesa vērtību ietekmē ārējās un iekšējās vides faktori [16].

Uzņēmuma ilgtermiņa tirgus vērtības izmaiņas ir aplēses veiksmes mēraukla [20]. Autore piekrīt N.Šerbakovas un A.Šerbakova uzsvaram [21], ka biznesa vērtība tiek aprēķināta, izmantojot ieņēmumu prognozēšanu un vērtības analīzi, un raksturo uzņēmuma vadības efektivitāti. Tomēr autore nepiekrīt citu autoru viedokļiem [1], ka biznesa vērtības noteikšanai akcents vairāk būtu jāliek tieši uz finanšu komponenti, jo biznesa vērtību var izmērīt, izmantojot uzņēmuma dokumentāciju, kas apliecina uzņēmuma saimnieciskās darbības rezultātus laika gaitā. Kaut gan pārsvarā biznesa vērtību saista ar uzņēmuma finanšu rezultātiem, tomēr zinātnieku vidū pastāv pamatots uzskats, ka biznesa vērtību nosaka ne tikai tā spēja nodrošināt īpašniekiem ieņēmumus, bet ir svarīga integrēta pieeja, kas aptvertu arī sociālo, ekoloģisko vērtības komponenti atbilstoši ilgtspējīgas attīstības konceptam[15].

Biznesa vērtēšanā ka liela uzmanība tiek pievērsta biznesa vērtības analīzei akcionāriem, kas nozīmē ka kapitāla atdevei ir jābūt lielākai par tā alternatīvajām izmaksām[7].

Latvijā galvenās uzņēmuma biznesa vērtības novērtēšanas metodes ir balstītas uz klasiskām pieejām, piemēram, ienākumu pieeju, izmaksu un salīdzinošo pieeju (tirgus pieeja)[23].

Lai veiktu uzņēmuma biznesa novērtēšanu, izmanto pazīstamas un tradicionālas novērtēšanas pieejas Latvijā un pasaulē un to sadalījumu pēc metodēm, kas ir apkopotas 1.attēlā.

Uzņēmuma biznesa vērtība	→	Ienākumu pieeja	Izmaksu pieeja	Tirgus pieeja
		Tiešās kapitalizācijas vai ieņēmumu kapitalizācijas metode	Likvidācijas metode	Tirgus kapitāla metode
		Diskontētās naudas plūsmas metode	Neto aktīvu metode Aktīvu uzkrāšanas metode	Darījumu metode Nozares koeficientu metode

1.attēls. Uzņēmuma biznesa novērtēšanas tradicionālas pieejas Latvijā un pasaulē [4]

Tradicionālas ir trīs pieejas biznesa vērtības noteikšanai, kas ir ienākumu pieeja, izmaksu (īpašuma) pieeja un salīdzināšanas pieeja (skat. 1.att.).

Ienākumu pieejas būtība – galvenais biznesa novērtēšanā ir uzņēmuma vērtības aprēķins konkrētā laika posmā, jo biznesa vērtība ir cieši saistīta ar nākotnē gūstamajiem ienākumiem[33], investīciju projektu īstenošanu[33], izmantojot ienākumu kapitalizācijas metodi un diskontētās naudas plūsmas metodi[17]. Ieņēmumu kapitalizācijas metode vispiemērotākā tajos gadījumos, kad paredzēts, ka nākotnes darbība būs tāda pati kā pašreizēja pēc profila un uzņēmumam būs pārredzams, normāls izaugsmes temps. Diskontētās naudas plūsmas metode vislabāk piemērota uzņēmumiem, kuri demonstrē augstu izaugsmes tempu, jaunuzņēmumiem, kuru ieņēmumi nav stabili (sezonālās svārstības vai arī gadījumos, ja paredzēts, ka ieņēmumi būtiski atšķirsies nākotnē), atvērtās ekonomikas uzņēmumiem [33].

Izmaksu (īpašuma) pieejas būtība– balstās uz uzņēmuma novērtēšanu pēc tā īpašuma vērtības, izmantojot likvidācijas vērtības, neto aktīvu un aktīvu uzkrāšanas metodes[31]. Likvidācijas vērtības metodi izmanto, kad uzņēmums neplāno turpināt darbību, aprēķinot summu, ko īpašnieks varētu atgūt, likvidējot uzņēmumu un izpārdodot tā aktīvus[31]. Neto aktīvu metodes ietvaros vērtību nosaka uzņēmuma aktīvos ietilpstošais nekustāmais īpašums, citi materiālie aktīvi un/vai nemateriālās vērtības, jo šī metode ir īpaši piemērota gadījumos, kad uzņēmumam ir liels aktīvu apjoms vai arī jauniem uzņēmumiem, kuriem vēl nav vēsturisko datu par iepriekšējiem gadiem. *Aktīvu uzkrāšanas metode* paredz izrēķināt katra aktīva un pasīva pozīcijas tirgus vērtību un tad atskaitīt pasīvus no aktīviem. Šī metode nav ļoti plaši izmantota, jo tā ir laikietilpīga un tai ir zināmi ierobežojumi[31].

Salīdzināšanas pieejas būtības pamatā ir uzņēmuma salīdzinājums ar citiem tirgus dalībniekiem [32], tās pamatā ir ideja, ka uzņēmuma vērtība atbilst summai, par kuru varētu pārdot analogisku uzņēmumu, kas jau darbojas tirgū, ko novērtē izmantojot tirgus kapitāla, darījumu un nozaru koeficientu metodes [29]. Tirgus kapitāla metodes (publiski kotēto uzņēmumu metode) pamatā ir vērtības aprēķins, kurā ņem vērā analogisku uzņēmumu akciju cenas fondu biržā, kā arī citus rādītājus (piem., EBITDA, neto apgrozījums, pārskata gada peļņa, dažādi koeficienti u.c.) [2].

Darījumu metode paredz, ka tiek salīdzināta pārdošanas cena analogiskajam uzņēmumam jeb summa, ko maksā, kas viens uzņēmums iegādājās citu [2].

Nozaru koeficientu metodes pamatā ir vērtējamā uzņēmuma salīdzināšana ar līdzīgiem nozares uzņēmumiem pēc noteiktiem koeficientiem (piemēram, likviditāte un maksātspēja, finanšu noturība, rentabilitāte, aprīte, bankrota varbūtība), ko iespējams iegūt no publiski pieejamiem uzņēmumu gadu pārskatiem[24].

Tādējādi, tradicionālas ir trīs pieejas biznesa vērtības noteikšanai, t.i. ienākuma pieeja, izmaksu (īpašuma) pieeja un salīdzināšanas pieeja, kas tiek plaši izmantotas Latvijā, turklāt, katra no šīm pieejām paredz vairāku metožu piemērošanu. Katrai metodei ir savas priekšrocības un trūkumi un ne visas metodes ir vienlīdzīgi piemērotas mazo un vidējo uzņēmumu novērtēšanai, it īpaši apstākļos, kad to darbības tirgus ir ierobežots

Šīs problēmas aktualitātes dēļ pasaules praksē uzņēmumos attīstās Vērtības balstītas pārvaldības (Value Based Management VBM) pieeja. Šī ir pieeja, kuras pamatā ir uzņēmuma vērtības mērīšana, kas ļauj ņemt vērā tā nākotnes iespējas. Uzņēmuma vadības efektivitātes izvērtēšana var tikt

uzskatīta par svarīgu elementu uzņēmumu vadītāju īstenotās politikas izvēlē, jo efektīva vadība palīdz palielināt uzņēmuma vērtību, kas izraisa investoru intereses pieaugumu par uzņēmuma akciju iegādi [23]. Pēc finanšu rādītāju nozīmes var izdalīt progresīvās un Latvijā maz izmantojamās metodes kā:

1. ekonomiskā pievienotā vērtība (Economic Value Added EVA),
2. akcionāru pievienotā vērtība (Shareholder Value Added SVA),
3. naudas plūsma balstīta peļņa no ieguldījumiem (Cash Flow Based Return on Investment CFROI),
4. pievienotā naudas plūsma (Cash Flow Value Added CVA),
5. reālā opcijas vērtība (Real Option Value ROV) un dažas citas.

Autore uzsver, ka tomēr atsevišķos darbos [19] ir atzīmēts, ka analītiķu ieteikumi aptuveni par 30% vadās arī no nefinanšu kritērijiem – ņemot vērā vadības kvalitāti un spēju īstenot izvēlēto stratēģiju.

PĒTĪJUMA REZULTĀTI, NOVĒRTĒJUMS

Balstoties uz Latvijas tautsaimniecības specifiku, autore ir izvērtējusi biznesa vērtības metožu plusus un mīnusos pēc piemērotības mazā un vidējā biznesa novērtēšanai, t.sk. mazas atvērtas ekonomikas valstu uzņēmumiem. Rezultāti ir apkopoti 1.tabulā.

1.tabulā. Uzņēmuma biznesa novērtēšanas tradicionālu pieeju plusi un mīnusi

Pieeja	Metode	Piemērotība mazā un vidējā biznesa novērtēšanai	Metodes piemērošana nosacījumi vai ierobežojumi
Ienākuma	Tiešās kapitalizācijas metode	+	Ja ieņēmumi ir stabili un pārredzami
	Naudas plūsmas diskontēšanas metode	+	Vislabāk der uzņēmumiem, kuri demonstrē augstu izaugsmes tempu, jaunuzņēmumiem, uzņēmumiem, kuru ieņēmumi nav stabili
Izmaksu	Likvidācijas vērtības metode	+	Ja plāno likvidēt uzņēmumu
	Neto aktīvu vērtības metode	+	Ja ir pietiekami lieli aktīvi
	Aktīvu uzkrāšanas metode	+-	Vairāk der uzņēmumiem ar lielu aktīvu apjomu, kuriem ir lieli finanšu aktīvi bilancē, kuri īsteno atsevišķus projektus
Salīdzināšanas	Tirgus koeficientu metode	+	Ja iespējams iegūt datus par līdzīgiem uzņēmumiem no tās pašas nozares
	Darījumu metode	-	Parasti trūkst dati par darījumiem ar līdzīgiem uzņēmumiem
	Tirgus kapitāla metode	-	Latvijas gadījumā nav piemērota, jo mazs fondu tirgus un tajā ir maz Latvijas mazā un vidējā biznesa

Pēc tabulas datiem var secināt, ka Latvijā vismazāk piemērota biznesa novērtēšanai ir salīdzināšanas pieeja (skat.1.tabulu), jo mazajā tirgū trūkst faktisko darījumu un datu pamatotam salīdzinājumam, kā arī ir ļoti ierobežots fondu tirgus, kur kotējas tikai atsevišķi un pārsvarā lieli uzņēmumi – akciju sabiedrības. No izmaksu pieejas salīdzinoši mazāk piemērota ir aktīvu uzkrāšanas metode.

Latvijā uzņēmuma biznesa novērtēšanai arī maz izmanto netradicionālās pieejas un to metodes, kas ir apkopots 2. tabulā.

2. tabula. Uzņēmuma biznesa novērtēšanas maz izmantojamās pieejas

Pieeja	Metode	Metodes piemērojamība
Reālo opciju jeb iespēju pieeja	Paplašināšanas opcijas metode	Pievieno vērtību uzņēmuma vērtējumam, jo tā nodrošina elastību un izaugsmes potenciālu
	Atteikšanās opcijas metode	Dod iespēju ierobežot negatīvās sekas neveiksmīgām investīcijām
	Atlikšanas opcijas metode	Nodrošina elastību plānošanā un ļauj izvairīties no nepareiziem lēmumiem
	Aizstāšanas opcijas metode	Ļauj pielāgoties mainīgajiem tirgus apstākļiem
IT tehnoloģijas pieeja	Darbības samazināšanas/ sašaurināšanās opcijas metode	Palīdz samazināt riskus un izdevumus
	Digitālās iespēju metode Izmanto biznesa vērtēšanai, datu ieguvei un apstrādei u.tml., lai automatizētu, vienkāršotu un pilnveidotu vērtēšanas procesu	- Blokkēdes tehnoloģijas, mašīnmācības, mākslīgā intelekta, digitālā rīku pieejamība - Biznesavertība.lv; - “Promietai” spēj pielietot dažādas vērtēšanas metodes, automatizēti analizēt finanšu datus un tirgus datus.

Latvijā uzņēmuma biznesa novērtēšanai izmanto netradicionālās pieejas un to metodes kā reālo opciju jeb iespēju pieeju un IT tehnoloģijas pieeju (skat.2.tabulu). Reālo opciju pieeju ir iespējams izmantot, ja uzņēmumam ir kāda no opcijām, kas varētu nenoteiktības apstākļos nodrošināt vērtības izmaiņas, piemēram, ir licences, patenti, inovāciju potenciāls[12, 27].

Pētījuma veikšanas gaitā autore atklājusi, ka mūsdienās biznesa vērtēšanai izmanto IT tehnoloģijas pieeju, kā arī izmanto digitālos rīkus, mākslīgo intelektu (kas spēj palīdzēt datu iegūšanā un analizē) u.c. [11]. Kā vienu no digitālo rīku piemēriem biznesa vērtības noteikšanai, var norādīt Biznesavertība.lv tīmekli, ko veidoja Lursoft sadarbībā ar Capitalia, kas ļauj iegūt biznesa novērtējumu, ievadot tikai četrus parametrus – gada apgrozījums, gada peļņa, kredītu apjoms un nozare. Novērtējums ir balstīts uz salīdzināmo uzņēmumu metodi [3].

Autore uzskata, ka vēl viena inovācija saistībā ar biznesa vērtēšanas procesiem ir mākslīgā intelekta izmantošana datu analīzei un pašam vērtēšanas procesam. Mākslīgo intelektu var izmantot arī salīdzināmo uzņēmumu un tirgus datu analīzei, kā arī meklēšanai. Pēc autores domām, pagaidām šādu risinājumu skaits nav liels, tomēr ir risinājumi kā “PrometAI”, kurš spēj pielietot dažādas vērtēšanas metodes, automatizēti analizēt finanšu datus un tirgus datus[18].

SECINĀJUMI

Biznesa novērtēšanai Latvijā plaši izmanto pazīstamas un tradicionālas novērtēšanas pieejas un šīm pieejām raksturīgās metodes:

- 1) ieņēmumu pieeja, kurā ietilpst ieņēmumu kapitalizācijas un diskontētās naudas plūsmas metodes;
- 2) izmaksu (īpašuma) pieejas metodes, tādas, kā likvidācijas vērtības, neto aktīvu un aktīvu uzkrāšanas metodes;
- 3) salīdzināšanas pieejas metodes, tādas, kā tirgus kapitāla, darījumu un nozaru koeficientu metodes.

Tomēr visām šīm pieejām ir savi trūkumi jeb nepilnības, kas ierobežo to izmantošanu. Ieņēmumu pieejai ir trūkumi, kuri ir saistīti ar ieņēmumu plūsmas stabilitāti. Šajā sakarā šo pieeju var piemērot biznesa novērtēšanas gadījumā tad, ja šim biznesam piemīt stabili ieņēmumi un pozitīva attīstība.

Savukārt, izmaksu pieejai ir trūkumu, kuri skar biznesa novērtēšanu gadījumā, ja uzņēmums tiks likvidēts, ja uzņēmumam ir pietiekams aktīvu apjoms. Salīdzināšanas pieejai ir trūkumi, kuri ir saistīti ar piemēroto uzņēmumu loku atrašanu, kuri strādā tādā pašā vai līdzīgā biznesa jomā un ir

salīdzināmi pēc citiem kritēriem, kā arī, Latvija nav piemērota tirgus kapitāla metode, jo nav attīstīts fondu tirgus un uzņēmumiem ir ierobežotas iespējas akciju publiskai kotēšanai. Augšminētie secinājumi ir aktuāli attiecībā uz citām valstīm ar mazu, atvērtu ekonomiku, kur pašam vietējais tirgus ir ierobežots un rodas datu salīdzināmības problēma, kā, piemēram, kaimiņvalstis – Lietuva un Igaunija.

No metodēm, kas valstās uz finanšu rādītāju nozīmi, Latvijā maz izmanto progresīvās metodes tādas kā ekonomiskā pievienotā vērtība (EVA), akcionāru pievienotā vērtība (SVA), naudas plūsma balstīta peļņa no ieguldījumiem (CFROI), pievienotā naudas plūsma (CVA), reālā opcijas vērtība (ROV).

Biznesa novērtēšanai Latvijā ir tendences izmantot netradicionālas pieejas, jo pielietojot reālo opciju pieeju var reāllaikā izsekot biznesa vērtības stāvokli, papildus izmantojot IT tehnoloģijas pieejas metodes, jo digitālo rīku un mākslīgā intelekta pielietošana palīdz precīzāk novērtēt biznesu un pieņemt pareizos lēmumu tā attīstībai.

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CONTROL OF PERSONAL INCOME AS A TOOL TO COMBAT THE SHADOW ECONOMY: THE EXPERIENCE OF LATVIA AND LITHUANIA

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ABSTRACT

The main goal of this study is to analyze and evaluate the role of controlling personal income as a strategic tool for combating the shadow economy, with a particular focus on the experiences of Latvia and Lithuania. Most of the lost tax revenue in Latvia and Lithuania is made up of labour. Wages are still paid in envelopes. Measures to restrict cash payments, including salary payments and payments for services of individuals are relevant in both Latvia and Lithuania. The results of the research on the shadow economy in Latvia and Lithuania revealed that Latvia faces challenges in curbing cash transactions, which are a significant contributor to the shadow economy. Lithuania has made more progress by actively promoting digital payments.

Keywords: cash payments, personal income, shadow economy

ANOTĀCIJA

Šī pētījuma mērķis ir analizēt un izvērtēt iedzīvotāju ienākumu kontroles lomu kā stratēģisku instrumentu ēnu ekonomikas apkarošanai, īpašu uzsvāru liekot uz Latvijas un Lietuvas pieredzi. Lielāko daļu zaudēto nodokļu ieņēmumu Latvijā un Lietuvā veido darbspēks. Algas joprojām tiek maksātas aploksnēs. Gan Latvijā, gan Lietuvā būtiski ir pasākumi skaidras naudas maksājumu ierobežošanai, tai skaitā algu maksājumi un maksājumi par privātpersonu pakalpojumiem. Pētījumu rezultāti par ēnu ekonomiku Latvijā un Lietuvā atklāja, ka Latvija saskaras ar izaicinājumiem skaidras naudas darījumu ierobežošanā, kas ir būtisks ēnu ekonomikas veicinātājs. Lietuva ir guvusi lielākus panākumus, aktīvi veicinot digitālos maksājumus.

INTRODUCTION

Tax avoiders engaging in the shadow economy can be conditionally allocated to non-taxable entities in part, operating outside the scope of State Revenue Service supervision and engaging in illegal activities. Income of individuals from renting out property, from economic activity is the basis for tax calculation. It is vital for each country to be aware of the reasons why taxpayers lose motivation to pay taxes by defining strategies and measures to limit the causes of tax evasion for each target group. The research methodology used for this study is a comparative analysis - comparison of economic data and indicators of Latvia and Lithuania, including the size of the shadow economy, comparison of the main components of the shadow economy. Limiting the shadow economy is one of the priorities of the Latvian and Lithuanian governments, for the realisation of which measures are taken to encourage voluntary compliance with tax obligations,

improve the legislative framework, create a stable and predictable tax policy, reduce the administrative burden and reduce the tolerant attitude of society towards non-payment of taxes.

BASIC THEORETICAL AND PRACTICAL PROVISION

According to the latest Shadow Economy Index, the size of the shadow economy in Latvia has fallen significantly to 22.9% of GDP in 2023, down 3.6 percentage points compared to 2022. However, in Lithuania, the shadow economy has grown by 0.6 percentage points to 26.4% of GDP in 2023 compared to 2022. In Lithuania, this is the highest level of the shadow economy since 2009. [6] Despite government efforts, envelope wages continue to be a significant challenge in Latvia and Lithuania.

RESEARCH FINDINGS OR DATA, EVALUATION OF RESEARCH RESULTS

In their study “Shadow Economy Index for the Baltic Countries 2009–2023”, Arnis Sauka and Tālis Putniņš indicate that the main components of the shadow economy in 2023 are:

- ✓ Envelope wages
- ✓ Undisclosed employees
- ✓ Non-reported income

The results of the Shadow Economy Index survey show that in Latvia and Lithuania the most significant component of the shadow economy in 2023 was “envelope wages”. It is wages and salaries that are the main source of income for most individuals.

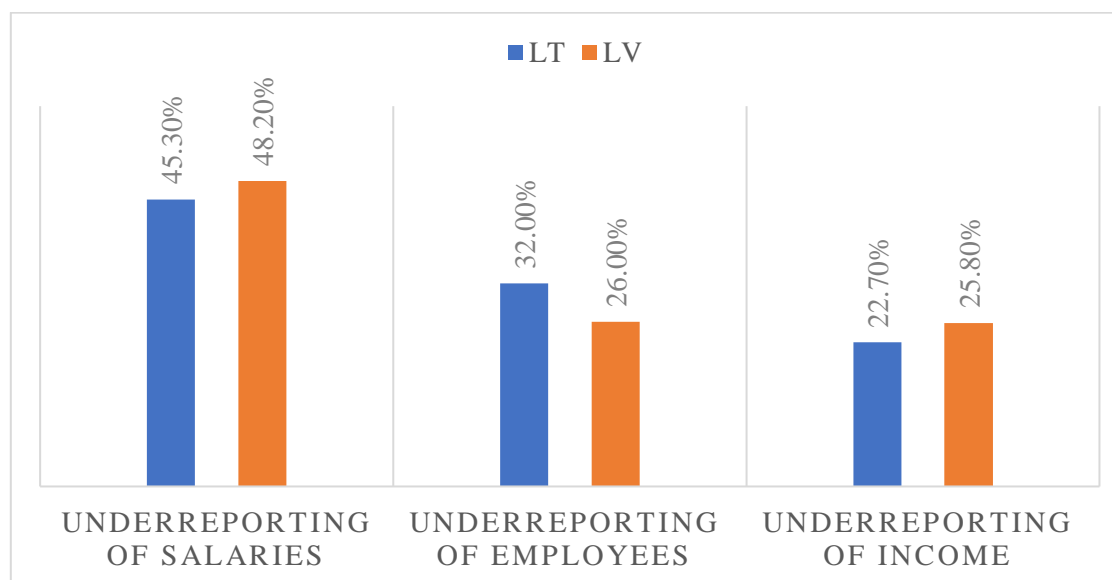


Figure 1. Components of the shadow economy in Latvia and Lithuania 2023. [6].

In recent years, countries across the European Union have been taking steps to enhance financial transparency and combat tax evasion. Lithuania and Latvia, neighboring Baltic states, have introduced new measures affecting wage payment practices. While their approaches differ, both reflect a broader trend toward greater financial accountability.

Since 2022, Lithuania has prohibited the payment of wages in cash. Employers are now required to transfer salaries exclusively via bank transactions. This policy aims to:

- Increase transparency in financial transactions,
- Reduce the shadow economy, and

- Simplify tax reporting and compliance.

By eliminating cash payments, Lithuania ensures that all salary payments are documented and traceable, fostering trust in the economic system.

Latvia, on the other hand, still permits cash salary payments. However, starting in 2025, employers will be required to report which employees receive wages in cash. This measure seeks to:

- Improve oversight of cash flows,
- Mitigate risks of tax evasion, and
- Promote gradual alignment with EU financial standards.

Unlike Lithuania's stricter approach, Latvia balances flexibility for employers with enhanced reporting obligations.

Unregistered income is also a major component of the shadow economy. There are enough reasons to believe that a significant part of individuals' income is hidden.

The State Revenue Service of Latvia shall perform risk analysis of natural persons in order to identify such natural persons who receive undeclared income from which taxes are not paid.

In order to promote voluntary tax compliance of taxpayers, the credit institution and payment service provider shall, until 1 February of each year, submit to the State Revenue Service information regarding clients - natural persons who are residents of the Republic of Latvia - the total debit or credit turnover of whose sight-deposit accounts and payment accounts (including closed sight-deposit accounts and payment accounts) in the previous year has been EUR 15 000 or more within the scope of a single credit institution or payment service provider. [1].

The reasons for income concealment may be different for different social groups. A study of tax morality shows that most residents agree that Latvia's tax system is both too complicated and unfair. [5].

In the European Union, the taxation of individuals may vary depending on the country. However, in general, the following types of income are usually subject to income tax:

- Wages: Including basic salary, bonuses, incentives, and other monetary payments received from an employer.
- Self-employment income: If an individual works for themselves or owns a business, self-employment income is usually subject to income tax.
- Investment income: Investment income, such as interest from deposits, dividends from stocks and bonds, as well as rental income, may also be subject to income tax.
- Pensions and benefits: An individual may be required to pay income tax on pensions and benefits received from the government or private organizations.
- Other income: Such as royalties, fees for performances.

Depending on the source of income, Latvia has different income rates. Progressive income tax applies to annual taxable income and income from economic activity. For income up to EUR 20 004.00, the personal income tax rate is 20%, for income between EUR 20 004.00EUR and EUR 78 100.00, the tax rate is 23%, and for income above EUR 78 100.00, the rate is 31%. At the time of calculating the monthly salary, where the payroll tax book is submitted and the employee wishes to take advantage of it, a personal income tax rate of 20% shall be applied up to EUR 1667,00 and a tax rate of 23% shall be applied to the part of the salary exceeding EUR 1667,00. An employee shall have the possibility to note in his or her electronic declaration system the possibility not to use the non-taxable minimum, as well as to apply the increased personal income rate of 23%. [2].

In Lithuania and Latvia, personal income tax rates vary depending on annual income - wage income not exceeding 60 average wages (EUR 1902.70 per month) per year or EUR 114 162.00 applies a 20% rate. For the part of annual salary income above 60 average wages, the personal income tax rate is already 32%. The personal income tax rate does not change regardless of whether or not a tax book has been submitted to the employer. For most of the income Lithuanian residents

have to pay 20% personal income taxes. But there are further tax rates of 15% on dividends, income from operating activities. [3].

It is important to note that personal income tax is levied on personal income in both Lithuania and Latvia. From 2018 dividends are not subject to personal income tax in Latvia. Dividends are subject to corporate income tax.

The Foreign Investors' Council in Latvia recommends simplifying tax calculations of personal income tax and payment of taxes for small companies and private entrepreneurs. [4,4].

CONCLUSION

While individual income control is a critical component in reducing the shadow economy, its success depends on integration with other policies, such as reducing cash transactions, promoting financial literacy, and ensuring efficient and equitable tax administration. The contrasting strategies of Lithuania and Latvia highlight different approaches to achieving financial transparency. Lithuania's outright ban on cash salary payments represents a decisive move toward a fully digital economy. Latvia's approach, while less restrictive, reflects a transitional phase aimed at tightening financial oversight without disrupting existing practices. Both measures underscore the growing importance of transparency in modern economic systems.

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THE IMPACT OF DIGITAL TECHNOLOGIES ON THE FINANCIAL STABILITY OF THE OIL AND GAS SECTOR OF KAZAKHSTAN

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ANOTĀCIJA

Rakstā tiek pētīta digitālo tehnoloģiju ietekme uz Kazahstānas naftas un gāzes sektora finansiālo stabilitāti. Pētījuma mērķis ir novērtēt, kā digitalizācija uzlabo operatīvo efektivitāti, samazina riskus un veicina finansiālo noturību nestabilā nozarē. Pētījums aplūko galvenos izaicinājumus, tostarp augstās ieviešanas izmaksas un darbaspēka prasmju pielāgošanu. Jaunums ir konkrētu digitālo rīku, analīzē, kas gūst popularitāti nozarē. Secinājumi liecina arī stiprina nozares spēju izturēt ekonomiskos satricinājumus un tirgus svārstības.

Atslēgvārdi: digitālās tehnoloģijas, ekonomiskā attīstība, finansiālā stabilitāte, naftas un gāzes sektors

ABSTRACT

This article examines the impact of digital technologies on the financial stability of Kazakhstan's oil and gas sector. The purpose of the study is to assess how digitalization enhances operational efficiency, reduces risks, and contributes to financial resilience in a volatile industry. The research addresses key challenges, including high implementation costs, and the adaptation of workforce skills. The novelty lies in the analysis of specific digital tools, which are gaining traction in the sector. The findings suggest that digital transformation strengthens the sector's ability to withstand economic shocks and market fluctuations.

Keywords: digital technologies, economic development, financial stability, oil and gas sector

INTRODUCTION

The oil and gas industry has been a cornerstone of Kazakhstan's economy throughout the 30 years of its independence. In 2022 alone, the sector contributed nearly nine trillion tenge (\$18.9 billion) to the National fund and state and local budgets. This substantial financial injection supports three critical areas: social assistance and security, healthcare, and education [1]. However, the oil and gas sector remains vulnerable to fluctuations in oil prices, environmental, and social challenges. In recent years, the need to adapt to global trends, such as reducing carbon emissions under enhancing operational efficiency, has posed a challenge for oil and gas companies to seek new ways of ensuring financial stability. One promising solution is the implementation of digital technologies.

The energy sector is undergoing a major digital transformation, bringing critical advantages such as increased efficiency, cost reduction, and improved customer service [2]. For Kazakhstan's

oil and gas companies, focus on long term sustainable growth, digital technologies could be the key to achieving financial stability and competitiveness in international markets.

The purpose of this article is to determine how the implementation of digital technologies affects the financial stability of oil and gas companies in Kazakhstan. This study aims to analyze how digital technologies contribute to reducing operational costs, improving efficiency, and increasing the sustainability of companies.

To achieve the research goal, analysis and synthesis methods were used, as well as comparative analysis of data from Kazakhstani oil and gas companies that have adopted digital technologies with those that have not. The paper examines examples of using digital technologies, such as Internet Of Things, predictive analytics, and artificial intelligence, to reduce costs and improve efficiency.

MAIN THEORETICAL AND PRACTICAL POSITIONS

Theoretical positions on digitalization and financial stability:

1. The main directions of digitalization in the oil and gas industry include the Internet of Things (IoT), Artificial Intelligence (AI), Machine Learning (ML), cloud computing, and predictive analytics [3]. These technologies help in process automation, accident reduction, logistics improvement, and cost optimization.

2. Financial stability is understood as a company's ability to maintain a positive financial balance under changing external conditions [4]. In the context of digital transformation, a company's resilience depends on its ability to adapt to market changes and optimize process to increase profitability.

For example, the use of predictive analytics and IoT to monitor equipment conditions and identify potential issues allows for the prevention of emergency situations and the costly downtime.

Digital technologies allow for more accurate planning of resource extraction and transportation, reducing logistics and inventory management costs. They also help optimize resource usage, which lowers the carbon footprint of companies, thereby attracting additional funding from ESG investors.

In international practice, digitalization in the oil and gas industry addresses multiple objectives. The Norwegian company Equinor actively uses digital solutions for well management and equipment monitoring. This has helped the company reduce emergency downtime by 20% and cut operating costs by 20%. American companies ExxonMobil and the Chevron use IoT and AI for predictive maintenance which cuts maintenance costs by up to 20% and the reduces CO2 emissions attracting additional investments from ESG funds [5].

Therefore, the benefits of digital technologies in Kazakhstan include:

- the ability to monitor equipment status in real time and predict failures which helps minimize accidents and the downtime;
- production and resource consumption data analysis, which improves forecasting accuracy and allows companies to better manage logistics and inventories.

RESEARCH RESULTS AND THEIR EVALUATION

One successful example of digital technology use in the implementation of the 'Smart Field' technology by the company NS JSC KazMunayGas (KMG). This technology allows for real-time

control of production equipment operations, contributing to increased well efficiency, reduced operating costs, and more. Production growth is higher at fields using this technology. The development helps reduce well repair times, eliminates equipment downtime, and increases load factors [6]. This led to a 20% reduction in emergency downtime and a 15% decrease in operation operating costs. As a result, the company improved its operational and financial performance, making it more attractive to international investors and strengthening its financial stability.

A comparative analysis of the financial performance of Kazakhstani oil and gas companies that have implemented digital technologies versus those that have not shown improved key financial metrics for the former. For instance, the operating margin increased by an average of 12%, while maintenance maintenance costs decreased by 15-20% [7].

Tables 1 and 2 present data illustrating the effect of digitalization in comparison to similar companies in Norway and the United States.

Table 1 – Comparative analysis of digital technology application in oil and gas companies

Metric	Kazakhstan (KazMunayGas)	Norway (Equinor)	USA (ExxonMobil, Chevron)
Reduction in emergency downtime	20%	25%	22%
Reduction in operating expenses	15%	15%	20%
Attraction of ESG investments	+10%	+18%	+20%

Table 2 – Financial indicators of KMG after digital technology implementation

Metric	Before implementations	After implementation	Change (%)
Operating margin	12%	17%	+42%
Maintenance costs	100 million USD	85 million USD	-15%
Investment attraction	200 million USD	250 million USD	+25%
Note: compiled by the author based on financial statements of KMG.			

CONCLUSION

Thus, digitalization is a powerful tool for enhancing the financial stability of oil and gas companies. The introduction of advanced technologies not only helps reduce costs and increase operational efficiency but also boosts investment attractiveness amid a global shift towards sustainable development.

The study results show that digitalization contributes to strengthening the long-term resilience of Kazakhstan’s oil and gas sector. Reducing reliance on traditional management methods and increasing operational efficiency allows Kazakhstani companies to mitigate financial risks associated with fluctuating energy prices and the stricter environmental requirements.

Key findings:

1. Digitalization as a factor in financial stability. The introduction of digital technologies allows Kazakhstan's oil and gas companies to enhance financial stability by optimizing production and operational process.

2. Economic benefits and the sustainable development. Digitalization not only reduces costs but also makes the industry more resilient and adaptable to external changes.

3. Prospects for investment attraction. Companies actively implementing digital technologies and the ESG approaches become more attractive to international investors, which enhances long-term financial stability.

Digital technologies play a key role in strengthening the financial stability of Kazakhstan's oil and gas companies, making them resilient in a changing economy and supporting the transition to sustainable development.

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ОХОРОНА ЗДОРОВ'Я У ДЕРЖАВНІЙ СОЦІАЛЬНІЙ ПОЛІТИЦІ АВСТРАЛІЇ ТА НОВОЇ ЗЕЛАНДІЇ В ПЕРШІЙ ЧВЕРТІ ХХІ ст.

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АНОТАЦІЯ

Мета статті - дослідити проблеми систем охорони здоров'я Австралії та Нової Зеландії за глобальних умов та особливо - під час викликів глобальної пандемії COVID-19. Новизна роботи полягає у здійсненні порівняльного аналізу основних стратегій та підходів у вирішенні проблем охорони здоров'я в зазначених країнах, їх успіхів та вузьких місць. Доведено, що незважаючи на високу ефективність зазначених систем, вони постійно еволюціонують для збереження гідного рівня добробуту суспільства.

Ключові слова: Австралія, Нова Зеландія, охорона здоров'я, COVID-19

ABSTRACT

The purpose of the article is to investigate the problems of the health care systems of Australia and New Zealand in global conditions and especially during the challenges of the global COVID-19 pandemic. The novelty of the work lies in the comparative analysis of the main strategies and approaches to solving health care problems in the mentioned countries, their successes and bottlenecks. It is proved that despite the high efficiency of the mentioned systems, they are constantly evolving to maintain a decent level of well-being of society.

Keywords: Australia, New Zealand, health care, COVID-19

ВСТУП. INTRODUCTION

Наразі розвинені держави світу вкладають кошти у підвищення рівня добробуту своїх громадян та захищають їхні права. Це повною мірою справедливо щодо Австралії та Нової Зеландії – світових лідерів в соціальному забезпеченні, які приділяють проблемам добробуту величезну увагу. Особливе місце у соціально-економічному розвитку цих країн займає охорона здоров'я як невід'ємна складова державної соціальної політики.

Ці країни, розташовані в Тихоокеанському регіоні, мають схожі історичні, культурні та економічні умови, проте їхні системи охорони здоров'я мають певні відмінності. На початку ХХІ ст. на ці системи суттєво вплинула глобалізація, яка внесла свої корективи в побудову та функціонування цих систем, а також глобальна пандемія COVID-19. Досвід цих країн може бути корисним для інших держав, зокрема, України. Тому тема статті, присвячена порівняльній характеристиці сучасних систем охорони здоров'я зазначених країн, є актуальною.

Метою статті є дослідження та порівняння стратегій систем охорони здоров'я Австралії та Нової Зеландії за глобальних умов та особливо – під час викликів глобальної пандемії COVID-19. Дослідження передбачає аналіз ситуації в галузях, виділення їх сильних та слабких місць, а також перспектив розвитку. Основними методами дослідження виступають аналіз і синтез, історичний та компаративний підходи.

ОСНОВНІ ТЕОРЕТИЧНІ ТА ПРАКТИЧНІ ПОЛОЖЕННЯ. BASIC THEORETICAL AND PRACTICAL PROVISION

Охорона здоров'я – важлива складова соціальної системи будь-якої країни. Системи охорони здоров'я Австралії та Нової Зеландії мають давню історію, відрізняються високою ефективністю та постійно трансформуються. Особливо значних змін вони зазнали у XXI ст., відповідаючи на виклики часу та прагнучи забезпечити високу якість медичної допомоги для всіх громадян. Системи охорони здоров'я обох країн базуються на моделі змішаного фінансування, що включає державне та приватне медичне страхування (з акцентом на державні послуги) та передбачають, що всі громадяни і постійні мешканці країн мають доступ до високоякісних медичних послуг, незалежно від їхнього доходу. Проте є певні особливості.

Система охорони здоров'я *Австралії*, відома як Medicare, забезпечує всеосяжний доступ до медичних послуг для громадян та постійних жителів країни. Система є умовно безкоштовною: вона не надає повністю безоплатних медичних послуг, але здебільшого може значно скоротити їхню вартість. Справа в тому, що разом з прибутковим податком кожен постійний житель Австралії зобов'язаний щорічно сплачувати внесок за Medicare (т. зв. *Medicare Levy*) у розмірі 2% від свого заробітку. Це правило працює для всіх, незалежно від суми заробітку (з тих, хто заробляє більше певного ліміту, утримується ще один додатковий внесок).

Система Medicare була введена в 1984 р., але значні зміни та покращення, включаючи впровадження електронних медичних записів (*My Health Record*) та розширення телемедичних послуг, відбулися саме у XXI ст. Крім Medicare, важливу роль в австралійській системі охорони здоров'я відіграє приватне медичне страхування, надаючи додаткові послуги та знижуючи навантаження на громадські лікарні.

В останні десятиліття уряд Австралії приділяв особливу увагу покращенню доступності медичної допомоги у віддалених та сільських районах, а також впровадженню сучасних інформаційних технологій для підвищення ефективності системи охорони здоров'я.

Система охорони здоров'я *Нової Зеландії* вважається державною (понад 75% медичних послуг оплачується державою [3]), а це означає, що більшість населення має право безкоштовного лікування в державних лікувальних закладах і право отримання значних субсидій на відновлення здоров'я після нещасних випадків. Фінансування йде на утримання лікарень та госпіталів, оплату невідкладного лікування всім мешканцям країни та людям, які перебувають у її межах.

Вартість ліків невисока завдяки субсидіям з боку держави. На купівлю ліків за рецептами знижки встановлюються таким чином, щоб вартість ліків не перевищувала певної суми. Всі витрати, пов'язані з вагітністю, пологами і материнством, оплачуються державою на 100% [3]. Стоматологічна допомога для школярів безкоштовна. Крім того, держава залишає за собою право надавати субсидії незаможним громадянам на оплату послуг сімейного лікаря. Існує також приватна медична допомога та «альтернативна» медицина, яка не отримує державних субсидій.

З початку XXI ст. основний акцент зроблено на координації між різними рівнями медичної допомоги (починаючи від первинної медичної допомоги і закінчуючи спеціалізованими послугами), на розвитку програм профілактики захворювань, забезпеченні психічного здоров'я та доступності якісної медичної допомоги для маорі та інших корінних народів.

Актуальними проблемами в обох країнах залишаються проблеми доступності та якості медичних послуг, проблеми психічного здоров'я, проблеми з фінансуванням, нестача

медичних працівників та необхідність модернізації інфраструктури.

Важливою проблемою для будь-якої країни світу виступає ефективність її системи охорони здоров'я за критичних умов. *Пандемія COVID-19* стала серйозним випробуванням для систем охорони здоров'я у всьому світі. Незважаючи на свої відносно стійкі та розвинені системи, Австралія та Нова Зеландія також зіткнулися з унікальними викликами – з проблемами навантаження медичних закладів, нестачею персоналу та ресурсів. Пандемія також призвела до змін у доступності та якості медичних послуг. Багато планових операцій та консультацій було відкладено, що створило додаткові труднощі для пацієнтів.

В той же час Австралія та Нова Зеландія швидко адаптувалися до нових умов. Уряди обох держав впровадили екстрені заходи, включаючи будівництво тимчасових лікарень та збільшення виробництва медичних засобів, для захисту свого населення та мінімізації негативних наслідків пандемії.

Австралія швидко відреагувала на поширення вірусу, запровадивши суворі заходи соціального дистанціювання та обмеження на міжнародні поїздки. Влада ввела карантин для всіх прибулих, що допомогло знизити кількість нових випадків захворювання. Система охорони здоров'я була мобілізована для боротьби з пандемією. Було створено додаткові ліжко-місця у лікарнях, розгорнуто тимчасові медичні центри та посилено можливості інтенсивної терапії. Федеральний і державні уряди співпрацювали для забезпечення достатньої кількості медичних засобів, таких як маски, рукавички та апарати ШВЛ.

Країна запустила масштабну кампанію з вакцинації проти COVID-19. Уряд закупив різні вакцини та організував їх розподіл по всій країні. Було створено численні центри вакцинації, а також проводилися виїзні кампанії для вакцинації у віддалених і сільських районах. Пандемія прискорила впровадження телемедичних послуг. Багато консультацій і візитів до лікарів було переведено в онлайн-формат, що дозволило пацієнтам отримувати необхідну медичну допомогу, не виходячи з дому. Це нововведення значно підвищило доступність медичних послуг, особливо для людей у віддалених районах.

Станом на грудень 2024 р. в Австралії зареєстровано понад 12 млн випадків COVID-19 і 25779 смертей, пов'язаних із вірусом. Понад 95% населення старше 16 років отримали принаймні одну дозу вакцини, а близько 90% повністю вакциновані. Пандемія спричинила значне зростання використання телемедицини, яке перевищило 70%.

Нова Зеландія отримала міжнародне визнання за свій підхід до боротьби з пандемією. Країна запровадила один із найсуворіших локдаунів, що дозволило суттєво знизити рівень поширення вірусу. Закриття кордонів і жорсткий контроль за дотриманням карантину також відіграли важливу роль в успіху Нової Зеландії.

Уряд країни збільшив фінансування охорони здоров'я, що дозволило зміцнити систему та підготуватися до можливих спалахів вірусу. Було проведено заходи з навчання медичного персоналу та збільшення запасів необхідних медичних засобів. Розуміючи вплив пандемії на психічне здоров'я населення, уряд Нової Зеландії запровадив додаткові програми психологічної підтримки як у традиційному, так і в онлайн-форматі.

Як і Австралія, Нова Зеландія також запустила масштабну програму вакцинації. Вакцинація проводилася безкоштовно і була доступна для всіх громадян і постійних жителів. Уряд активно працював над забезпеченням рівного доступу до вакцин для всіх груп населення, включаючи маорі та мешканців віддалених районів.

В Новій Зеландії станом на грудень 2024 р. зареєстровано понад 2 млн випадків COVID-19 і близько 2600 смертей, пов'язаних з вірусом. Понад 93% населення старше 16 років отримали принаймні одну дозу вакцини, понад 88% повністю вакциновані. Використання телемедицини зросло під час пандемії на понад 60%.

Основними *викликами* пандемії в обох країнах виявилися навантаження на системи охорони здоров'я та психічне здоров'я населення, *слабкими місцями* - недостатня кількість

медичного персоналу, особливо у віддалених районах, та необхідність швидкої адаптації до нових умов, що вимагало значних фінансових та організаційних ресурсів.

Відповідь на виклики пандемії COVID-19 показала здатність систем охорони здоров'я Австралії та Нової Зеландії швидко адаптуватися та ефективно реагувати на кризові ситуації. Впровадження нових технологій (телемедицина) і масштабні програми вакцинації стали ключовими елементами цієї успішної адаптації. Незважаючи на труднощі, обидві країни продемонстрували високу готовність захищати здоров'я своїх громадян та мінімізувати наслідки пандемії.

РЕЗУЛЬТАТИ ДОСЛІДЖЕНЬ ТА ЇХ ОЦІНКА. RESEARCH RESULTS AND THEIR EVALUATION

З початку XXI ст. Австралія та Нова Зеландія запровадили безліч ініціатив та реформ, спрямованих на покращення систем охорони здоров'я.

Сьогодні системи охорони здоров'я Австралії та Нової Зеландії є досить ефективними. У 2020 р. загальні витрати на охорону здоров'я в *Австралії* склали приблизно 10,3% ВВП [1]. В країні близько 1350 лікарень, з яких приблизно 700 є громадськими лікарнями. Кількість лікарів на 1000 осіб – приблизно 3,8; кількість медсестер на 1000 осіб – приблизно 12,4. В *Новій Зеландії* загальні витрати на охорону здоров'я у 2020 р. склали приблизно 9,7% ВВП [2]. В країні близько 40 громадських лікарень і понад 200 приватних медичних закладів. Кількість лікарів на 1000 осіб – приблизно 3,3; кількість медсестер на 1000 осіб – приблизно 11,2.

В той же час системи охорони здоров'я Австралії та Нової Зеландії продовжують розвиватися для задоволення потреб своїх громадян і адаптації до нових викликів, планують продовжувати модернізацію своїх систем охорони здоров'я. Пандемія COVID-19 стала катализатором для багатьох змін та інновацій, які будуть мати довгостроковий вплив на ці системи.

Перспективними напрямками розвитку системи охорони здоров'я *Австралії* є розвиток телемедицини; інновації та цифровізація; покращення доступу до медичної допомоги у віддалених районах; профілактика і управління хронічними захворюваннями; підтримка психічного здоров'я, *Нової Зеландії* – інтеграція медичних послуг; розвиток технологій і інновацій; підтримка здоров'я корінних народів; профілактика захворювань і здоровий спосіб життя; інвестиції в психічне здоров'я.

Значний вплив на системи охорони здоров'я Австралії та Нової Зеландії спричинила *глобалізація*, яка сприяла розвитку медичних технологій та обміну знаннями, але також підсилила конкуренцію за медичний персонал. Це змушує країни адаптуватися до зростання попиту на медичні послуги через міграцію та старіння населення.

ВИСНОВКИ. CONCLUSION

За умов повномасштабного вторгнення росії на територію України особливого значення набуває тема *доступності медицини*, особливо на окупованих територіях та в зоні боєвих дій. Як ніколи важлива сьогодні проблема *якості медичних послуг*. Адже медицина наразі займається не стільки лікуванням «мирних» хвороб, скільки стикається з великою кількістю нових викликів: з лікуванням людей, поранених на полі бою і в тилу, з проблемами реабілітації та протезування воїнів у великих масштабах. На жаль, сьогодні стають все більш актуальними *проблеми психічного здоров'я*, зростає кількість людей, які страждають на депресію, тривожні розлади та інші психічні захворювання.

Подібно до Австралії та Нової Зеландії під час пандемії, Україна сьогодні

зіштовхується з такими проблемами, як навантаження медичних закладів, нестача персоналу та ресурсів. Пандемія призвела до змін у доступності та якості медичних послуг, коли багато планових операцій та консультацій було відкладено, що створило додаткові труднощі для пацієнтів. Сьогодні ми спостерігаємо подібну ситуацію, але в значно більших масштабах і зі значно страшнішими наслідками. Саме тому актуальні підходи Австралії та Нової Зеландії до організації охорони здоров'я, особливо за умов глобальної пандемії, представляють значний інтерес для науковців, а також цілком успішно могли б застосовуватися українською владою вже сьогодні, а тим паче – у поствоєнний період. Тому ця проблематика вимагає подальшої підвищеної уваги дослідників.

Досвід Австралії та Нової Зеландії за умов COVID-19 може бути корисним для України і в вузькому сенсі, адже людство не застраховано від глобальних пандемій. Практика швидкої адаптації цих країн до нових умов, екстрені заходи урядів, включаючи будівництво тимчасових лікарень та збільшення виробництва медичних засобів, поширення телемедицини для захисту свого населення та мінімізації негативних наслідків пандемії гідно окремих досліджень науковців.

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HOW DO CONSUMERS IN THE SHARING ECONOMY VALUE SHARING? EVIDENCE FROM RESEARCH IN SPAIN

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ANOTĀCIJA

Koplietošanas ekonomika ir strauji augošs segments, kas būtiski ietekmē patērētāju uzvedību dažādās valstīs. Šajā darbā pēta saistību starp informētību par koplietošanas ekonomikas pakalpojumiem un to faktisko izmantošanu. Izmantojot Spāniju kā piemēru, pētījumā analizēta patērētāju informētība un gatavība izmantot šādus pakalpojumus, kā arī to ietekme uz nodomiem veikt pirkumus, izmantojot platformas “patērētājs-patērētājam” (C2C). Izmantojot kvalitatīvo pieeju empīrisku datu analīzei, pētījumā identificētas galvenās atšķirības lietotāju uztverē un uzvedībā, uzsverot, cik svarīgi ir ņemt vērā dzimumu īpatnības un kultūras faktorus, lai veicinātu koplietošanas ekonomikas tālāku attīstību.

Atslēgvārdi: C2C, dalīšanās ekonomika, e-komercija, Spānija

ABSTRACT

The sharing economy represents a rapidly developing segment that significantly impacts consumer behavior across various countries. This paper explores the relationship between awareness of sharing economy services and their actual usage. Using Spain as a case study, the research analyzes consumer awareness and readiness to use such services, as well as their influence on intentions to make purchases through consumer-to-consumer (C2C) platforms. Employing a qualitative approach to empirical data analysis, the study identifies key differences in user perceptions and behaviors, emphasizing the importance of considering gender-specific characteristics and cultural factors for the further development of the sharing economy.

Keywords: C2C, sharing economy, e-commerce, Spain

IEVADS. INTRODUCTION

The sharing economy is gaining traction in academic research, yet there remains a substantial gap in understanding the individual awareness into it. [1] This study adopts an exploratory methodology to examine the characteristics of users and providers within the sharing economy. By analyzing data from 300 respondents in Spain. The author finds significant correlations between socio-demographic factors, such as gender, and their attitude, towards individuals' awareness and usage of the sharing economy services. While the sharing economy presents significant opportunities for resource optimization and community engagement, a deeper understanding of individual awareness and perceptions is essential for overcoming existing barriers and maximizing its potential. Future research should continue exploring these dynamics, particularly in diverse cultural contexts, to further enrich the understanding of the sharing economy's impact on societal behaviors and interactions. [2]

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

The sharing economy originates from the long-standing human tendency to share, a form of social exchange traditionally occurring between individuals who are familiar with one another and who do not gain immediate material rewards from the sharing. This can take the form of familial sharing or gift-giving. [3] The goal of the sharing economy is to optimize the use of idle social resources by reallocating surplus assets, which can include excess capacity or materials. Examples of this include sharing accommodations like those offered by Airbnb, workspaces through platforms like WeWork, or transportation services through Uber and Lyft. Additionally, it encompasses what Shirky refers to as "Cognitive Surplus," which involves sharing time and ideas through citizen science or problem-solving initiatives like Incentive, Kaggle, or Wikipedia. Driven by digital and smart technologies, the sharing economy relies on resource-sharing platforms and involves both social enterprises and individuals, creating a new type of decentralized labor relationship. [4]

This viewpoint enables us to understand gender as a socially constructed category that influences the social resources and habitual tendencies of women and men in fundamentally different ways. These disparities in resources and behaviors lead to distinct gender-specific opportunities, capabilities, and motivations regarding media usage. When applied to the sharing economy, it suggests that while both women and men may participate at similar levels, they may engage with these services differently and, crucially, for different gendered reasons. Therefore, from the perspective of the "doing gender" approach, we anticipate that the differences in access to the sharing economy will be linked to the unequal distribution of social resources and habits, which are shaped by distinct social practices. [15]

Nevertheless, there has been limited research on the precise internal mechanism of community identification as a mediating factor in understanding how perceived value affects behavior, especially concerning normative usage behavior.[5] This study, grounded in community identification theory, investigates how community identification impacts individuals' behavior when using shared products or applications. It suggests that consumers' perceptions of the value of the sharing economy can shape individuals' behaviors through the internalization of community identity. [6]

Have been indicated that women engage in sharing behavior more than men, both in terms of the quantity of items shared and the frequency of sharing. Women demonstrate a greater willingness to share. This tendency may be connected to their more pronounced propensity for prosocial behavior, particularly in relation to sustainability and the sharing economy. Women's involvement in sharing activities is often influenced by their roles in the workplace and family, which are typically associated with being nurturing, selfless, and attentive to the well-being of others. Consequently, we argue that women have a deeper understanding of the sharing economy, leading to greater participation in it. [15]

Several terms have been used to denote the sharing economy (SE), all centered around a common operational concept: shared economy, collaborative consumption, collaborative economy, peer-to-peer economy, platform economy, and gig economy. [7] These definitions highlight two fundamental aspects of the SE: "sharing" and "Internet," which represent the key pillars of SE business operations: sharing and connectivity. [8] Stokes offers an intriguing observation that emphasizes the significance of these elements: "Something quite remarkable is happening.

Facebook, the largest media company globally, creates no content. Uber, the biggest taxi company, owns no vehicles. Alibaba, the most valuable retailer, holds no inventory. Airbnb, the largest accommodation provider, possesses no real estate." [9]

Today's sharing economy is characterized by several features: temporary access to resources; the shift of economic value from the owner to the user, renter, or beneficiary of the shared goods; mediation through multi-sided technology platforms; an enhanced role for consumers; and supply generated through crowdsourcing. [10]

The origins of the sharing economy date back to prehistoric times, suggesting that sharing is a fundamental aspect of human behavior. [11] However, unlike the informal and communal nature of traditional sharing, the sharing economy focuses on a more structured approach to optimizing resource use and conservation, aimed at fostering balanced economic growth. It highlights the effective coordination and matching of resources among market participants through digital technologies, balancing competitive and cooperative elements. [12] [13] [14]

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

The research conducted in Spain over a few months in 2024. The research was held in few cities as: Girona, Lloret de Mar, Calella, Mataro, Barcelona, Sitges, Salou. Respondents were selected by few factors: active travelers, age, cultural background, geographic location and so on. Main target of the research is: People aged over 18 years old. People who constantly travel and visit new places also people who is familiar with sharing economy understandings. The respondents were provided online survey. Hypotheses of the research is: Tourists' preferences between traditional hotels and rental accommodations in the sharing economy are shaped by a combination of factors, including cost, convenience, flexibility, cultural preferences, and perceived authenticity. Has been sent and selected approximately 400 surveys, only 300 answers had been received. According to the 300 answers has been made this research. The research is aimed to investigate on the respondents' awareness about sharing economy and it's services in C2C sector.

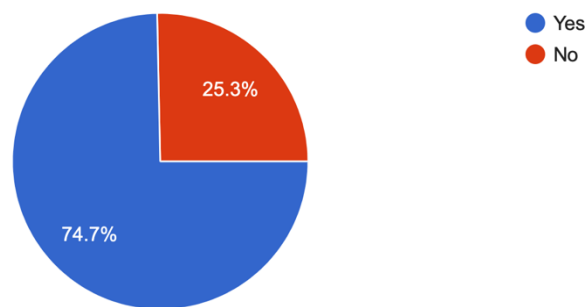


Fig. 1. Awareness of the concept of sharing economy (By author)

The investigation shows that 74.7% of the respondents are familiar with the concept of sharing economy in everyday life. Only 25.3% of the respondents are not familiar with sharing economy concept. By analyses of the numbers by genders, there can be clearly seen that 54% of Females vs 46% male, behind the answer no. it shows that Female's intention towards sharing economy concept is less then Male's.

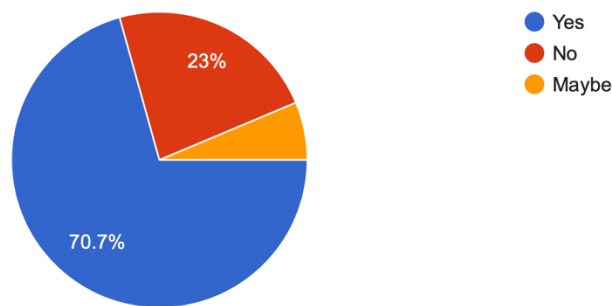


Fig.2. Usage of sharing economy services (By author)

Most of respondents (70.7%) answered as they are using sharing economy services as home-sharing and ride-sharing in everyday life. When it comes to analysis between genders who answered yes, clearly can be seen that Females (63.1%) and Males (33.9%). Surely females are more active when it comes to the usage of the services in sharing economy, even if in the fig.1. females were less aware about sharing economy concept.

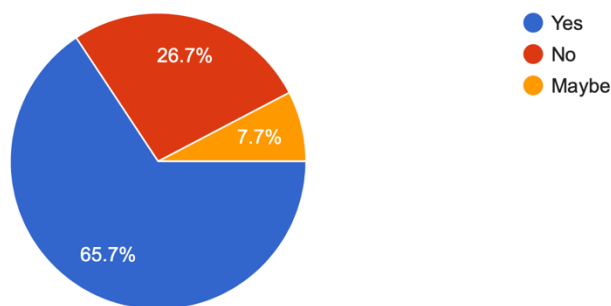


Fig. 3. Consideration of using rental accommodations (By author)

Investigation shows that 65.7% of respondents are considering to use rental services in the future. There also can be seen that Females (61.4%) and (36.5%) Males. Despite that Females less aware with the concept, in the usage and consideration of sharing economy services are ahead of Males. Can be seen in the fig.3.

KOPSAVILKUMS. CONCLUSION

This study has provided valuable insights into the how genders being aware of the concept of sharing economy as home-rental, car-rental, and so on. The study examines that in the field of awareness of the sharing economy concept, males were more active and aware. When it comes to the usage and consideration of the usage of the services, surely can be seen that females were more active and ready for the usage of the sharing economy services. Despite being less aware in the comparison to the males. It shows that awareness does not shape on the usage and consideration of the sharing economy services by genders. Any gender can be less aware but more active in the usage or vice-versa situation can happen. Future investigations will broaden this research by including two more countries, Latvia and Uzbekistan, through analogous surveys. This expanded focus will facilitate a comparative examination of tourist preferences in varying cultural and regional environments, thereby enhancing our understanding of the sharing economy's effects on

diverse tourism sectors. The enlarged study promises to yield valuable insights into global consumer behavior, aiding policymakers and service providers in adjusting their strategies to cater to the changing needs of both local and international travelers.

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ТРАНСФОРМАЦІЯ МЕХАНІЗМУ УЧАСТІ ІНДИВІДУАЛЬНИХ ІНВЕТОРІВ НА РИНКУ ВНУТРІШНІХ ДЕРЖАВНИХ ЗАПОЗИЧЕНЬ

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АНОТАЦІЯ

Метою статті є дослідження напрямів трансформації механізму участі індивідуальних інвесторів на ринку внутрішніх державних запозичень (РВДЗ). Для досягнення мети роботи визначено роль і значення індивідуальних інвесторів в операціях на РВДЗ, проаналізовано обсяги емісії облігацій внутрішньої державної позики та їх розміщення серед резидентів і нерезидентів. Обґрунтовано переваги і недоліки форм участі індивідуальних інвесторів на РВДЗ, зазначено, що оптимальним є використання добровільної форми.

Ключові слова: державний бюджет, індивідуальні інвестори, механізм, облігації внутрішньої державної позики, ринок внутрішніх державних запозичень

ABSTRACT

The purpose of the article is to investigate the directions of transformation of the mechanism for individual investors' participation in the internal state borrowing market (ISBM). To achieve this goal, the role and significance of individual investors in operations on the ISBM have been defined, and the volumes of issuance of internal government bonds and their placement among residents and non-residents have been analyzed. The advantages and disadvantages of forms of participation for individual investors in the ISBM have been substantiated, indicating that the optimal approach is to utilize a voluntary form.

Keywords: state budget, individual investors, mechanism, internal government bonds, internal state borrowing market

ВСТУП. INTRODUCTION

Форми участі індивідуальних інвесторів в операціях на ринку внутрішніх державних запозичень в умовах впровадження воєнного стану радикально відрізняються від тих що існували в довоєнній економіці. На початку повномасштабного вторгнення купівля індивідуальними інвесторами облігацій внутрішньої державної позики (ОВДП), особливо воєнних облігацій, була обумовлена бажанням підтримки обороноздатності держави. При цьому спостерігалася тенденція збільшення обсягів продажу зазначених цінних паперів в періоди погіршення ситуації на фронті. Затягування військових дій призвело до трансформації мети вкладання у військові облігації, окрім допомоги країні в забезпеченні фінансової стабільності та обороноздатності, пріоритетами виступають захист

персональних фінансів від інфляції, отримання додаткових пасивних доходів, зменшення ризику вкладень особистих заощаджень.

ОСНОВНІ ТЕОРЕТИЧНІ ТА ПРАКТИЧНІ ПОЛОЖЕННЯ. BASIC THEORETICAL AND PRACTICAL PROVISION

Роль і значення індивідуальних інвесторів в операціях на РВДЗ та підтримці країни наведено на рис. 1.

Державний бюджет України має системний дефіцит, розмір якого суттєво зріс після повномасштабного вторгнення. В проекті Державного бюджету України на 2025 рік вказано, що тільки на потреби обороноздатності країни потрібно виділити 500 млрд грн, залучити які планується за рахунок підвищення податків і збільшення обсягу емісії ОВДП [3]. На нашу думку, саме активізація участі індивідуальних інвесторів на РВДЗ може суттєво плинати на зменшення розривів між видатковою і дохідною частинами бюджету країни. Аналіз статистичних даних свідчить, що після впровадження воєнного стану в Україні і по сьогоднішній день Міністерство фінансів України від розміщення ОВДП залучило понад 1,3 трлн грн. Емісія і розміщення ОВДП є другим за обсягом джерелом дохідної частини державного бюджету поряд з міжнародною допомогою. Станом на початок листопада 2024 р. в обігу знаходяться ОВДП на суму понад 1,76 трлн гривень. Частка індивідуальних інвесторів в обсягах купівлі ОВДП складає: резиденти – юридичні особи 8,4 %, фізичні особи – 4,0 %, нерезиденти – 1,3 % [3].

Найбільшими власниками ОВДП є комерційні банки 46,7% та Національний банк України (НБУ) 38,5%. Найменшу частку ОВДП мають страхові компанії, а саме 1,1%, та територіальні громади – 0,04% [3, 4].

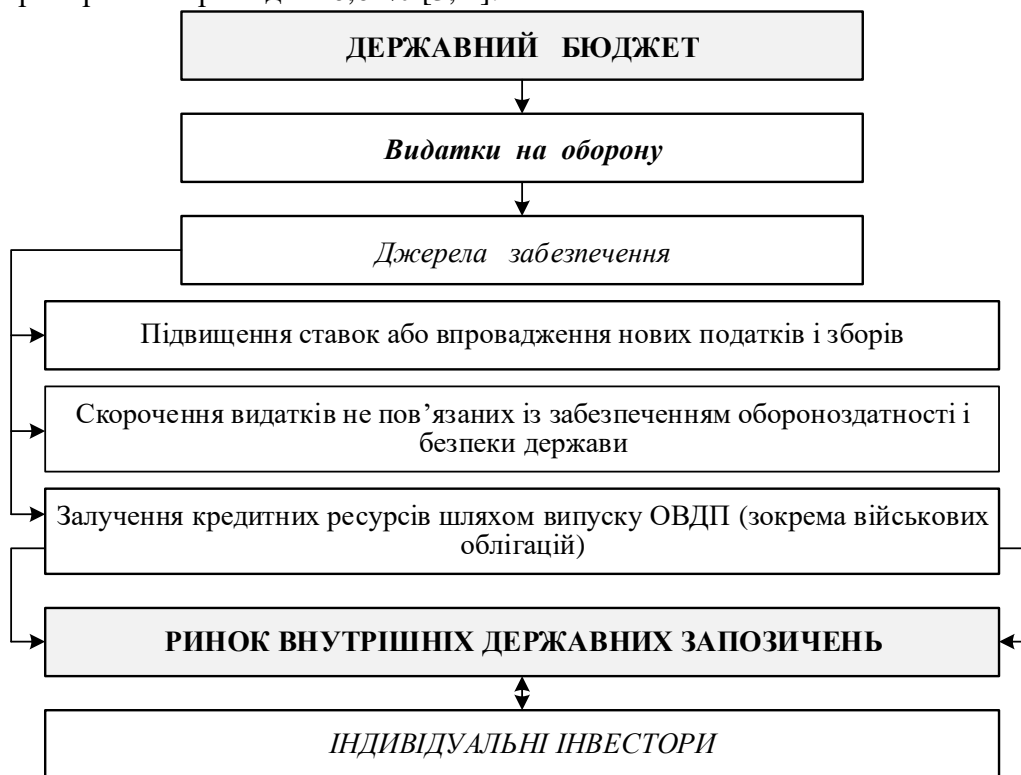


Рис. 1. Роль і значення індивідуальних інвесторів в операціях на РВДЗ
Джерело: складено автором.

РЕЗУЛЬТАТИ ДОСЛІДЖЕНЬ ТА ЇХ ОЦІНКА. RESEARCH RESULTS AND THEIR EVALUATION

Враховуючи наведені статистичні дані стосовно частки в купівлі ОВДП територіальними громадами, можна зробити висновок, що їх мешканці як індивідуальні інвестори, також не є активними учасниками операцій на РВДЗ по причині низького рівня обізнаності про можливості вкладання особистих заощаджень у зазначені фінансові інструменти, низького рівня фінансової і цифрової грамотності, а також відсутності об'єктів фінансової інфраструктури. Залучення мешканців територіальних громад до купівлі ОВДП, зокрема військових облігацій, потребує розробки і впровадження відповідних заходів на рівні держави спрямованих на роз'яснення необхідності підтримки держави та можливостях отримання пасивних доходів.

На основі врахування історичного вітчизняного і міжнародного досвіду функціонування РВДЗ [1, 2, 5] можна виділити наступні форми участі індивідуальних інвесторів в операціях купівлі ОВДП:

- добровільна;
- добровільно-примусова;
- обов'язкова.

Україна як демократична держава поважає вільний вибір вкладання коштів індивідуальними інвесторами, законодавчо забезпечивши добровільну форму участі в інвестуванні заощаджень в державні цінні папери і забезпечивши гарантії виплати високої дохідності по ним. Однак, при цьому виникає проблема прогнозування і планування обсягів купівлі ОВДП зазначеними інвесторами в наступних періодах і неможливість достовірного визначення надходжень від них до доходів бюджету.

На відміну від попередньої добровільно-примусова форма, яка, доречі, використовувалася в Радянському Союзі при здійсненні масових фінансово-політичних акцій, дає змогу більш чіткого визначення обсягу купівлі ОВДП індивідуальними інвесторами з метою підтримки держави і зменшення дефіциту бюджету за рахунок внутрішніх запозичень. Добровільно-примусова форма потребує внесення змін у діючі нормативно-законодавчі акти, чіткого визначення обсягів та умов купівлі ОВДП згідно до примусової складової. Також обґрунтування потребують питання співвідношення між добровільною і примусовою купівлею ОВДП, особливо в розрізі класифікації індивідуальних інвесторів за різними ознаками особливо за віком, статусом, обсягом доходів, заощаджень тощо.

На сьогоднішній день існують пропозиції стосовно впровадження третьої, а саме обов'язкової форми участі індивідуальних інвесторів в купівлі ОВДП. Враховуючи стан державного бюджету в умовах воєнного стану Голова комітету Верховної Ради з питань фінансів, податкової та митної політики Д. Гетманцев пропонує для обговорення впровадження обов'язкової купівлі ОВДП населенням в обсязі 7% від оподаткованого доходу при збереженні існуючої дохідності зазначених цінних паперів. Але поки що незрозумілим є сам механізм обов'язкової купівлі ОВДП і сфера його застосування до доходів працездатних та непрацездатних осіб, резидентів або нерезидентів. На думку експертів Центру економічної стратегії це може призвести до зменшення доходу потенційних інвесторів, що залишається після сплати податків і основних витрат; споживчого попиту. При цьому, якщо така форма буде здійснена не на ринкових умовах, це додатково призведе до втрати вартості заощаджень у часі [6].

ВИСНОВКИ. CONCLUSION

Підсумовуючи вищезазначене можна зробити висновок, що добровільно-примусова та обов'язкова форми участі індивідуальних інвесторів в операціях купівлі ОВДП може мати як позитивні так і негативні наслідки. Якщо добровільно-примусова, так і обов'язкова форма купівлі ОВДП будуть мати прив'язку до розміру оподаткованого доходу, це може призвести до таких негативних наслідків, як зростання ймовірності ризику тінізації доходів, прибутку, заробітних плат і, як наслідок, зменшення податкових надходжень до державного бюджету, зростання соціальної напруги в суспільстві тощо.

На нашу думку, оптимальною є добровільна форма участі індивідуальних інвесторів в операціях на РВДЗ. Завданням держави на шляху розширення сфери її застосування є розробка дієвих заходів щодо залучення фінансового потенціалу індивідуальних інвесторів не тільки до одноразової купівлі ОВДП, але і до повторного вкладання отриманих з відсотками коштів у купівлю нових випусків зазначених цінних паперів. Це, безумовно, приведе до зростання кількості індивідуальних інвесторів як резидентів, так і нерезидентів. Для успішної трансформації механізму участі індивідуальних інвесторів у ринку ОВДП необхідно забезпечити довіру до інституту влади як надійного позичальника, підвищення фінансової грамотності населення, прозорість і зрозумілість процесів купівлі-продажу ОВДП, а також наявність професійних посередників. Ці фактори допоможуть створити стабільний і ефективний ринок, що сприятиме залученню більшої кількості інвесторів і зміцненню економічної ситуації в країні і дозволить зробити ринок внутрішніх державних запозичень інклюзивним і привабливим для широкого кола інвесторів.

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**MŪSDIENU VADĪBA, UZŅĒMĒJDARBĪBA UN
INOVĀCIJAS**

**CONTEMPORARY MANAGEMENT,
BUSINESS AND INNOVATION**

SIA "SPORTA PRIEKŠ" VADĪBAS STILA IZPĒTE, IZMANTOJOT BLEIKA-MOUTONA MODELI

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ANOTĀCIJA

Jebkurš vadītājs, neatkarīgi no tā, kādā amatā viņš atrodas, savā darbā vispirms paļaujas uz vispār pieņemtiem vadības principiem un metodēm. Bet tajā pašā laikā katrs vadītājs parāda savu individualitāti, raksturīgos darbības veidus, kas nosaka viņa vadības stilu. Tātad uz viņiem tiek izvirzītas vairākas prasības, kas ietver augstas produktivitātes nodrošināšanu, darbinieku kvalitatīvas darba pienākumu izpildes uzraudzību u.c. Šajā sakarā ir nepieciešams pilnveidot vadīšanas stilus, lai nodrošinātu vadības stila atbilstību prasībām.

Atslēgvārdi: uzņēmums, vadības stili, personāls, motivācija, stimulēšana, analīze, darba ražīgums, algas, efektivitāte

ABSTRACT

Any manager, no matter what position he is in, first of all relies on generally accepted management principles and methods in his work. But at the same time, each leader shows his individuality, characteristic ways of acting that determine his leadership style. Therefore, a number of requirements are placed on them, which include ensuring high productivity, monitoring the high-quality performance of work duties by employees, etc. In this regard, it is necessary to improve management styles to ensure that the management style meets the requirements.

Keywords: company, management styles, personnel, motivation, stimulation, analysis, labor productivity, wages, efficiency

INTRODUCTION. IEVADS

Vadības stils ir viens no vadības psiholoģijas pamatjēdzieniem. Tas attiecas uz veidu vai veidu sistēmu, kā vadītājs ietekmē savus padotos, lai sekmīgi veiktu savas funkcijas un veiksmīgu organizācijas darbību. Vadītāja darbs tiek pasniegts kā vadības funkciju veikšana sistēmā "cilvēks-cilvēks". Tas atstāj iespaidu uz uzņēmuma vadības stila izvēli. Nav iespējams paredzēt vadības darbību ar lielu varbūtības pakāpi, jo katra persona, uz kuru tiek vērsta kontroles darbība, ir unikāla savā veidā. Tās uzvedība telpā un laikā ir atkarīga gan no subjektīviem, gan objektīviem faktoriem

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Uzņēmumu konkurētspējas paaugstināšanai nepieciešams izstrādāt pieejas un metodes darbam ar personālu un jo īpaši personāla vadības efektivitātes novērtēšanas metodiku. Mūsdienu vadības koncepcija par prioritātēm izvirza: saglabāšanu, sadarbību, kvalitāti, partnerību, integrāciju. Personāla vadības stratēģiskās koncepcijas centrā ir cilvēks kā organizācijas augstākā vērtība.

Kategorija "stils" sociālajā praksē parādījās Sokrata un Aristoteļa laikā, tā bija saistīta ar izejas meklējumiem no nenoteiktības antīkās sabiedrības dzīvē. Senie filozofi nonāca pie secinājuma, ka cilvēku domāšanai un rīcībai ir jānodrošina viņu vajadzību realizācija, balstoties uz atbilstību starp izvirzītajiem mērķiem un līdzekļiem to sasniegšanai.¹

¹ Паркинсон С. Искусство управления. Москва, Изд. ЭКМОС, 2020, 57 с.

Atbilstoši situācijai konkrēta stila pielietojums ir atkarīgs no padoto brieduma pakāpes, spējas atbildēt par savu uzvedību, izglītības un pieredzes konkrētu problēmu risināšanā un iekšējās vēlmes sasniegt savus mērķus.

Izvēloties stilu, vadītāji izmanto šādus galvenos kritērijus:²

- ✓ pietiekamas informācijas pieejamība un padoto pieredze;
- ✓ risinājumam izvirzīto prasību līmenis;
- ✓ problēmas skaidrība un struktūra;
- ✓ padoto iesaistes pakāpe organizācijas lietās;
- ✓ nepieciešamība saskaņot lēmumus ar viņiem;
- ✓ iespējamība, ka vadītāja vienīgais lēmums saņems izpildītāju atbalstu;
- ✓ izpildītāju ieinteresētība mērķu sasniegšanā.

Katrā gadījumā pastāv zināms līdzsvars starp autoritāro, demokrātisko un liberālo stilu, un viena no tiem elementu īpatsvara palielināšanās novedīs pie citu samazināšanās.

Duglas Makgregors apraksta vadības sistēmu no divām pretējām pozīcijām, no kurām katru var ieņemt vadītājs attiecībā pret saviem padotajiem. Viena no galējām pozīcijām saucas "Teorija X", bet otra - "Teorija Y".³

Teorijas "X" un "Y" var uzskatīt gan par motivācijas teorijām, gan līderības teorijām un vadības stilu teorijām (skat. attēlu).

- Teorija "X"	- Teorija "Y"
- menedžments	- personāls
X	Y
- personāls	- menedžments
- Teorija X - autoritārs, represīvs stils. Cieta kontrole, draudot ar sodu, bez attīstības, depresīva kultūra	- Teorija Y - liberāla un attīstoša. Kontrole, sasniegumi un nepārtraukta uzlabošana tiek panākta, pilnvarojot darbiniekus un nododot atbildību

1.att. Teorijas "X" un "Y"

Līderi, kuri ievēro gan X teoriju, gan Y teoriju, gūst ievērojamus panākumus savā darbā. Bet katram vadītājam vispirms ir jānovērtē, vai organizācijas vide ir piemērota Y teorijai un kādas varētu būt X teorijas sekas.

Veikals „SPORTA PRIEKŠ” savu darbu uzsāka 2002. gadā. Šo darbību uzsāka un joprojām aktīvi vada viens veikala dibinātājs. Sava biznesa attīstībā ieguldījuši 2000 latu, šodien pamatkapitāla lielums ir 3000 eiro⁴.

SIA "SPORTA PRIEKŠ" attīsta savu darbību, lai piedāvātās preces un pakalpojumus padarītu pieejamākus vēl plašākam interesentu lokam, popularizējot iedzīvotājiem dažādu sporta veidu un vaļasprieku dzīvesveidu un kultūru.

Attiecībā uz SIA "SPORTA PRIEKŠ" uzņēmuma vadības stilu ir iespējams noformēt vadītāja "portretu" atbilstoši aplūkotajiem vadības stiliem.

Saskaņā ar lēmumu pieņemšanas metodi stils ir autoritārs, jo direktors vienpersoniski un pārliecinoši pieņem gandrīz jebkuru vadības lēmumu, kas saistīts ar uzņēmuma tirdzniecības darbību. Runājot par ietekmi uz padotajiem, pieceja ir atšķirīga. Ja tas attiecas uz darbinieka tiešajiem pienākumiem, tiek piemērots autoritārs stils, un visi norādījumi tiek izdoti pēc rīkojuma, parasti rakstiski. Ja tas nav saistīts ar darbinieka tiešajiem pienākumiem, tad vadītājs pieprasījuma veidā izvēlas liberālu stilu.

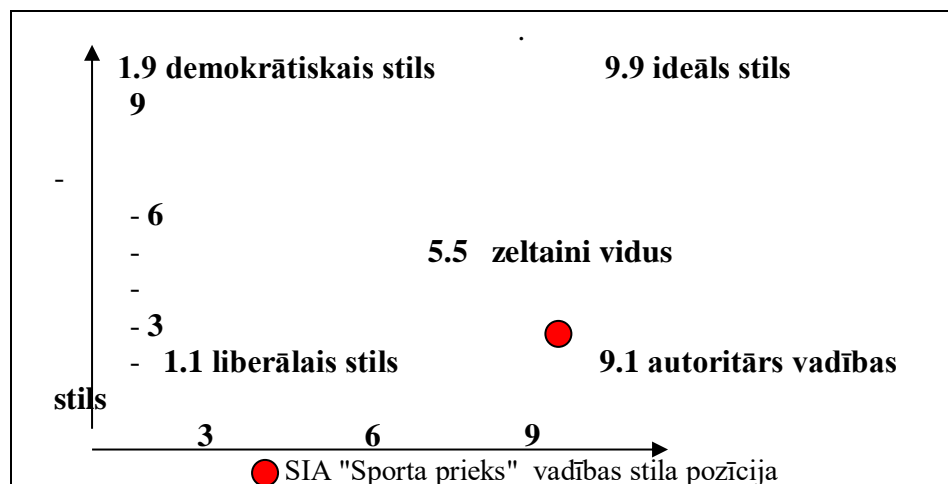
² Zīlīte, L. Personāla vadība un socienika. Rīga: Biznesa augstskola Turība, 2013.304 lpp.

³ Douglas McGregor. The Human Side of Enterprise, Graw-Hill Education; 1 edition, 280 p.

⁴ Uzņēmuma iekšējā dokumentācija

Šobrīd vadības teorijā un praksē tiek aplūkotas divu vadītāju ietekmes veidošanas pieeju priekšrocības un trūkumi. Pirmā pieeja ir koncentrēšanās uz aprēķiniem, skaitļiem, kvantitatīvās novērtēšanas metodēm; otrā pieeja ir tāda, ka problēmu izcelsme un risināšanas veidi ir cilvēkos. Šīs skolas galvenā koncepcija ir motivācija. Šī pieeja ir balstīta uz D. Makgregora un citu pētījumiem. Šīs pieejas ietvaros Roberts Bleiks un viņa kolēģe Džeina Mouton ierosināja tā saukto "vadības matricu" vai "vadības režģi"⁵.

Attēlā parādīta pozīcija, kas raksturo uzņēmuma "SPORTA PRIEKŠ" vadības stilu, pamatojoties uz iepriekš izklāstītā pētījuma rezultātiem un izmantojot R. Bleika un Dž. Moutona "vadības matricu". Acīmredzot uzņēmumā SIA "SPORTA PRIEKŠ" dominē autoritārs vadības stils (sk. attēlā).



2. att. Pozīcija, kas raksturo uzņēmuma vadības stilu

Šī pozīcija atbilst uzmanības trūksam cilvēkiem un lielai uzmanībai ražošanai. Pēc dažu pētnieku domām, autoritārais vadības stils ir objektīvi pamatots krīzes situācijai un uzņēmuma izdzīvošanai sarežģītos ekonomiskajos apstākļos.

Parasti mūsdienu vadītāji neaprobežojas tikai ar vienu vadības veidu un izmanto dažādus stilus, lai manipulētu ar personālu, izvēloties vienu vai otru stilu, pamatojoties uz pašreizējo darba situāciju. Šāda veida līderība vadībā tiek saukta par "adaptīvu" vai uz realitāti orientētu, un komandas vadībā šis stils ir visizdevīgākais.

SECINĀJUMI. CONCLUSIONS

Izvēloties stilu, vadītājam ieteicams izmantot šādus galvenos kritērijus: pietiekamas informācijas pieejamība un padoto pieredze; risinājumam izvirzīto prasību līmenis; problēmas skaidrība un struktūra; padoto iesaistes pakāpe organizācijas lietās; nepieciešamība saskaņot lēmumus ar viņiem; iespējamība, ka vadītāja vienīgais lēmums saņems izpildītāju atbalstu; izpildītāju ieinteresētība mērķu sasniegšanā.

Labs vadītājs rada piemērotu klimatu komandā un spēju apmierināt augstāk minētās vajadzības, pamatojoties uz individuāla pieeja katram komandas dalībniekam. Tas ir viens no grūtākajiem uzdevumiem, ar ko jāsastopas vadītājam.

⁵ <https://lv.profi-management.net/12112405-blake-and-mouton-grid-5-main-types-of-management>

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CHOOSING THE OPTIMAL PRODUCT STRATEGY OF A CONSTRUCTION ORGANIZATION

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ABSTRACT

The article considers the issues of forming strategies of companies in the construction industry and choosing the optimal product strategy in modern socio-economic conditions. The popular and innovative products of the construction market are highlighted, the main product strategies in the construction market are characterized, the main stages of developing and choosing the optimal product strategy are outlined. The problems that arise when choosing a product strategy for a construction organization are identified.

Keywords: organization development strategy, product strategy, construction market

INTRODUCTION

The modern construction business is characterized by a high level of competition and uncertainty. This is explained by the fact that globalization processes have made national construction markets more dependent on each other, more unstable and rapidly changing. In this regard, competition in national markets has also increased, associated with the strengthening of the role of small and medium-sized businesses, which creates conditions for their competition with large companies, in this regard, many organizations are forced to survive in their niches and fight for their target customers, analyzing market changes, developing innovative products and optimizing product strategies. In the context of today's dynamic market environment, where competition is becoming increasingly tough, construction companies need to pay special attention to developing an effective product portfolio strategy.

BASIC THEORETICAL AND PRACTICAL PROVISION

For each type of product, whether it is a construction service or construction product, sold by a certain construction organization, a strategy for functioning in the selected target market should be proposed, taking into account its growth prospects and the occupied market share.

Product strategy is the basis of the entire marketing system. In product policy (strategy) abroad, the main problem is the adaptation of the product to the various conditions of foreign markets.

Each construction organization must strive to make its product better so that it satisfies its consumers, at the same time, so that this is not a loss for its economic activity. As a result, such a goal can lose sight of the organization's desire to maximize the final financial results of its activities.

Product strategy establishes a clear formation of the assortment, which is understood as the choice of the most complete group of commercial products, their sizes and styles, fully satisfying consumer demand and based on planning and forecasting of needs. Assortment management is a single process that is solved by the company's management on the basis of a general plan. This process occurs when changes occur in the external environment of a construction organization and a product range is created, naturally, in accordance with these changes.

Formation of a product strategy is a complex, multifunctional process that involves knowledge of the product life cycle over a certain period of time, taking into account many factors. The basis for forming a product strategy for a construction organization is an analysis of its activities in order to determine the level of its competitiveness and position in the market.

An important and effective mechanism for forming an optimal product strategy for a construction organization is the BCG model (Boston Consulting Group) - a tool for strategic analysis and planning of a product portfolio. This model allows you to determine which products require investment or modifications, which ones are better to get rid of to prevent loss of profit, and how to improve a new product using an old one.

Thus, the main objective of the BCG model is to set priorities in the development of the company's product line and identify key areas for future investment. The method helps answer the question of whether to invest in the development of goods and services that are most profitable, and in the development of long-term development strategies for each unit of the assortment.

The advantages and disadvantages of using the BCG matrix can be identified. The advantages include the following:

- clarity and simple analysis of the company's portfolio;
- the ability to highlight the most promising areas that require support or active investment in development;
- identification of unprofitable areas that only distract the company's resources;
- understanding of industry trends and the evolution of the company in relation to the market (when comparing BCG matrices for different reporting periods).

Disadvantages:

- some simplification of the market situation;
- the data reflected in the matrix can be considered relevant only in a stable market situation.
- the matrix can indicate the direction of investments, but does not provide any tactical instructions for their implementation. To develop promising areas, it is necessary to develop a marketing strategy, determine competitive advantages and initiate advertising activities [4].

It is worth noting that the BCG model must be updated regularly (for example, once every six months or a year) to track the dynamics of changes in the company's product portfolio and revise its development strategy.

Thus, construction is one of the key types of economic activity influencing the development of the state. One of the important aspects of successful operation of a construction organization is the choice of the optimal product strategy. The product strategy determines the range of manufactured products, the target audience, methods of promotion and competitive advantages of the company.

Let's consider the types of product strategies.

1. One of the possible strategies is differentiation. It involves creating unique products or services that differ from competitors' offerings on the market. This may include the development of specialized technologies, the use of environmentally friendly materials, the use of innovative construction methods or the provision of additional services, such as design or consulting.

2. Another strategy is a strategy based on an integrated approach, which involves providing several products or services under a single brand or a comprehensive offer. For example, a company may offer services for construction work, design, repair and maintenance. For small companies with limited resources, it may be more effective to focus on a narrow market segment and differentiate their offer. At the same time, large companies with sufficient resources can successfully implement an integrated approach, providing a wide range of services under a single brand.

3. New product development is a strategy when a company creates a completely new product that has not previously been available on the market.

4. Product development is a strategy where a company improves an existing product. This may involve changing the design or functionality of the product, improving its quality, or reducing its price.

5. Focusing on a specific market segment is a strategy aimed at satisfying the needs of a specific group of consumers.

However, when deciding on a product strategy, construction companies face a number of challenges that can complicate the decision-making process and affect their competitiveness, namely:

- Market competition: The construction market is highly competitive, which makes choosing a product strategy difficult. Competitors may offer similar services or products, and a construction organization must find ways to stand out among them.

- Changing customer needs: Customer needs for construction services may change over time, which requires constant analysis and adaptation of the product strategy. It is not always easy to predict changes in customer needs.

- Technological innovation: The rapid development of technologies in the construction industry can create pressure on construction companies to implement new technologies in their product strategy. However, it is not always clear which technologies will be the most effective and in demand.

- Financial constraints: Developing and implementing a new product strategy may require significant financial investment, which may be problematic for construction companies with limited budgets.

- Human resources: Qualified specialists and personnel are required to successfully implement a product strategy. A lack of qualified personnel may be an obstacle to choosing a particular strategy.

RESEARCH RESULTS AND THEIR EVALUATION

Below, we will consider the main aspects (stages) of choosing the optimal product strategy for a construction organization.

1. Analysis of the external environment. Before choosing a product strategy, a construction organization must conduct an analysis of the external environment, including studying the market, competitors, consumers and industry trends. Based on this analysis, it is possible to identify potential opportunities and threats that may influence the choice of strategy.

2. Defining the target audience. Defining the target audience is a key step in choosing a product strategy. A construction organization must understand the needs and preferences of its potential customers in order to offer products that meet their requirements.

3. Developing a unique offer. To successfully compete in the construction services market, it is necessary to develop a unique offer that will distinguish the company from competitors. This can be either a product feature or additional services or warranties.

4. Choosing a pricing strategy. Pricing is an important element of product strategy. A construction organization must determine the optimal price level, taking into account the competitive environment, production costs and price sensitivity of consumers.

5. Promotion of construction products. Effective promotion of products will help attract new customers and strengthen its position in the market. A construction organization can use various marketing tools, such as advertising, PR activities, participation in exhibitions, etc.

The choice of the optimal product strategy for a construction organization depends on the specific goals and capabilities of the company.

CONCLUSION

Thus, the choice of product strategy depends on the specific goals and capabilities of the company and requires a comprehensive approach and analysis, and also allows the organization to compete effectively in the market, meet customer needs and achieve the set goals. Product strategy is one of the key elements of the successful functioning of a construction organization. A successful strategy should take into account the characteristics of the market, customer needs, competitive environment and the specifics of the type of economic activity. A correctly chosen strategy will help the company strengthen its position in the market and ensure stable business growth.

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IMPROVEMENT OF WORKFORCE MANAGEMENT

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ABSTRACT

The article presents research findings focused on enhancing the management of human resource potential in enterprises within the East Kazakhstan region to support the national strategy for sustainable economic development in the Republic of Kazakhstan. The study aims to devise strategies for improving personnel management. It advocates the implementation of an interactive automated system that integrates labor resource planning with a database management system. This approach is expected to streamline calculations, reduce complexity, and enhance both the efficiency and adaptability of personnel management processes.

Keywords: IT system, personnel, planning, management, efficiency

INTRODUCTION

As a result of the global changes occurring in the Republic of Kazakhstan, it has become necessary to develop a new system for forming and advancing the human resource potential of enterprise management. This is because the effective functioning of a company largely depends on its personnel and leadership. To ensure the efficiency of the "new economy," it is essential to manage the outcomes of employee performance. The methods for activating employee potential are diverse, but it is important to select those that align with the specific characteristics, goals, and objectives of the organization, as well as its workforce composition.

The growing intensity of competition among enterprises in the market demands innovative ideas from company management.

The relevance of this work is dictated by the increasingly fierce competition in the market. To maintain leading positions in its economic sector, a company's management must utilize all available resources, including its workforce.

The aim of this study is to develop measures to improve the efficiency of administrative and managerial personnel at JSC "SPK Ertis."

Theoretical foundations of the study include scholarly works on the formation and effective use of a company's production and labor potential, legislative acts of the Republic of Kazakhstan [1, 27], and methods for improving labor productivity.

The methodology of the study is based on a systemic-structural analysis as an expression of dialectics. The research methods include structural-functional analysis, object-oriented approaches, economic-statistical methods for collecting and processing information, as well as traditional methods of comparison and generalization. To organize the process of personnel management, techniques such as brainstorming, the theory of inventive problem-solving, and the synectics method were employed [3, 47].

Thus, the practical significance of the study lies in the fact that the measures proposed to improve the system for managing a company's human resource potential can be implemented not only at JSC "SPK Ertis" but also in other enterprises within the Republic of Kazakhstan.

The scientific novelty of the study is in the development of recommendations for improving the system of labor resource management and for stimulating the labor potential of enterprises.

The article examines the effectiveness of using computer technology for labor resource planning, which contributes to a more rational use of working time.

MAIN THEORETICAL AND PRACTICAL PROVISIONS

Experience in managing human resource potential shows that the development and implementation of a modern personnel policy and a systematic approach to human resource management, even with relatively low costs, can significantly enhance the production and financial performance of an enterprise by activating employee potential. Enterprise leaders are expected to become initiators of technological and organizational transformations [4, 94].

For employees to fully realize their capabilities, the organization must foster a special environment characterized by: support for innovation, collaboration at all levels, a democratic management style, and opportunities for training and career development.

The issue of improving the efficiency of administrative and managerial departments remains one of the most challenging. However, addressing it can lead to greater overall organizational effectiveness. Figure 1 outlines the main directions for analyzing the performance efficiency of administrative units.

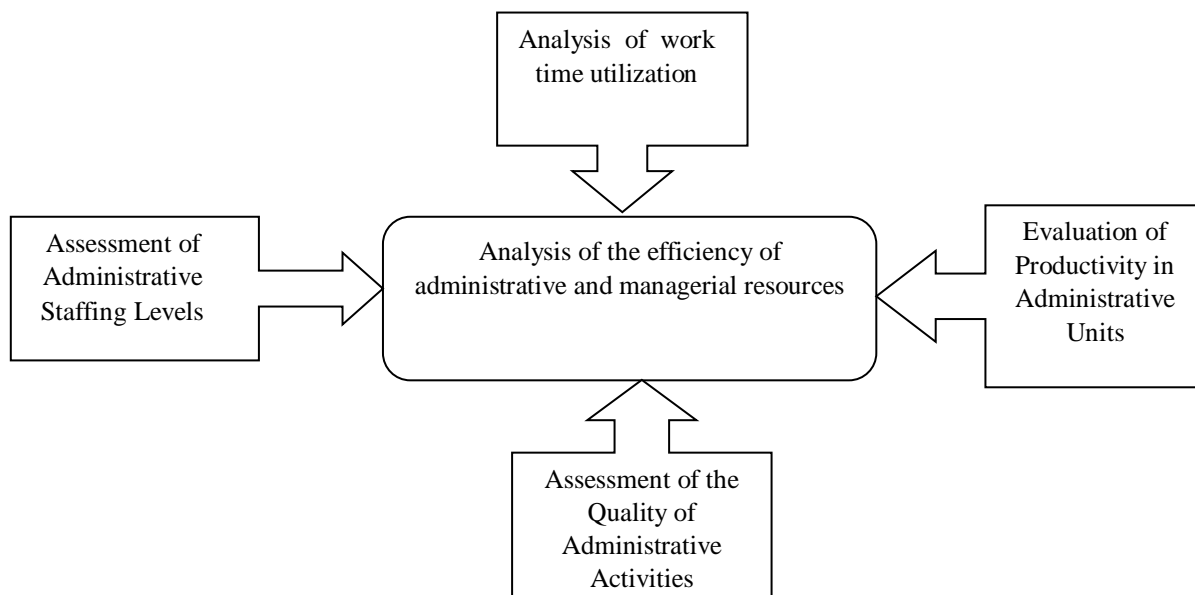


Figure 1 - Key directions for assessing the efficiency of administrative and managerial units

Depending on the specifics of the business, corporate culture, and organizational scale, different approaches can be employed: Establishing a dedicated structure responsible for innovations, launching pilot projects to address specific challenges, organizing "quality circles," comprising innovators and inventors, hosting special events such as "creative days," conferences, and idea festivals.

Under market economy conditions, the practical application of modern personnel management forms becomes particularly important, as these approaches enable an enterprise to enhance its socio-economic performance. Thus, the contemporary concept of enterprise management highlights the importance of focusing on personnel management as a core functional area among many other managerial domains.

RESEARCH RESULTS

Modern computer systems are capable of supporting complex software and processing large volumes of planning and economic data. The full benefits of automated technical and economic planning systems can be realized when all necessary information is readily accessible to economists and managers, or when its swift transfer between enterprise divisions is ensured. Ideal interdepartmental coordination is achieved by equipping these divisions with IT systems integrated into a unified system. Figure 2 illustrates an integrated system for technical and economic planning of enterprise activities.

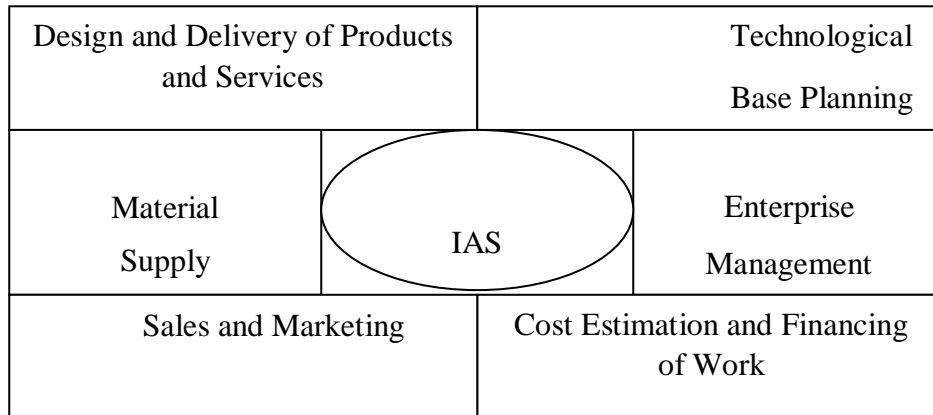


Figure 2 - Functions of the integrated automated system (IAS)

The integrated system enables the seamless execution of tasks such as material procurement, project scheduling, production management, product sales, cost assessment, and performance evaluation. These tasks are carried out using compatible processors linked within a unified automated management system for production, financing, and sales.

Integrated systems merge various types of information into a single workflow, enhancing its utility in the development and implementation of optimal planning and management decisions across different employee categories [5, 98].

This system facilitates the following functions: Real-time enterprise management in both internal and external conditions, market-oriented deal-making for product sales by **manager**, development of new goods, services, or products by designers based on market demands, financial analysis of cash flows by **financial specialists**, development and adjustment of short-term and long-term plans by the **company**.

The database plays a crucial role in automated technical and economic planning systems. It comprises a set of programs that enable the storage, sorting, retrieval, integration, and structuring of information using IT technologies. Any database management system should support two interconnected economic planning tasks: classification and accessibility of initial information and updating and verification of data accuracy [7, 34].

The standard database operation module includes:

1. Template creation – Users can design data structures or templates tailored to specific tasks.
2. Data entry – New records can be added, and existing records updated as needed.
3. Sorting – Data can be arranged in any desired order.
4. Querying – Selective viewing of sorted records.
5. Editing – Modifying fields within individual records or making comprehensive file changes.

6. Search – One of the most critical operations, enabling users to locate specific records based on field numbers or content.

The use of an interactive automated technical and economic planning system, integrated with a database management system, reduces the complexity of calculations and enhances the speed and adaptability of decision-making. An example of an IT system for technical and economic planning and production management is presented in Figure 3.

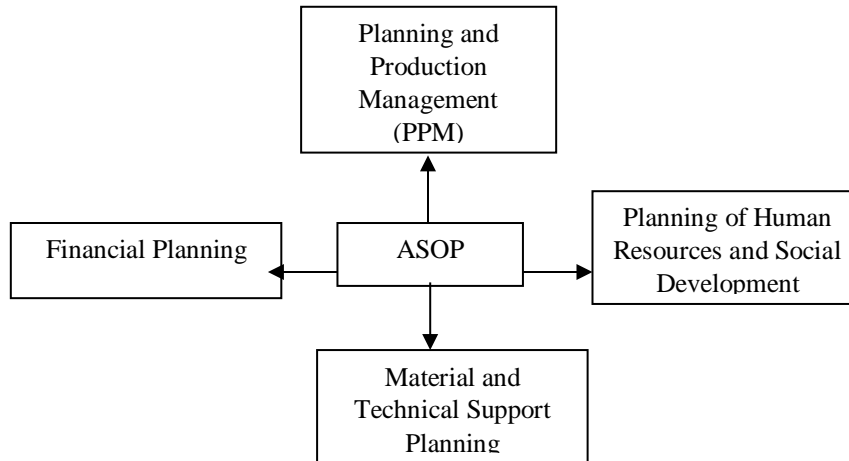


Figure 3 - Automated system for operational planning (ASOP)

The following types of automated systems for technical and economic planning of labor resources are proposed:

- Management systems with fully automated processes and setups.
- Control systems with partially automated planning calculations.
- Processing systems for analyzing reporting data on task execution progress.

In recent years, the development of the "digital" economy and artificial intelligence has significantly expanded the potential use of IT technologies across various sectors. The ultimate outcomes of activities are largely determined by two interrelated factors: the quality of initial economic planning indicators prepared by economists and managers and the degree to which the enterprise's management-approved plans are executed by all categories of personnel.

CONCLUSION

At JSC "SPK Ertis", the use of a computerized system for labor resource planning is proposed. The implementation of an interactive automated system for technical and economic planning, integrated with a database management system, facilitates the reduction of labor intensity in calculations while enhancing the responsiveness and flexibility of decision-making processes.

All these improvements will help reduce working time losses, thereby achieving a reduction in the required workforce size. Thus, the results obtained in this study contribute to the development of mechanisms for the efficient use of employees, leading to increased overall economic performance.

The study aims to develop organizational and technical measures to improve the use of labor resources in the region. Various research methods were employed to achieve this goal, including a review of scientific materials on various platforms and a literature analysis on the topic. Both domestic and international experiences in personnel management were studied.

The findings emphasize the importance of rational labor resource utilization and adherence

to labor law standards in the Republic of Kazakhstan. Additionally, the study highlights the critical role of improving labor resource management to ensure the development of the East Kazakhstan region as part of implementing the concept of sustainable economic development in the Republic of Kazakhstan.

The authors propose using IT technologies in enterprise labor resource planning. The application of an interactive automated technical and economic planning system, combined with a database management system, reduces the labor intensity of calculations and increases the speed and flexibility of organizational and managerial decision-making.

Automated planning systems based on computer databases and information technologies have become widely used for timely order fulfillment and determining inventory levels for dependent demand. The primary input parameters in such systems include the following reliable data: A list of materials required for the final product, a control schedule that specifies the volume and deadlines for product deliveries, and an information file containing data on available material inventories and planned orders.

When necessary, the calculated net resource requirements can be adjusted to account for permissible non-productive expenses and material losses. The wide range of available features allows the computerized information planning system to be adapted to specific requirements, taking into account consumer demand for goods and services.

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HAPPY STAFF - SATISFIED CUSTOMERS. WORKING WITH EMPLOYEE EXPERIENCE TO CREATE ADDED VALUE FOR THE BUSINESS. EXPERIENCE FROM BANKS AND SERVICE PROVIDERS

Richard Branson: "Loyal employees create loyal customers who create happy shareholders."

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ABSTRACT

Many businesses rely on high employee engagement and the execution of routine processes, where the creativity and dedication of employees compensate for the imperfections in business processes and protocols. As a result, valuable time and resources are not used for sales and building relationships with clients. The modern pace of transformations in business, demographic changes, rising labor costs, and other trends are increasing competition for personnel at all levels. The employer brand has become just as important for companies as the consumer brand. Through practical examples, we will explore how banks and service companies are rethinking their approaches to organizing work processes, their attitudes towards employees, and ways of team interaction to build more resilient businesses.

Keywords: customer experience, employee experience, sustainable business, business model, service model, HR, innovations

INTRODUCTION

Back in 2005, the consulting company Bain introduced the term «customer experience gap» [1].

A customer experience gap is the difference between what customers expect and their actual experience with a product or service. For example, if a customer expects prompt tech support, and you don't provide it, that's an experience gap.

At that time, Bain determined that the opinions of only a small portion of clients regarding their satisfaction align with what company owners think: «Most companies assume they're consistently giving customers what they want. Usually, they're kidding themselves. When we recently surveyed 362 firms, we found that 80% believed they delivered a "superior experience" to their customers. But when we then asked customers about their own perceptions, we heard a very different story. They said that only 8% of companies were really delivering».

By analogy with the "customer experience" gap, the concept of the "employee experience gap" can be introduced.

The employee experience is how employees see, encounter, and interact with your organization during their time with the company. Many organizations have been quick to ensure the overall customer experience is top-notch and engaging, but some fail to think about how their employees feel every day.

Sometimes, there's a disconnect between what you perceive as your employees' experience and what they actually experience themselves, called an employee experience gap. By EY study only 10% of HR leaders say employee needs are their number-one priority when setting [2].

Research says: customer-facing employees and revenue are strongly linked. Retail stores whose customer-facing employee base was more tenured, had more experience in prior rotations, was higher skilled, and was more skewed towards full time, generated a 50% increase in revenue [3].

Employees, especially customer-facing employees, would seem to play a central role in customer experience. As consumers in our daily lives, this link seems intuitive: a single interaction with an employee can make or break your experience in a store, at the doctor's office, on a telephone call, or even via virtual interactions such as chat or social media.

In a recent analysis, analysts at Glassdoor asked: Can companies achieve great customer satisfaction without also investing in employees, assuring that workers who deliver service to customers are themselves satisfied with their jobs? Their answer was clear: There's a strong statistical link between employee well-being reported on Glassdoor and customer satisfaction among a large sample of some of the biggest brands today. A more satisfied workforce is clearly associated with companies' ability to deliver better customer satisfaction — particularly in industries with the closest contact between workers and customers, including retail, tourism, restaurants, health care and financial services [4].

In summary, many clients remain dissatisfied with their interactions with brands and service providers. On the other hand, many of the service personnel are also unhappy with the quality of their interactions with their employers.

The paradox is that these are all the same people who, depending on the circumstances, find themselves on one side or the other of the service counter. By understanding the nature of behavior, motivation, preferences, and values, we can connect these "experiences" and bridge the gap. This is the path to building a sustainable community through the establishment of a sustainable business.

Typically, we have studied customer experience more, recognizing that it is directly linked to employee experience. However, we have never considered it as comprehensively as we do now. Service models are designed for a large number of staff to provide service. More people mean better service. Now we face the contradiction of how to use fewer resources while delivering better service. How can we get a return from staff without overloading them? Борьба за построение успешного и устойчивого бизнеса иногда конфликтует с идеями построения социально развитого устойчивого сообщества.

Businesses wish to exclude human from the value creation chain or, at the very least, reduce their influence. At the same time, people are seeking ways to be active and useful. Digitalization, despite its declared effectiveness, can negatively impact social connections. Truly close relationships may suffer. Quality socialization is replaced by a large number of "friends" and an endless flow of information.

Consumers are becoming increasingly spoiled by good service and demand "everything at once, quickly, and cheaply," without considering what this costs businesses and other stakeholders. Consumers are becoming lazier with the help of digital tools. The consumer is the flip side of the person who is busy somewhere else creating value for other consumers like themselves. Businesses simply assist in this process.

Thanks to the digitalization of various aspects of life, people now have more options for organizing their work activities. Project-based employment, freelancing, part-time work, and flexible schedules present new opportunities for employees and new challenges for businesses.

Companies have never faced such difficulty in competing for the best talent. It will only get harder from here. Here are examples of several projects focused on creating service models, where a strong connection can be seen between employee satisfaction and customer satisfaction levels.

Case Studies

Case 1. A small European bank had to differentiate itself from powerful competitors and create an attractive offer for wealthy clients. Wealthy individuals are the most coveted clients and at the same time spoiled and demanding. Our bank cannot stand out with the largest size or the most favorable rates. The only differentiation is possible at the level of service quality. It is necessary to understand the nature of service for wealthy clients, which is based on trust to a greater extent than on rational attributes. To create such differentiation, you need the strongest and most experienced team. But where to get this if you are not a bank from Geneva with a 300-year history, where bankers have been working for the sixth generation? A typical challenge of any modern bank. And this is very different from the stereotypes of the industry, according to which you should be served by a gray-haired 60-year-old banker.

In our case, we worked on a new service model. The main idea was to create an environment for transparent, trusting interaction between managers and clients. When the manager is still young (perhaps not the most experienced), but the work environment extrapolates the experience of the entire bank onto the manager. On the one hand, this is similar to the "youth" of East Asian markets, where there are many young, wealthy clients and banks are also young. However, there, "choreography" is achieved by building an environment with different levels of access. This ensures a specific level of client experience, corresponding to the level of wealth or the life cycle of the client. In the European project, we sought to make the bank "open" and interesting for the client at first glance.

When we talked to the staff, it became clear that many managers felt uncomfortable due to their perceived inexperience. One of the ideas to break down this uncertainty was to create an office where the client service areas and the back office are designed in the same way in terms of finishes, furniture, and layout principles. As a result, managers received a "premium" working environment not only in the representative meeting rooms, but also in the back office, which is not available in other banks. Managers feel that the bank values them as highly as its most valuable clients. The bank's clients see that managers work in a space of the same high quality as the client areas and understand that this bank most likely employs the best specialists. Such an environment creates more "equal" and productive conditions for interaction and collaboration.

Case 2. The project for a large European bank involved developing a service model for servicing wealthy clients. The bank operates in more than 10 European countries and has vast experience in servicing wealthy clients, with a history of over 130 years. A host of legal restrictions, compliance standards, maturity and size of a specific market, competitive environment make it impossible to simply replicate approaches to servicing wealthy clients in different markets. Even such basic concepts as segmentation models and product lines can differ dramatically in neighboring countries.

The first analysis of the market and offers of competing banks showed the absence of any bright points of differentiation. Clients noted that all banks are similar. However, what united those clients from different banks who were satisfied and happy was a trusting and productive contact with

personal managers. Therefore, we concentrated on studying the work of personal managers as the main stakeholders. Secondly - with bank clients, management and partners. We held strategic sessions with the participation of managers without involving the bank's management to learn more about their routine work and what makes them go to work and motivates them. Personal managers, although they serve hundreds of clients ("personal" is very conditional), know all their clients personally. Managers work with private information, serve the client's family, knowing about needs and preferences. Most often, the complexity of the managers' work with wealthy clients is underestimated by the heads of departments and the bank as a whole. The management sees numbers that may be attractive, but does not see the human efforts and empathy that employees show every day. Serving wealthy clients is dramatically more difficult than working with retail clients. In a universal bank, the Premium Banking or Private Banking division is usually located within the retail banking structure and is small in terms of team size.

In communication with Personal Managers, we learned about the imperfection of processes and protocols. In fact, managers sincerely tried to provide their clients with the best service, feeling personal involvement and responsibility. However, the adopted processes prevented this, striving to "standardize" operations. Clients were promised a "personal approach", while the bank sought to make this approach as standard as possible (to reduce costs). Such an imbalance and contradiction between the declared approach and real practice not only demotivated managers, but also stimulated them to sell the least marginal standard products that did not require much effort.

What we saw as a pattern – the best examples of building close relationships and solving complex issues were based solely on the creativity of the bank's team members. We can say that in order to satisfy their clients, the department's staff "hacked the system" every day, smoothing out the imperfections of procedures. This led us to the idea of the need to "legalize" the creative approaches of the staff – to make "workarounds" turn into a business process. So that the staff would receive both the tools and the motivation to use them. Together with the management team, we focused on analyzing the best practices for building relationships with wealthy clients and developing new approaches based on them. Of course. Now the Personal manager must turn into a Relationship Manager to create more value for both clients and the bank.

Case 3. In a project with a large logistics operator that works with both B2C and B2B clients, the task was to improve the service model to increase efficiency. We studied the needs and satisfaction levels of various stakeholders: different types of consumers, company management, suppliers, and, of course, staff. Usually, in such cases, it is difficult to get a realistic picture of front office staff satisfaction simply by analyzing questionnaires. As a rule, in straightforward studies and surveys, employees say what they want to hear from them. Such information is most often formal and it is difficult to find insights in it.

Therefore, in this project, we approached the assessment of staff satisfaction from a different angle - by analyzing customer satisfaction. The company regularly measures NPS (Net Promoting Score) and collects feedback through various channels: contact center, branch surveys, mobile application, social networks, etc. This data is aggregated in the form of large tables. About 300 thousand records every week, each of which is a specific case with customer and staff data. We analyzed this data for several weeks to group cases by various criteria. For example, friction associated with imperfect business processes, product, human factor errors, technical failures, customer inadequacy, etc. Then we selected several dozen of the most typical cases and the most extreme cases and organized in-depth interviews. In the format of a physical meeting, respondents were most inclined to talk and the team received a lot of information about why problems arise during service, which directly affects productivity. In essence, in this project, we were looking for ways to increase customer

satisfaction and increase the speed of service (extremely important in logistics). However, all the ideas we found to improve the “customer side” directly impacted employee satisfaction. We noticed how solving customer problems makes front office and warehouse operators happier. Employees feel more important and valuable. They see how they can influence the company’s success with the quality of their personal efforts. Positive customer feedback makes employees even happier and more motivated.

Case 4. In the project with the largest state bank, it was necessary to develop a service model for servicing various types of business clients. This bank has a long tradition of working with large state and private corporations, large and medium-sized businesses, international financial institutions, and government agencies. These are all very important clients with large checks that require taking into account a host of regulatory and legal restrictions. For many years, the bank resembled a complex multi-story corporation, as did many of its clients and partners. However, times change and so do clients. When we began to study the factors that make clients continue to use this bank, it became clear that clients can be divided into two groups based on their perception of the bank. The first group - "it has historically developed this way." Changing a bank is more difficult than coming to terms with it. The second group, mainly state-owned enterprises, cannot change the bank, it is simply impossible.

We call it "forced loyalty". Clients do not leave because it is easier to stay in their conditions (sometimes there are no alternatives on the market). But this does not mean that the client is satisfied. Do we need to say that new clients do not come from the market?

The bank had rather conservative approaches to organizing the workflow. Modern corporate (complex) clients sometimes require creative involvement of various bank departments in solving their requests. Several stakeholders may participate on the client side, depending on a specific project or product. This requires the bank to become a "platform" for interaction between teams on the bank and client side. Work on creating a service model focused on changing the ways of organizing the workflow of the bank's departments. Efforts were directed at processes that allow various divisions to interact more productively and create project teams to solve client problems. This also required designing a new office space with multiple meeting rooms, common areas available to both bank employees and clients. We noticed that when bank clients, representatives of large businesses, see a more "open", "transparent" and "humane" bank, their satisfaction and trust increase. Of course, this is how advanced corporations are already organized, where many departments and divisions participate in the value chain. Now is the bank's time.

CONCLUSION

Employers need to prioritize the care of their employees as their most valuable asset. It is essential to study and understand the real needs and requests of employees. Building strong connections between employees and employers is more important than ever. Employee engagement directly impacts the financial performance of companies. With the rise of digitalization, human connections are not devalued; rather, they take on even greater significance. People trust people when it comes to important and responsible decisions. If you are focused on improving service quality, start by asking your staff. This way, you will gain insights from both employees and consumers.

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HIGH FAILURE RATE OF SMALL AND MEDIUM SCALE ENTERPRISES IN SRI LANKA: IMPORTANCE OF FINANCIAL MANAGEMENT

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ABSTRACT

Small and medium-sized enterprises are the foundation of both developed and developing economies worldwide. However, the industry has a high failure rate worldwide and has not made the necessary contributions to the country's GDP. The situation of SMEs in Sri Lanka is similar. The purpose of this study is to investigate and evaluate the role that financial planning plays in Sri Lankan small and medium-sized enterprises (SMEs).

Keywords: Budgeting, Finance management, Gross domestic product, Small and medium size industries

ANOTĀCIJA

Mazie un vidējie uzņēmumi ir gan attīstīto, gan jaunattīstības valstu pamats visā pasaulē. Tomēr nozarei visā pasaulē ir augsts neveiksmju līmenis, un tā nav devusi nepieciešamo ieguldījumu valsts IKP. MVU situācija Šrilankā ir līdzīga. Šī pētījuma mērķis ir izpētīt un novērtēt finanšu plānošanas lomu Šrilankas mazajos un vidējos uzņēmumos (MVU).

INTRODUCTION

Small and medium-sized enterprises (SMEs) play a vital role in driving economic development, employment creation, and innovation in Sri Lanka. Depending on the nation, a SME's precise definition may change. Sri Lanka Export Development Board has defined SMEs as follows. A business is classified as a small and medium-sized enterprise (SME) in Sri Lanka if it employs no more than 300 people and generates no more than 750 million LKR in revenue (Board, 2021). Sri Lanka Export Development Board has further commented on SMEs.

Data Analysis: SMEs Contribution to the GDP

SMEs in Sri Lanka significantly contribute to socioeconomic growth. Up to 52% of the GDP is contributed by these businesses. It is regarded as the foundation of the economy as a result. The agricultural industry is one of the main industries driven by SMEs. SMEs make up more than 90% of all businesses in the agricultural sector (Board, THE ROLE OF SMES IN SRI LANKAN EXPORTS, 2021). Based on data from the Department of Census and Statistics for the 2013–2014 fiscal year, up to 1.017 million SME businesses in Sri Lanka supported around 2.225 million people in the non-agricultural sector (Lanka, 2013/2014).

The Asian Development Bank also commented on small and medium size enterprises in Sri Lanka. Small and medium-sized businesses, or SMEs, constitute the backbone of the economy of Sri

Lanka. SMEs in Sri Lanka account for 75% of all operating businesses, 45% of employment, and 52% of the country's GDP (Asian Development Bank, 2018).

The Science Direct journal article provides the following chart regarding SMEs in Sri Lanka. (ScienceDirect, 2022)

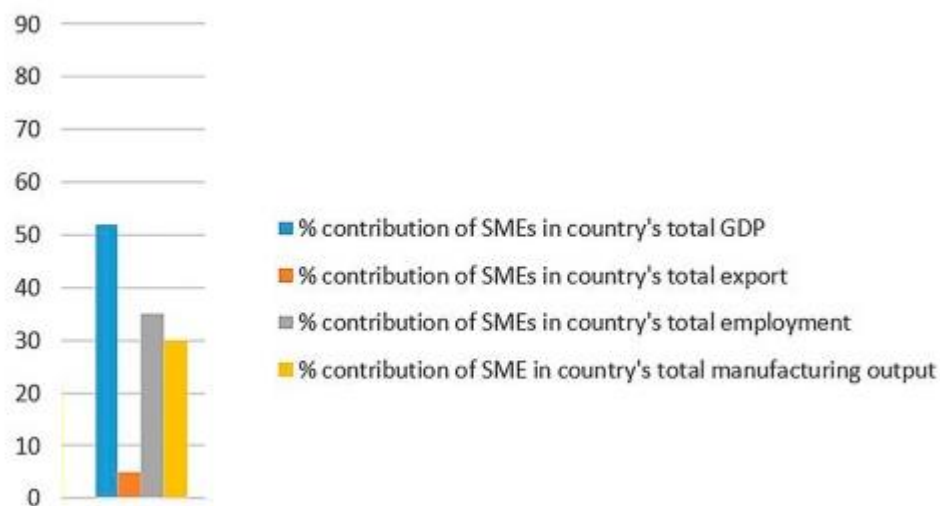


Figure 1. Performance of SMEs in Sri Lanka

As clearly shown in the above bar chart, the contribution of small and medium scale industries to Sri Lanka's GDP is 52%. In addition, many other important points are presented here. SMEs account for a very small proportion of Sri Lanka's total exports. That situation shows a small value like 5%. Even though the employment generation from SMEs show some positive level, it is at a level of 35%. SMEs produce about 30% of Sri Lanka's overall manufacturing output (ScienceDirect, 2022).

Data Analysis: SMEs Contribution to the Exports

Around one million (1 million) small and medium-sized enterprises (SMEs) account for about 75% of all businesses in Sri Lanka, making up a sizable portion of the country's economy. All facets of the economy contain them (United States Agency for International Development, 2022). Despite Sri Lanka having 3,027 SME exporters, their combined export value is less than 5% of the country's total value. few large companies account for the majority of Sri Lanka's exports. As a result, there are prospects for expansion as SMEs' significant contribution to the home economy is not mirrored in international trade. The following chart, which shows Sri Lanka's total export during the last three years, was provided by the publication The Island (The Island 2022).

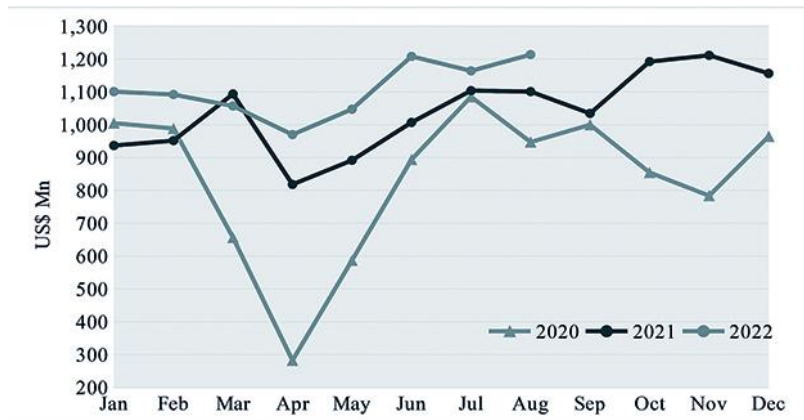


Figure 2. Total Exports in Sri Lanka (US\$ million)

About 5% of Sri Lanka’s total exports come from small and medium size enterprises. It clearly reflects the difficulty these industries have in accessing foreign trade. There are a number of factors that have contributed to this situation. Lack of technical expertise, ignorance of international trade, improper use of advertising strategies, lack of funding for business expansion, and other factors are significant.

Various stakeholders, including the government and business support groups, may need to overcome these impediments in order to boost the contribution of SMEs to exports. SMEs may become more competitive on the international scene by putting into place laws that make it easier for them to obtain financing, encouraging the adoption of new technologies, and providing them with specialized assistance and training. Initiatives to simplify export processes and lower administrative barriers can also improve the environment in which SMEs can conduct foreign business.

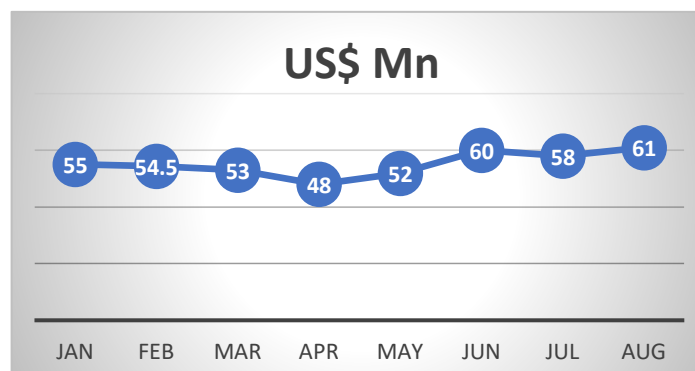


Figure 2. SMEs' Exports in Sri Lanka in 2022 (US\$ million)

The SMEs' total exports from January to August of 2022 in Sri Lanka are displayed in the above chart. Its values are shown in millions of US dollars.

Data Analysis: SMEs Contribution to the Employment

Small and medium-sized enterprises (SMEs) are essential drivers of economic growth and job creation in Sri Lanka, and they have a significant impact on the country's employment environment. The combined effect of SMEs, which operate in a variety of industries including manufacturing, services, trade, and agriculture, on employment is substantial. One of the main features of SMEs is that they are labor-intensive, which means that they significantly increase employment levels overall. SMEs, as opposed to larger organizations, frequently possess the flexibility to quickly adjust to shifting market conditions, which encourages entrepreneurship and innovation. This flexibility makes it possible to investigate specialized markets, which in turn generates new company ventures and, therefore, job openings.

Additionally, small and medium-sized businesses (SMEs) in Sri Lanka support localized employment, especially in rural and smaller towns where larger businesses may not be as prevalent. SMEs' ability to create jobs at the local level is further strengthened by the close relationships they form with the communities in which they operate. These businesses grow to be essential components of the social and economic fabric, filling local job gaps and fostering community growth.

SMEs also provide a flexible work environment that accepts people with a range of experience levels and skill sets. This inclusivity promotes social and economic diversity by enabling a wide range of people to engage in the workforce. SME training and skill development opportunities help to create a workforce that is more flexible and adaptive.

Even if they have a good impact, SMEs in Sri Lanka face obstacles that may limit their ability to create jobs. Common barriers that can impede their growth include restricted access to markets, funding, and technology. To fully realize the potential of SMEs as engines of employment and economic growth, government policies and support systems targeted at resolving these issues are crucial. Financial support, technology adoption aid, and regulatory procedure simplification are a few examples of initiatives that might enable SMEs to grow and, consequently, provide more employment possibilities.

However, about 35% percent of the total workforce in Sri Lanka is employed in small and medium industries (ScienceDirect, 2022).

Data Analysis: SMEs Contribution to the Total manufacturing Output

Small and medium-sized businesses (SMEs) are vital and diverse players in determining Sri Lanka's overall manufacturing output. These businesses contribute significantly to the quantity and range of commodities produced, making up a sizeable portion of the manufacturing industry. Small and medium-sized enterprises (SMEs) in Sri Lanka work in a wide range of manufacturing sectors, from contemporary industries like electronics and agro-processing to traditional crafts and textiles. Their impact is most noticeable in niche markets, where they frequently succeed in creating distinctive and specialized goods. The dynamic nature of the industrial landscape is facilitated by the agility and flexibility that SME operations possess, which enable them to promptly adjust to market developments.

SMEs contribute to the sector's resilience and innovation in addition to its quantity. A culture of innovation is fostered within the manufacturing sector by the numerous SMEs that are leaders in the adoption of new technology and production techniques. Notwithstanding obstacles such

restricted financial resources, these businesses continue to be essential to the general expansion and viability of Sri Lanka's manufacturing sector. The favorable impact of government measures that prioritize the requirements of small and medium-sized enterprises (SMEs) on the manufacturing output of the nation can be further amplified by delivering targeted training programs, simplifying regulatory procedures, and facilitating easier access to funding. Ultimately, developing a strong, varied, and resilient manufacturing sector in Sri Lanka requires acknowledging and valuing the contribution of SMEs. However, the Science Direct journal article states that SMEs account for about 30% of Sri Lanka's total manufacturing output. (ScienceDirect, 2022)

The Propensity of SMEs in Sri Lanka to Fail and the Importance of Financial Management

The reasons behind Sri Lankan SMEs' failure

The comparatively high failure rate of small and medium-sized enterprises (SMEs) in Sri Lanka is caused by a number of causes. One of the main issues is that many SMEs have trouble getting financing, making it difficult for them to raise the money they need for expansion, operating expenditures, and startup charges. Their competitiveness may be hampered by their inability to invest in the technology and resources they need. Another major obstacle is a lack of market knowledge and expertise in business management. Due to their inexperience with marketing, strategic planning, and negotiating regulatory frameworks, many small and medium-sized business owners may have operational inefficiencies and decreased competitiveness.

Undoubtedly, the recent increase in Sri Lanka's Value Added Tax (VAT) from 15% to 18% has caused significant disruptions to the already vulnerable economy of the island nation. The foundation of the economy, small and medium-sized businesses (SMEs) and startups, are under tremendous pressure to adapt and succeed in this difficult environment (digitalmarketing.lk-linkedin, 2023)

The cost structure of small and medium-sized businesses is immediately impacted by the higher VAT rates, which results in greater operating costs. SMEs already have limited resources, so this additional financial load may strain them and reduce their profitability and competitiveness. In addition to increasing the cost of goods and services for SMEs, the increase in VAT also makes pricing strategies more difficult, which may have an impact on consumer demand. Policymakers should take into account tailored assistance programs and incentives to strengthen SMEs' resilience in the face of a difficult fiscal climate in order to mitigate the negative effects.

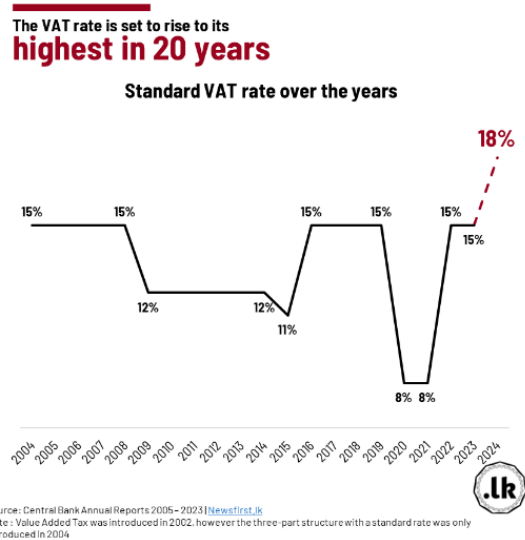


Figure 3. Sri Lankan VAT rate fluctuations (newsfirst.lk, 2024)

Furthermore, SMEs in Sri Lanka encounter difficulties in adjusting to changing market needs and technology breakthroughs. SMEs may be caught off guard by sudden shifts in consumer tastes and worldwide market trends, particularly if they lack the adaptability and agility to modify their business plans. Inadequate logistics and infrastructure can exacerbate operational complexity, restricting the market reach of SMEs and impeding their capacity to grow. A comprehensive strategy is needed to address these issues, one that includes focused assistance programs, easier access to financing, and programs designed to help SMEs in Sri Lanka adopt new technologies and enhance their business management abilities (B.E.A.Jayasekara, 2020).

The Impact of Informal Financial Management on SMEs in Sri Lanka

In Sri Lanka, small and medium-sized enterprises (SMEs) frequently fail as a result of inadequate financial management. It can be challenging for SMEs to meet their operational costs and financial commitments when there are cash flow issues resulting from inadequate financial planning, budgeting, and management methods. Their inability to invest in essential resources, technology, and sustainable growth is made worse by their limited access to financing. Poor decision-making about pricing, cost control, and investment plans can be caused by SME owners' lack of financial literacy.

High interest rates and difficult lending procedures can also put SMEs under additional stress, making it harder for them to get loans and successfully manage their debt. Improving the resilience and sustainability of SMEs in Sri Lanka necessitates addressing these financial management issues, which calls for a combination of focused financial education initiatives, enhanced access to reasonably priced finance, and streamlined financial procedures (Yogendrarajah, 2017).

Importance of Financial management

Planning, allocating, and regulating an organization's financial resources in order to accomplish its objectives is known as financial management. It includes risk management, budgeting, financial

planning, and effective money distribution. For a business to be profitable, sustainable, and to make strategic decisions, effective financial management is essential.

More practically, a financial manager's activities in the above areas revolve around planning and forecasting and controlling expenditures (Strutner, 2023).

Financial Planning:

The process of financial planning is methodical and all-encompassing; it includes evaluating the present financial status of an individual or an organization, establishing reasonable financial objectives, and designing a strategy to reach those objectives (Planfull, 2023). It includes risk management, investing, budgeting, saving, and retirement planning, among other important components. A well-designed financial plan takes into account potential risks, accounts for both short- and long-term goals, and adjusts to shifting market conditions. It is a dynamic process that needs to be reviewed and adjusted on a regular basis to remain in line with changing external circumstances and financial goals. All things considered, financial planning is crucial for people and organizations to overcome financial obstacles, attain financial security, and strive toward their intended future outcomes.

Financial Plan: A financial plan is a written document that describes a business's financial objectives and the actions they will take to achieve them. Usually, it consists of, a summary of your existing financial situation a budget of the financial products you'll require an explanation of your goals and the tactics you plan to achieve them. However, there isn't a one model that works for everyone, and two people may have very different financial plans. Making a financial plan can provide you insight into your current situation and help you achieve your goals more quickly (Garner, 2021).

Any financial plan starts with understanding your objectives. Budgeting and saving money are typically considerably simpler when your efforts will yield a tangible benefit. You might also want to think about how your financial situation will be impacted by professional aspirations, such beginning a business, taking a break to finish school, or working part-time.

These objectives, whatever they may be, ought to be time-bound, precise, and reasonable. You may decide to "save £15,000 for a deposit on my first home within five years" as an alternative to, say, "save up a deposit on my first home." (Garner, 2021)

In order to develop a thorough comprehension, you may think about, Income includes things like your pay, interest on cash reserves, profits from investments, rent, insurance, and benefits. Assets include the equity in your business, valued goods, cash savings, and investments like stocks or bonds. Debt: this includes the amount owed on a mortgage, credit card amounts carried over from month to month, business loans, bank overdrafts loans, and buy now pay later borrowing. You may use a spreadsheet to keep track of these or just write them down in a short list divided into sections. (Garner, 2021)

Manage your risk. Contingencies are typically included in comprehensive financial plans to lessen the financial strain that arises from unforeseen circumstances. Two important steps you can take to manage financial risks are as follows. Establish a "rainy day" fund. Having three to six months' worth of living expenses set aside in cash savings allows you to cushion your finances against unforeseen events, like an unexpected layoff. Think about insurance. It might make sense in some situations to include critical illness coverage, income insurance, and life insurance in your plan.

This kind of coverage might provide you peace of mind that, in the event that you passed away suddenly, fell ill, or lost your job, your loved ones would be financially supported if you have a monthly mortgage payment or if you are financially responsible for someone else. While you're creating your monthly budget, don't forget to account for insurance premiums. (Garner, 2021)

Create a spending plan. Make a monthly budget after that. Make a list of every expense you incur on a monthly basis, including rent, bills, groceries, and travel, and deduct the total from your income. You can allocate your leftover cash between achieving the previously stated objectives and non-essential expenses. Making a budget could be an excellent time to consider what areas of your expenditure you would like to cut back on.

Try to be realistic while thinking about making cuts. While overly ambitious budgeters would be inclined to save every extra penny, this is unlikely to be sustainable over time. (Garner, 2021)

Prioritize and work toward your objectives. After creating a budget, you may set priorities and begin working toward your objectives. Although everyone's priorities are a little bit different, you might think about the following order. Create an emergency reserve. You can withstand unforeseen expenses and shifting circumstances by setting aside three to six months' worth of living expenses in an easy-access savings account. Eliminate high-interest debt. It can make sense to pay off this debt before pursuing other objectives if you are paying more interest on your loans than you are making on savings.

Starting with the most expensive debt—payday loans, unforeseen overdrafts, and bank overdrafts—is usually the wisest course of action. Save for immediate and long-term objectives. You can use an emergency savings fund to fund other objectives like new inventions, the construction of a new parking lot, or deposits into investments. You'll need to think about what form of savings account best suits your needs as you work toward these objectives. Optimizing long-term growth will probably also include an investing account in the plan. You might not be able to work on all of your objectives at once. After achieving a goal, you can go back to your plan and start saving for the next one.

Although you don't have to update your financial plan all the time, it is still a good idea to review it annually and whenever your circumstances change. A new product launch, corporate merger, worldwide market expansion, or the launch of a new venture can all have an impact on your financial priorities and available funds. Instead of beginning from scratch, you may simply make the necessary adjustments to your plan when this occurs. (Garner, 2021)

Budgeting:

A few of the main causes of small business failure are cash flow problems, loss of focus, and price and cost concerns. Having a reasonable budget in place will help you avoid these problems. However, you must first decide which areas of your company you would like to enhance before you can concentrate on the budget. You will then be able to choose what can be done with your money. You can establish both short-term and long-term goals based on that list. These objectives are directly impacted by the money you bring in and take out. A short-term objective can be buying new equipment or paying off debt. Long-term objectives are important since they are linked to the general expansion of your company, such as setting aside funds for marketing. Your goal-setting should be grounded in reality. Their sole basis need to be the ability of your company to make and save money. Once your objectives are established, you may follow these steps to design a budget that works every time. (Krishnan, 2021)

Analyze cost: You need to do some research on your company's operational expenditures before you begin creating a budget. Having a thorough understanding of your expenses provides you with the foundational understanding required to create a budget that works. Your objectives will be compromised if you make a preliminary budget and then find out that you require extra funds for your business operations. Your budget should be set up such that when your company grows, you can raise sales and make enough money to cover your rising costs. (Krishnan, 2021)

Negotiate cost with suppliers: Businesses who have been operating for more than a year and rely on suppliers to sell their products will find this step helpful. Speak with your suppliers to see if you can negotiate lower prices for the supplies, goods, or services you require before you begin creating your annual budget. (Krishnan, 2021)

Estimate your revenue: Overestimating income and taking on more debt to cover operating expenses has contributed to the demise of numerous firms in the past. This negates the entire intent behind making a budget. Analyzing previously reported revenue is a good idea to keep things realistic. Companies need to monitor their revenue on a monthly, quarterly, and annual basis. (Krishnan, 2021)

Know your gross profit margin: The money your company has left over at the end of the year after all expenses have been paid is known as the gross profit margin. It provides information about the state of your company's finances. Here's an illustration of why it's important to comprehend this aspect while making a budget. (Krishnan, 2021)

Project Cash flow: Cash flow is made up of two parts: vendor and customer payments. For your business to continue making money, these two factors must be in harmony. It's critical to have flexible payment periods and the capacity to accept payments via standard payment channels if you want to make every effort to guarantee prompt consumer payments. Regretfully, you will have to deal with clients who might not abide by the rules as specified. Due to missing payments, this could have an impact on your cash flow estimate. (Krishnan, 2021)

Factor in seasonal and industry trends: It's impractical to think that you will meet your projections and accomplish every company objective each month. In an annual cycle, your company may see a few months of weak sales followed by months of growth. You will need to use your money wisely because of industry patterns and seasonal fluctuations, which could put your company in danger of going out of business during sluggish times. Obtain information about the times when your company works better in order to overcome this difficulty while developing a budget. The goal ought to be to make enough money during the busiest months to keep the company going during the down periods. (Krishnan, 2021)

Set spending goals: It takes more than merely totaling up your expenses and deducting them from your income to create a budget. Your business's success is largely dependent on how prudently you manage your finances. With the help of goals, you can monitor if your money is being spent wisely and prevent unnecessary purchases. (Krishnan, 2021)

Bring it all together: Making your budget is the next step once you have gathered all the data from the other stages. You will have a better notion of how much money you have after deducting your fixed and variable expenses from your revenue. Be ready to handle any unforeseen one-time costs that may arise. After that, you may figure out how best to spend the funds to meet your short- and long-term objectives. (Krishnan, 2021)

Financial Controls:

The methods, guidelines, and regulations that an organization uses to keep an eye on and regulate the use, distribution, and trajectory of its financial assets are known as financial controls. Any organization's resource management and operational effectiveness are fundamentally based on its financial controls. It is described under five main methods in financial control. (Institute, 2023)

Maintenance of cash flow: Effective financial control strategies play a major role in maintaining an organization's cash flow. Effective control mechanisms allow for the monitoring and planning of overall cash inflows and outflows, leading to efficient operations. (Institute, 2023)

Resource Management: The foundation of any organization's operational effectiveness is its financial resources. All other resources required for running a firm are made available by financial resources. Therefore, in order to manage all other resources, financial resource management is essential. For a company to guarantee resource management, effective financial control procedures are also essential. (Institute, 2023)

Operational Efficiency: An organization's overall operational effectiveness is ensured by an efficient financial control system. (Institute, 2023)

Profitability: Every organizational department runs more smoothly when the organization's overall operational efficiency is maintained. As a result, productivity rises, and productivity and profitability are positively correlated. Therefore, implementing strong financial control procedures guarantees increased profitability for every company. (Institute, 2023)

Fraud Prevention: An organization can guard against fraudulent activity by implementing financial control. By keeping an eye on the comings and goings of financial resources, it can aid in the prevention of any unwanted behaviors, like employee fraud and cyber theft, among many others. (Institute, 2023)

Finance Indicators for SMEs

As the owner of a small or medium-sized business (SME), you understand the significance of managing the finances of your company. But how exactly can you accomplish that? One approach is to keep an eye on key performance indicators (KPIs), which provide you with an accurate view of the financial success of your company. You can make wise business decisions, identify areas for improvement, and ensure that your company is profitable and long-lasting by routinely monitoring your financial KPIs. Now let's examine the top 10 financial KPIs that owners of SMEs should be keeping an eye on. (SanayLimited, 2023)

Cash Flow: The quantity of money coming into and going out of your company during a certain time period is represented by this KPI. To make sure you have enough money to pay your bills, invest in development prospects, and meet your expenses, it's critical to routinely monitor your cash flow. For example, 89% of small business owners claim that cash flow problems have a detrimental effect on their company. (SanayLimited, 2023)

Revenue Growth: It should go without saying that in order to determine whether your firm is expanding or contracting, it is imperative that you regularly analyze your revenue. A drop in sales may be a sign that you need to change your product options, price, or marketing plans. Surprisingly, cash flow problems account for 29% of startup failures. Businesses can detect any cash flow

problems and take preventative measures to avoid running out of money by regularly reviewing their earnings (SanayLimited, 2023).

Gross Profit Margin: The percentage of revenue remaining after the cost of goods sold (COGS) is subtracted is known as the gross profit margin. It helps you understand how profitable each sale is and shows how efficiently your business is running. A decreasing gross profit margin can be a sign that you need to lower your cost of goods sold, enhance operational effectiveness, or reassess your pricing plan. A small business's profit margin can be determined by its size and type. For small enterprises, a decent profit margin typically ranges from 7% to 10%. This might not apply to some industries, though, including retail or enterprises that deal with food, where margins are often lower. (SanayLimited, 2023)

Debt to Equity Ratio: The debt-to-equity ratio calculates how much debt your company has relative to equity. A high debt-to-equity ratio, for example, can be a sign that your company is excessively leveraged and might find it difficult to pay its debts. Additionally, a high debt-to-equity ratio can make a company more vulnerable to default and more difficult to draw in investors, so small business owners need to keep a careful eye on this ratio. Depending on the business, different debt-to-equity ratios are ideal, but a ratio of 2:1 or below is usually seen as healthy. (SanayLimited, 2023)

Working Capital: For SMEs, working capital is a crucial financial indicator since it shows how liquid the business is in the short term and how well-equipped it is to pay for operating costs. A firm's working capital can be determined by deducting current liabilities from current assets. This method shows how much cash the company has on hand to fund its regular operations. Since over 30% of small firms fail due to capital depletion, it is critical for them to understand how working capital works and how to manage it effectively. SMEs should concentrate on enhancing their cash flow by lowering inventory levels, negotiating better terms for supplier payments, and refining their accounts receivable collection procedure in order to manage their working capital efficiently. (SanayLimited, 2023)

Sales Growth Rate: For SMEs, monitoring the sales growth rate is crucial since it offers valuable information on the revenue growth of the company over a given time frame. By calculating the percentage change in revenue from one period to the next, sales growth rate assists small and medium-sized business owners in gauging the rate of expansion of their enterprise. To give an example, a software company that creates project management platforms may monitor the growth rate of its sales to gauge the effectiveness of its marketing initiatives in drawing in new clients. The business may need to modify its marketing plans and enhance its lead generation procedure if the rate of sales growth is not up to par. (SanayLimited, 2023)

Net Profit Margin: The net profit margin is an additional KPI for business to monitor. This KPI calculates your company's profitability after all costs are subtracted from revenue. Net income is divided by revenue to arrive at this figure. For small and medium-sized business owners, net profit margin is crucial since it shows how well their company generates revenue from sales. (SanayLimited, 2023).

Inventory Turnover: The frequency with which you sell and replace your inventory within a given timeframe is the focus of this KPI. Why does this matter? since it provides insight into your inventory management proficiency. A low turnover rate may indicate that you are holding onto items for an extended period of time, whereas a high turnover rate indicates that you are selling items quickly. Assume you are the owner of an online retailer of electronics. Low inventory turnover may indicate that you're hanging onto out-of-date items that your clients aren't interested

in buying. You can identify which products are selling slowly by keeping an eye on this KPI. Then, you can modify your inventory plan to include more in-demand items and increase sales. (SanayLimited, 2023)

Quick Ratio: Finally, the quick ratio determines if your company has enough liquid assets, such as cash and accounts receivable, to meet short-term obligations. A ratio of one or higher indicates good standing, but a low ratio might negatively impact your credit score and relationships with vendors and clients. (SanayLimited, 2023)

CONCLUSION

In order to address the issues Small and Medium-sized Enterprises (SMEs) in Sri Lanka confront, the study places a strong emphasis on the necessity of financial planning for SMEs to grow sustainably. Global SMEs, of which Sri Lanka is no exception, have a high failure rate even though they are the foundation of the economy. According to the report, successful financial planning is critical to the growth of SMEs and, by extension, the nation's economy.

Key elements that have been found to have an impact on the performance of SMEs in Sri Lanka include cash management, financial reporting, and analysis. The survey emphasizes that the expense of hiring professional accountants and a lack of accounting expertise are two major barriers that prevent SMEs from implementing sound financial management techniques. The research attempts to thoroughly examine how SMEs now do financial planning, the difficulties they face, and possible enhancements in financial planning procedures through a mixed-methods approach.

The goal of the study is in line with the Sri Lankan government's emphasis on the role that SMEs play in promoting economic growth. Many SMEs face swift bankruptcy and failure despite their significant GDP contribution, underscoring the necessity for focused assistance. A key factor influencing SME performance is cash management, and this study attempts to provide light on how to better manage this difficulty in order to increase SME effectiveness.

The results should clarify the capital constraints that small and medium-sized enterprises (SMEs) face, the obstacles to business growth that arise from securing loans from financial institutions, and how financial literacy and appropriate record-keeping can help overcome these challenges. In the end, the study aims to provide insightful information that can support strategies and policies that strengthen the financial planning and management capacities of Sri Lankan SMEs, promoting their long-term prosperity and beneficial effects on the country's economy.

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INNOVATION AS A DRIVER OF COMPETITIVENESS: STRATEGY AND MANAGEMENT

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ABSTRACT

The article examines the impact of innovations on enterprise competitiveness. It analyzes innovation management strategies, the role of corporate culture in fostering new developments, and methods to overcome resistance to change. The study presents examples of successful companies that have achieved competitive advantages through the implementation of innovations. Special attention is given to assessing the effectiveness of innovative initiatives and their influence on the long-term development of businesses.

Keywords: innovations, competitiveness, innovation management, diffusion of innovations, disruptive innovations, corporate culture, design thinking, crowdsourcing, Agile, long-term development, strategic management, performance monitoring

АННОТАЦИЯ

В статье исследуется влияние инноваций на конкурентоспособность предприятий. Анализируются стратегии управления инновационными процессами, роль корпоративной культуры в стимулировании нововведений и методы преодоления сопротивления изменениям. Рассматриваются примеры успешных компаний, достигших конкурентных преимуществ благодаря внедрению инноваций. Особое внимание уделяется оценке эффективности инновационных инициатив и их влиянию на долгосрочное развитие бизнеса.

Ключевые слова: innovations, competitiveness, innovation management, diffusion of innovations, disruptive innovations, corporate culture, design thinking, crowdsourcing, Agile, long-term development, strategic management, performance monitoring

INTRODUCTION

Modern business is in an environment of continuous change and high competition, where innovation plays a key role in ensuring the sustainability and competitiveness of companies. Technological breakthroughs, changing consumer preferences and globalization require organizations to implement new approaches to management, creation of products and services, as well as in the processes of interaction with consumers. In such conditions, the company's ability to effectively manage innovations becomes a strategic advantage.

Innovations not only help businesses adapt to external changes, but also create opportunities to get ahead of competitors by creating unique offers and new markets. However, the implementation of innovations is associated with a number of challenges, including the need to transform corporate culture, overcome employee resistance and manage risks associated with uncertainty.

This article is devoted to the study of the role of innovations in increasing business competitiveness. The study will consider strategies for managing innovation processes, the role of corporate culture in creating conditions for the implementation of innovations, as well as methods for overcoming barriers to change. Particular attention is paid to successful examples of companies that have achieved leading positions due to the implementation of innovations, and tools for assessing their effectiveness. The purpose of the article is to identify the main mechanisms for using innovations as a driver of competitive advantages and to offer recommendations for their practical implementation.

BASIC THEORETICAL AND PRACTICAL PROVISION

Innovations play a key role in determining the competitiveness of modern enterprises in the context of rapid changes in the market environment. In the era of digitalization and globalization, they serve not only as tools for adapting to new realities but also as mechanisms for creating unique advantages that enable companies to maintain leading positions in the market. However, successfully implementing innovations requires a deep understanding of both theoretical concepts and practical aspects of managing these processes.

From a theoretical perspective, innovations are studied through various concepts. One of the most notable is Everett Rogers' diffusion of innovations theory, which examines the process of introducing innovations in society and organizations. According to this theory, the adoption of innovation passes through five stages: awareness, interest, evaluation, trial use, and adoption. Understanding these stages allows companies to predict audience behavior and develop effective strategies for promoting new technologies or products.

Additionally, Nikolai Kondratiev's theory of long waves emphasizes the cyclical nature of economic development, where innovations act as catalysts for a new growth phase. Technological breakthroughs, such as the invention of the steam engine, the emergence of electricity, or the advent of information technology, form the foundation for new economic paradigms, which is particularly relevant in the era of the Fourth Industrial Revolution.

Another important theoretical foundation is Clayton Christensen's concept of disruptive innovations, which explains how new technologies and business models can radically transform existing markets, creating new niches while displacing established solutions. For example, streaming services like Netflix have fundamentally changed the entertainment industry.

In practice, managing innovations is a complex and multi-step process. First and foremost, companies must integrate innovations into their strategy. This involves not only setting long-term goals related to innovation but also developing clear metrics to assess their effectiveness. Examples of such metrics include return on investment (ROI), market share captured by new products, or customer satisfaction levels.

Creating a corporate culture that fosters innovation is another crucial element of successful management. Companies like Google and 3M actively encourage employees to propose new ideas by establishing internal platforms for idea sharing and concept testing. This approach not only increases the number of innovative solutions but also strengthens employee engagement.

The generation and selection of ideas require the use of modern methods. For instance, design thinking, popularized by IDEO, enables the development of products that fully meet user demands. Crowdsourcing is an effective tool for involving external experts and customers in the creation of new solutions. Agile methodologies, on the other hand, provide flexibility in project execution, allowing quick adaptation to changing market conditions.

A critical aspect of implementing innovations is risk management and overcoming resistance to change. According to McKinsey research, key barriers include a lack of resources, employee fears about change, and an unclear strategy. To address these issues, companies should

invest in staff training, form change management teams, and create transparent communication channels.

Effective innovation management is impossible without monitoring and evaluating outcomes. Tools such as big data analytics help assess the impact of innovations on productivity, profitability, and customer satisfaction. Successful companies like Tesla and Amazon demonstrate that continuous analysis and optimization of innovation processes not only help maintain competitive positions but also create entirely new markets.

Thus, innovations have become an integral part of modern business strategy. Their successful application requires a combination of theoretical analysis and practical management methods, enabling companies not only to adapt to changing conditions but also to actively shape the future of their industries.

RESEARCH RESULTS AND THEIR EVALUATION

The results of the study demonstrate that innovations play a crucial role in ensuring long-term business competitiveness, and their successful implementation depends on several factors. The theoretical analysis confirmed the relevance of the concepts of diffusion of innovations, long waves, and disruptive technologies. These theories emphasize that innovations not only adapt businesses to changes but also create opportunities for forming new markets and transforming existing ones.

Practical analysis revealed that integrating innovations into a company's strategy is a critical condition for success. Companies that embed innovation processes into their strategies achieve significant competitive advantages. Examples include companies like Tesla and Amazon, which have made innovation the central element of their business model, enabling them not only to secure leadership positions in the market but also to create entirely new industries.

The formation of a corporate culture oriented toward innovation also plays a significant role. Companies that encourage employee creativity and support their initiatives achieve higher levels of staff engagement and faster implementation of innovations. However, this requires substantial investments in training, the creation of motivational systems, and the provision of conditions for open idea exchange.

The use of modern idea-generation methods such as design thinking, crowdsourcing, and agile methodologies has proven to be effective. These approaches allow companies to develop products and services that meet customer demands and adapt quickly to changes in the market environment.

Monitoring and evaluating the effectiveness of innovations are integral parts of management. Metrics such as return on investment (ROI), time-to-market, and customer satisfaction levels not only measure the success of implemented solutions but also help adjust strategies to achieve better outcomes.

Thus, the study confirms that combining theoretical approaches and practical methods for managing innovations enables companies to adapt to dynamic market conditions, build sustainable competitive advantages, and ensure successful long-term development.

CONCLUSION

In a rapidly changing market environment and intensifying competition, innovations serve as a key factor determining the long-term competitiveness of enterprises. Theoretical concepts such as the diffusion of innovations, long waves, and disruptive innovations underscore the significance of new developments in transforming markets and stimulating economic growth.

Practical analysis indicates that successfully integrating innovations into a company's strategy, fostering an innovative corporate culture, and applying modern methods of idea generation contribute to achieving substantial competitive advantages. Companies like Tesla and Amazon demonstrate that innovations can drive growth by enhancing productivity, increasing market share, and boosting customer satisfaction.

However, the successful implementation of innovative initiatives requires significant resources, a systematic management approach, and continuous monitoring of their effectiveness. Combining theoretical approaches with practical solutions is the optimal strategy for managing innovations. This enables enterprises to adapt to changes, leverage new opportunities, and create sustainable competitive advantages.

In the future, technological advancements and globalization will further amplify the importance of innovations, making them a crucial tool for achieving business success.

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HARMONISATION OF UKRAINE'S REGULATORY FRAMEWORK WITH EUROPEAN CIRCULARITY PRINCIPLES

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ABSTRACT

The circular approach is crucial for Ukraine's sustainable development, however, it faces challenges due to the imperfections of its regulatory framework. The study identifies the key issues and gaps in the Ukrainian regulatory framework that hinder the circular approach and offers recommendations aligned with European principles. It is determined that Ukraine's transition from waste treatment to waste management requires legislative regulation of the principles of resource efficiency, industrial waste management and extended producer responsibility, which together should be aimed at creating a low-carbon circular economy.

Keywords: circular approach, waste management, low-carbon development, climate policy, international obligations

АНОТАЦІЯ

Циркулярний підхід має вирішальне значення для сталого розвитку України, однак він стикається з проблемами через недосконалість нормативно-правової бази. У дослідженні визначено ключові проблеми та прогалини в українській нормативно-правовій базі, які перешкоджають впровадженню циркулярного підходу, та запропоновано рекомендації, узгоджені з європейськими принципами. Визначено, що перехід України від переробки відходів до управління ними потребує законодавчого врегулювання принципів ресурсоефективності, управління промисловими відходами та розширеної відповідальності виробника, які разом мають бути спрямовані на створення низьковуглецевої циркулярної економіки.

Ключові слова: циркулярний підхід, управління відходами, низьковуглецевий розвиток, кліматична політика, міжнародні зобов'язання

INTRODUCTION

The circular approach goes hand in hand with sustainable development, protecting natural resources from depletion and turning waste into valuable sources. Its implementation enriches the national economy by reducing dependence on imported materials and promoting the use of local resources. The transition from a linear to a closed, circular economy has a positive impact on public health and environmental protection and stimulates the development of advanced technologies and innovations. However, its imperfect regulation in Ukraine, the lack of clear legal frameworks and appropriate tools, makes it difficult to integrate environmental standards into various business sectors. Solving this problem requires a comprehensive approach and intensified lawmaking. The key step is to adapt national legislation to European directives and regulations, which will facilitate integration Ukraine economy into the EU and open up new opportunities for the country. Developing a clear and consistent regulatory framework in Ukraine is crucial for the effective application of circularity principles, ensuring stable and transparent processes, attracting investments, and supporting innovation.

BASIC THEORETICAL AND PRACTICAL PROVISION

The term 'circular economy' is commonly used in Scopus database across various fields, including environmental sciences, engineering, energy, social sciences, business management, and accounting. As of August 2024, Scopus database has indexed 34,247 papers mentioning 'circular economy.' Among these, Ukrainian scholars have 202 indexed publications. The main directions of circular economy include recycling, industrial greening, ecological processes, resource efficiency, and bioenergy. Notable contributions made by such Ukrainian scholars as Avdiushchenko A. [1], Bilouska T. [2], Deineko L. [3], Kyzym M. [4], Nahara M. [5], Shebanin V. [6], Shevchenko T. [7], Strapchuk S. [8], Trushkina N. [9], and Zvarych I. [10]. All researchers agree that the primary challenges in establishing a circular approach in Ukraine are delays in creating new legislative initiatives and adapting national laws to European principles for effective regulation and business support. The systematic implementation of the circular economy at all levels should be supported and funded through state programs, financial and tax incentives, technical support, and educational initiatives.

RESEARCH RESULTS AND THEIR EVALUATION

The origins of the circular approach in Ukraine's regulatory framework stem from the Constitution of Ukraine. Specifically, Art. 13 of it states that “land, its depths, atmospheric air, water, and other natural resources ... are the property of the Ukrainian people” and “shall not be used to the detriment of man and society” [11]. This provision forms the foundation of development national legislation on environmental protection, natural resource management, and sustainable development. Its execution requires the roll-out of a circular approach throughout Ukrainian society.

As part of Ukraine's strategic course towards full membership in the EU, Chapter 6 "Environment" in the Section "Economic and Sectoral Cooperation" of the EU-Ukraine Association Agreement contains provisions on environmental protection [12]. Annexes XXX of it outlines Ukraine's commitments to adapt 26 EU directives and 3 regulations on environmental management [13]. These commitments define the main vectors for developing the circular approach in Ukraine, including environmental assessment, air quality, waste management, water management, industrial pollution and man-made threats, climate change, and ozone layer protection. On February 28, 2022, Ukraine applied for EU membership, and on December 14, 2023, negotiations on Ukraine's accession to the EU began. According to the self-screening of the implementation of EU legal acts, progress in implementing European environmental and climate legislation is assessed as limited. Out of 911 EU legal acts in the negotiating section related to the environment and climate change, 25 international protocols and conventions and 13 EU acts have been implemented, 156 acts are subject to implementation, and the remainder are not yet addressed [14].

In the pre-war period, the circular approach in Ukraine's regulatory framework had just begun to emerge. However, desynchronization and inconsistency in state policy led to a lack of coordination, resulting in duplicated efforts, inconsistencies, and delays in regulatory changes, making the circular approach more declarative than practical.

For over 2 decades, Ukrainian legislation on the circular approach relied on the 1998 Law "On Waste" (expired in the mid-2023). Waste management included collection, transportation, storage, sorting, utilization, removal, neutralization, and disposal of wastes, and only few provisions were addressed waste prevention or reduction. Treatment referred exclusively to waste processing prior to their storage, transportation, disposal, or utilization [15]. In general, the 1998 Law contradicted the 4R circular economy concept (reduce, reuse, recycle, remanufacture), leading

to issues such as conflicts of interest, inadequate waste management infrastructure, insufficient funding, underutilized waste processing plants, and low private sector involvement. These challenges necessitated revising the regulatory framework to implement the circular approach in Ukraine.

In 2017, Ukraine adopted the National Waste Management Strategy until 2030, which is still in force [16]. This strategy aimed to implement the requirements of several EU directives, including Directive 94/62/EC on packaging and packaging waste, Directive 1999/31/EC on landfill of waste, Directive 2006/21/EC on the management of waste from extractive industries, Directive 2006/66/EC on batteries and accumulators and waste batteries and accumulators, Directive 2008/98/EC on waste, and Directive 2012/19/EU on waste electrical and electronic equipment. The strategy marked the first significant understanding of the circular approach in Ukraine by introducing a hierarchy of waste treatment (but not management), which includes prevention, collection and transport, reuse, and disposal. However, the list of processes was incomplete, as recovery and recycling were left out of the hierarchy.

In 2019, Ukraine adopted the National Waste Management Plan to implement the 2017 National Waste Management Strategy [17]. The Ministry of Energy and Environmental Protection of Ukraine (now 2 ministries) was tasked with forming state policy in waste management, while regional state administrations and local governments were responsible for implementing this policy, including establishing an effective waste collection and disposal system, as well as waste treatment, recycling and disposal infrastructure. The Plan included 128 points across 11 sections, addressing household, hazardous, industrial, construction, agricultural, specific, medical, and decommissioned vehicle wastes. The implementation of the 2019 Plan involved adopting primary legislation such as the Law of Ukraine "On Waste Management", and additional laws concerning hazardous wastes, oil and extracting wastes, and wastes from packaging, electronic equipment, batteries, accumulators, and decommissioned vehicles.

A new milestone in the implementation of the circular approach in Ukraine's regulatory framework was the adoption of the 2022 Law of Ukraine "On Waste Management", which outlines 4 key pillars of circularity in Ukraine: (1) reduce - preventing the generation of waste; (2) recycle - recovering and recycling waste for further use; (3) reuse - reusing products and materials; and (4) remanufacture - repairing old products for their reintroduction into circulation [18].

The 2022 Law significantly expanded waste management operations compared to the 1998 Law, addressing the shortcomings of the previous one. Now, waste management includes collection, transportation, and treatment, adding preparation for reuse, recovery (including recycling), and refilling. It prioritizes the waste management hierarchy, including waste prevention, preparation for reuse, recycling, recovery (including energy production), and disposal. At the same time, the 2022 Law has significant regulatory barrier as it excludes waste prevention from its terminology. According to the Waste Directive 2008/98/EC, waste prevention is the first step before raw materials, resources or finished goods become waste [19]. Waste prevention focuses on economic entities, emphasizing sustainable production and consumption, eco-design, recovery of raw materials, and best available technology. However, the manufacturing industries are not covered by the Law 2022, and this conflict may lead to insufficient promotion of their resource efficiency advances.

The 2022 Law establishes the principles of "polluter pays" and "extended producer responsibility." The first principle holds waste generators responsible for covering the costs of waste collection, transportation, and treatment at the end of the product's life cycle. The second principle requires producers to manage the waste generated by their products during the life cycle, including organizing collection and recycling efforts [18]. Consequently, the concept of Life Cycle Assessment (LCA) in the 2022 Law becomes dominant, replacing the waste treatment concept of the 1998 Law. This shift emphasizes a comprehensive approach that considers the entire life cycle

of products to minimize environmental impact and promote sustainability.

Thus, there has been a fundamental shift in the circular approach from the 1998 Law to the 2022 Law, moving from waste treatment at the end-of-life cycle to waste management during life cycle, but several aspects indicate its imperfection:

1. It covers only solid and liquid waste, household, repair, and medical waste, but does not regulate waste management by economic entities.

2. There is no clear role for waste prevention operations in the waste management system, including by-product use.

3. There is confusion regarding the roles of waste management entities, which may lead to unclear responsibilities.

4. No specific economic instruments are provided to stimulate sustainable waste management.

5. Its implementation requires organizing separate waste collection and treatment infrastructure.

To counteract the military aggression of the Russian Federation against Ukraine, on 18.03.2024, the Plan for the Ukraine Facility was approved, which provides for the allocation of EUR 50 billion of financial support from the EU over 2024-2027 [20]. This Plan is a framework for future reforms to achieve green goals, led by the principle of ‘no significant harm’. Significant attention is paid to the green transformation of the economy through the implementation of a circular approach. This includes climate change mitigation and adaptation, environmental protection and biodiversity conservation, sustainable waste management, and the circular economy. Directly related to the development of the circular approach are:

- ‘Improving Public Procurement’ Reform - ensuring the procurement of goods, services and works with reduced environmental impact throughout their life cycle, in line with the EU procurement practices for environmentally friendly goods and services (according to EU Regulation 2018/1046 on the financial rules);

- Reform of ‘Use of modern extraction technologies and integration of Ukraine into modern processing value chains’ - introduction of mandatory environmental, social and governance reporting for strategic raw materials, products for the mining and extractive sectors (EU Regulation 2024/0177 on the transparency and integrity of Environmental, Social and Governance (ESG) rating activities);

- All the reforms in Chapter 15, ‘Green Transition and Environmental Protection’, including such as ‘Prevention of industrial pollution, its reduction and control’ (Directive 2010/75/EU on industrial emissions), ‘Climate policy’ (Regulation (EU) 2021/1119 for achieving climate neutrality), ‘Market-based carbon pricing mechanisms’ (Directive 2003/87/EC establishing a scheme for greenhouse gas emission allowance trading), ‘Restoration and preservation of natural resources’ (Regulation (EC) No 2173/2005 licensing scheme for imports of timber, Regulation (EU) 2023/1115 export of certain commodities and products associated with deforestation and forest degradation), ‘Development of the circular economy’ (adoption of the Circular Economy Strategy and the National Waste Management Plan in Ukraine until 2033).

As part of the implementation of the Ukraine Facility Plan, active work is underway to develop a Circular Economy Strategy and Action Plan to be approved in Q1 2026. The Centre for Resource Efficient and Cleaner Production of Ukraine under the Ministry of Economy of Ukraine, with the support of the EU4Environment programme and UNIDO, conducted a study of the state of the circular economy for industrial development in Ukraine [21] and developed a strategic foresight of the circular economy in Ukraine [22].

The Strategic Foresight on the Circular Economy in Ukraine [22] provides a general idea of the possibilities of developing a circular economy in Ukraine based on the key value chains, starting with the extraction of raw materials, then to product manufacturing, distribution,

consumption, and ending with the generation of post-consumer waste. There are 5 such value chains: construction, food, electronics and IT, plastics and packaging, and waste. Each chain is divided by industries and sectors into: primary (raw materials), secondary (industrial and processing industries), tertiary (services), public use, end-use and post-use sectors (waste). It is noted that the circularity/cyclicity of each value chain can occur in many cycles - from reuse and repair to re-production and recycling, as well as to energy conversion. In view of this, Ukraine is planning a transition from a circular economy focused on waste management to a circular economy based on value chain management. The material sector is being supplemented by the energy component and related air emissions.

Regarding the Waste Management Plan in Ukraine until 2033, the Ministry of Environmental Protection and Natural Resources of Ukraine has already published a draft of it (27.05.2024) [23]. In addition to the statutory provisions, the plan includes a national programme to reduce bio-waste landfilling and a national programme for waste prevention. The scope of this Plan is broader than that specified in the 2022 Law, as it covers, in addition to household waste, hazardous waste, construction and demolition waste, medical waste, waste subject to extended producer responsibility (packaging waste, electrical and electronic equipment, batteries and accumulators, decommissioned vehicles, lubricants (oils), tyres, textiles, etc.), as well as industrial waste, agricultural waste, and other waste (waste from certain sectors of the economy, the management of which is problematic).

The adoption of the 2024 Law of Ukraine ‘On the Basic Principles of State Climate Policy’ can be considered a turning point in the development of the circular approach in Ukraine, as it introduces the concept of the circular economy, expanding its content from traditional waste management [24]. According to it, the circular economy is defined as an approach to managing economic resources aimed at reducing waste generation, extending the life of products and increasing the efficiency of resource use to ensure the functioning of a fair, climate-neutral, resource-efficient and competitive economy. From now on, the circular approach is subordinated to the approach of ‘low-carbon development’ in national legislation. The unifying factor between these two approaches is ensuring climate neutrality - a state in which the total amount of anthropogenic greenhouse gas emissions is equal to or offset by the total amount of greenhouse gas removals. Thus, the circular economy is integrated into the socio-economic development of society, ensuring equitable access to natural resources for each member in conditions of environmental and economic integrity and improved living standards.

CONCLUSION

Thus, the first active steps are currently being taken to adapt European regulatory principles in the implementation of the circular approach in Ukraine. The current concept of the circular approach is still based on waste management, which has significant drawbacks:

- 1) prevention of waste generation through resource efficient and cleaner production remains insufficiently defined and regulated;
- 2) there is no clear state policy on industrial and agricultural waste management;
- 3) legislation on extended producer responsibility needs to be developed;
- 4) unclear financial and economic incentives for sustainable waste management;
- 5) infrastructure for separate waste collection and treatment needs to be developed.

However, the strategic implementation of the circular approach in Ukraine depends on a rethinking of the approach: from waste management to value chain management throughout the entire product life cycle. The current situation in Ukraine can be a catalyst for faster and more decisive action towards a circular economy. Recovery from the war should include the introduction of advanced circular technologies. Much of the responsibility for implementing the circular

approach lies with the private sector, which needs to be given fair and competitive conditions compared to European producers.

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EUROPEAN TERRITORIAL COOPERATION IN THE CONTEXT OF GLOBAL INSTABILITY

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ABSTRACT

The paper presents new approaches to studying territorial cohesion in the face of global challenges. A new toolkit for assessing European territorial cooperation for different parts of European borders is proposed.

Keywords: Territorial Cohesion, European Territorial Cooperation, Dynamical Territorial Impact Assessment toolkit

INTRODUCTION

Border areas hold significant growth potential due to their cultural and linguistic diversity, which fosters active social and economic interaction. Many people engage in daily activities across borders, and cooperation between towns and cities supports multi-polar growth. The presented study is extremely timely to improve the scientific support for EU territorial cohesion. In 2020-2024, the main challenges for the EU were the Covid-19 pandemic, and Russia's armed aggression against Ukraine. These challenges will negatively affect the development of the EU throughout the European program period 2021-27. They will impact all current INTERREG NEXT programs (2021-2027), not only due to a reduction of the available funding but also regarding the ongoing energy, migration, and environmental crises. In this context, the effectiveness of cross-border cooperation (CBC) programs requires new management tools that will ensure preliminary mutual coherence and balance of both individual EU programs and thematic goals in order to achieve maximum positive effects from their implementation. Such an approach that facilitates the Dynamical Territorial Impact Assessment toolkit (DyTIA) allows the carrying out of optimal combinations of cross-border projects in priority areas of territorial cooperation to achieve the highest impact indicators for the EU's territorial cohesion.

In this context, the objective of DyTIA is to develop a new analytical toolkit for assessing the territorial resilience of a model cross-border region. New policy initiatives (Green Deal, A Europe fit for the digital age, A stronger Europe in the world, A Europe that works for people) will always be based on the territorial dimension. At the same time, the most problematic areas remain the border areas, for which the reduction of funding should be compensated by the efficiency of the cross-border projects implemented. The toolkit for CBC optimization models will be developed and implemented for INTERREG programs, in particular for INTERREG VI Greater Region, which will make it possible to predict the effectiveness of the program's impact in the planning stage, which is facing a €1.6bn budget cut (from the EU structural funds). Effective forecasting models will be developed, covering both the whole program period and shorter periods within the ongoing program calls. The ambition of DyTIA lies in the universality and practical accessibility of the innovative toolkit and its implementation for different cross-border territories at the intra- and extra-EU borders.

BASIC THEORETICAL AND PRACTICAL PROVISION

This Dynamical Territorial Impact Assessment toolkit has been developed as a new scientific approach in the UniGR-Center for Border Studies for territorial European Grouping of Territorial Cooperation (EGTCs) and Cross-Border Functional Areas (CBFAs) to evaluate and optimize integrated packages of cross-border projects with the possibility to manage the achievement of the highest cross-border add values by calculating the dynamics of both individual and aggregated new indicator DFCEBU (Dynamical Functional Cross-Border Utility). The specific objective of the research is to test and implement the new DyTIA toolkit in the functioning of EGTCs (including EGTC AlzetteBelval) at the stage of coordination and approval of cross-border project packages in the ongoing calls for proposals of the Interreg NEXT programme.

For the Pilot Action two axes of the DyTIA toolkit will be used: *Axis 1 Resilience of Border Regions tool*; *Axis 2 Cross-Border Spatial Planning tool* in relation to the specifics of EGTC AlzetteBelval, as the most territorially contrasting (unbalanced) cross-border entity based on a municipality-by-municipality assessment of socio-economic indicators on both sides of the border.

EGTC AlzetteBelval faces territorial imbalances due to the rapid development of the Belval Innovation Zone. This area, previously the Arcelor Metal industrial zone, now hosts the University of Luxembourg, investment firms, and innovative enterprises. The second specific objective is to test the DyTIA toolkit within the cross-border structures of the Greater Region and some external EGTCs in Central Europe. Central Europe is very active in the development of EGTC instruments, which are in urgent need of new dynamical approaches for modelling the efficiency of cross-border cooperation for subsequent stages of spatial planning.

The methodological basis of the study is the qualitative theory of dynamical systems (Bhatia 1967; Mesarovic, Takahara 1975) combined with the new geographical approach (Taylor, Flint 2000; Medeiros 2018; Basboga 2020; Jakubowski, Wojcik 2023; Linke, O'Loughlin 2024; Wille et al. 2024) to study political borders, including statistical methods.

Ex-ante (preliminary) territorial impact assessment will already in the near future become one of the key factors for the successful development of territories when implementing long-term integrated strategies. The ambition of the project proposal lies on the one hand in the universality and practical accessibility of the final toolkit, on the other hand its implementation for different cross-border territories at local level within and on the external border of the EU.

CONCLUSION

The DyTIA Toolkit visualizes the dynamic interaction between innovative and traditional projects, emphasizing resilience to evaluate adaptability and sustainability. It explores project behaviors across performance zones, from optimal to critical, offering insights into their dynamics.

With advanced calculations and a user-friendly interface, it supports strategic decision-making in resilient project management for local and regional authorities.

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CONTEMPORARY MANAGEMENT, BUSINESS AND INNOVATION

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ABSTRACT

This report explores the intersection of contemporary management practices, business strategies, and innovation in driving organizational success. Key concepts such as leadership styles, technological advancements, and strategic planning are examined. The findings indicate that organizations integrating innovative strategies outperform competitors in adaptability and market penetration. Recommendations emphasize fostering a culture of continuous improvement and leveraging emerging technologies.

Keywords: Contemporary management, business strategies, innovation, leadership, technological advancements, strategic planning, organizational success

1. INTRODUCTION

In today's dynamic business environment, management and innovation have become critical drivers of success. Organizations face challenges such as globalization, rapid technological advancements, and shifting consumer preferences. Contemporary management practices aim to adapt to these changes by integrating innovation into business operations, ensuring sustainability and competitiveness. This report aims to analyse the theoretical and practical underpinnings of contemporary management and innovation, evaluate their impacts on business performance, and propose actionable recommendations.

2. BASIC THEORETICAL AND PRACTICAL PROVISION

2.1 Theoretical Framework The foundation of contemporary management lies in integrating classical theories with modern approaches:

- **Classical Management Theories:** Emphasize efficiency, division of labor, and hierarchical structures (e.g., Taylorism).
- **Modern Management Theories:** Focus on flexibility, collaboration, and innovation (e.g., systems theory and contingency approach).

2.2 Innovation in Business Innovation is the application of creative ideas to achieve organizational goals. Types of innovation include:

- **Product Innovation:** Development of new or improved products.
- **Process Innovation:** Enhancements in production or delivery methods.
- **Business Model Innovation:** Redesigning organizational structures for better performance.

2.3 Practical Application Practical implementation of these theories includes adopting tools such as:

- Agile management practices.
- Technology-driven decision-making tools (e.g., AI and data analytics).
- Employee engagement programs to foster creativity.

3. RESEARCH RESULTS AND THEIR EVALUATION

3.1 Methodology The study utilized a mixed-methods approach, combining:

- Quantitative analysis of business performance metrics from innovative and traditional organizations.
- Qualitative interviews with industry leaders and managers.

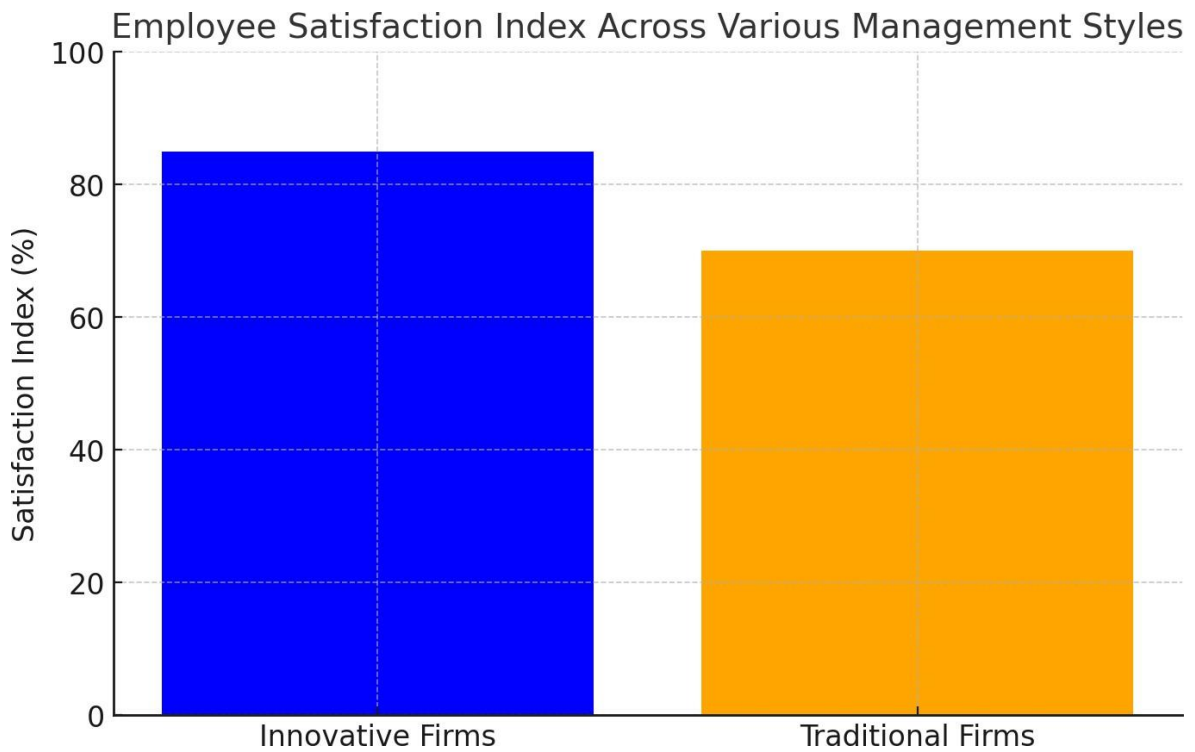
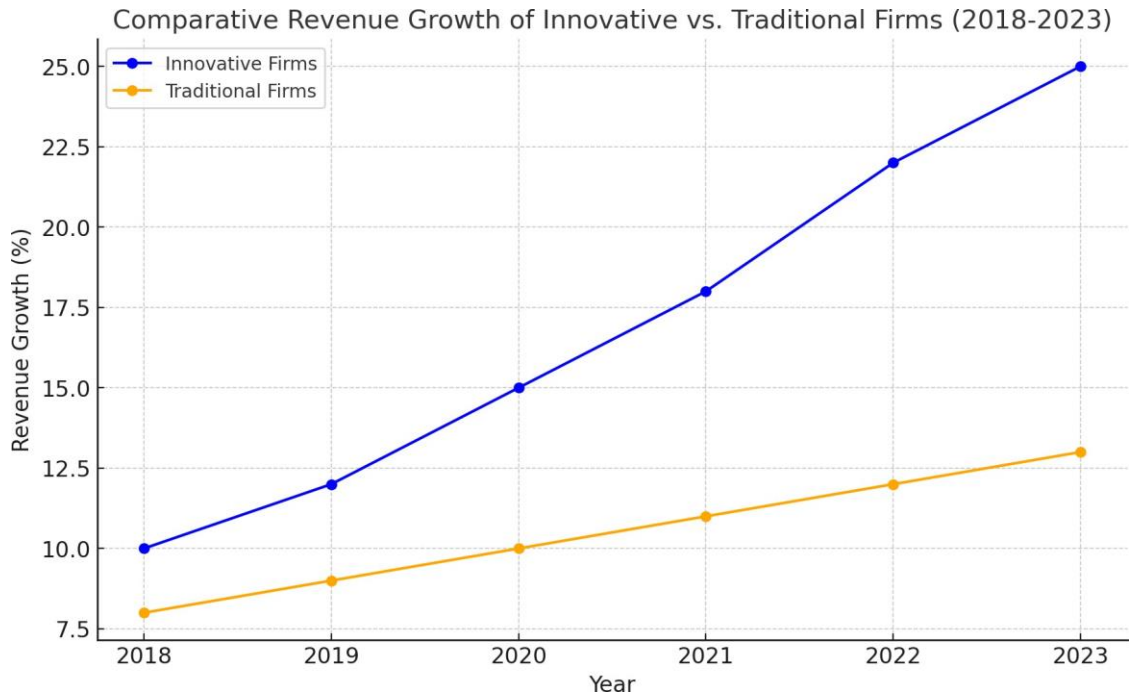
3.2 Key findings

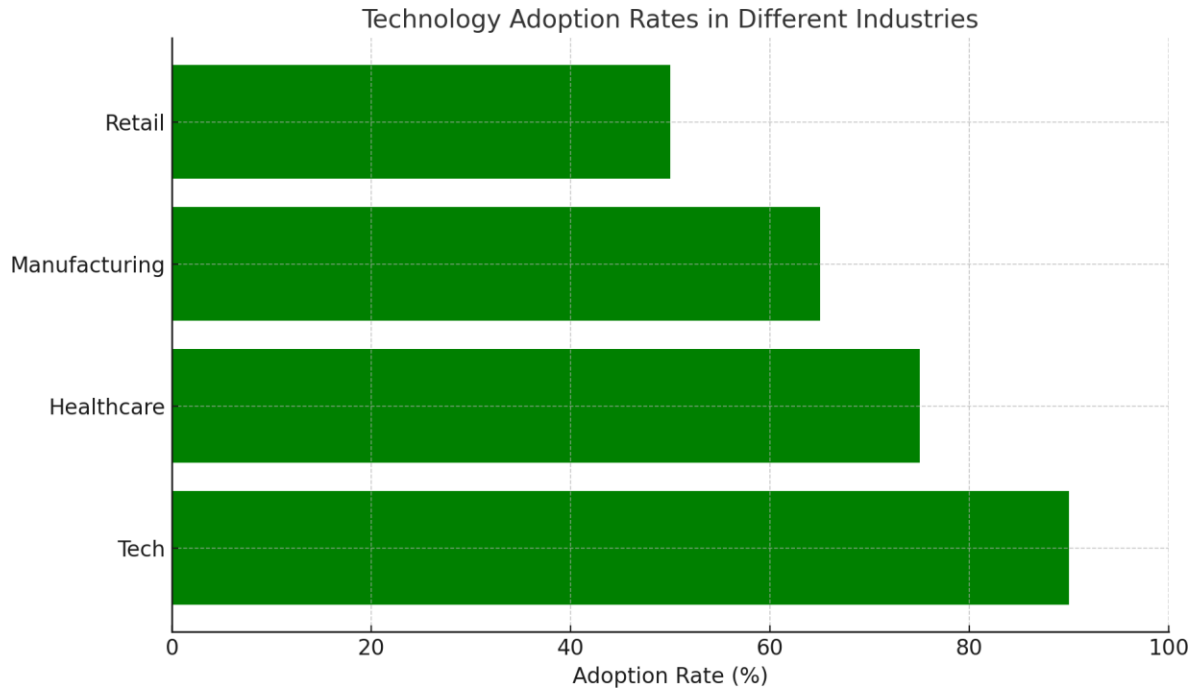
Aspect	Innovative Firm	Traditional Firms
Market Adaptability	High	Medium
Employee Satisfaction	High	Moderate
Financial Growth	Sustained	Volatile
Technology Adoption	Advanced	Lagging

- Companies with strong innovation frameworks showed 25% higher revenue growth.
- Employee satisfaction was significantly higher in organizations promoting open communication and creative problem-solving.

3.3 Evaluation The research highlights that integrating contemporary management with innovation leads to enhanced adaptability and sustained growth. However, challenges such as resistance to change and high implementation costs were noted.

Based on the above evaluations, graphical representations are mentioned below,





4. RECOMMENDATIONS

4.1 Develop a Culture of Innovation

- Encourage leadership to model innovative behaviors.
- Implement reward systems for creative ideas.

4.2 Leverage Technology

- Invest in AI, machine learning, and data analytics to optimize operations.
- Use digital platforms for real-time collaboration.

4.3 Continuous Learning and Development

- Conduct regular training programs on emerging trends.
- Foster partnerships with research institutions for collaborative innovation.

4.4 Change Management Strategies

- Develop clear communication plans to reduce resistance.
- Involve employees in decision-making processes to foster buy-in.

5. CONCLUSION

Contemporary management practices combined with innovation are essential for navigating the complexities of modern business environments. Organizations that adapt quickly to technological and market changes can secure competitive advantages. By fostering a culture of innovation, investing in technology, and ensuring continuous improvement, businesses can achieve sustainable growth.

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GENERATION Z IN THE JOB MARKET: CHALLENGES AND OPPORTUNITIES FOR EMPLOYEES AND EMPLOYERS

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ABSTRACT

The article explores Generation Z (2000–2012) and its influence on the labor market. Key traits include a strong technological focus, blending real and virtual worlds, financial stability, and career independence. They value personalized career paths, innovative projects, work-life balance, and partnerships with employers over standard roles or authoritarian management. Frequent job changes and high turnover challenge companies to adapt through technology, flexibility, and tailored management to retain and support Gen Z talent.

Keywords: Generation Z, labor market, technology orientation, financial stability, independence, career goals

АНОТАЦІЯ

В статті розглядається покоління Z (2000–2012) та його вплив на ринок праці. Основні риси включають сильну орієнтацію на технології, поєднання реального та віртуального світів, фінансову стабільність і незалежність у кар'єрі. Вони цінують персоналізовані кар'єрні шляхи, інноваційні проекти, баланс між роботою та особистим життям, а також партнерські відносини з роботодавцями замість стандартних ролей чи авторитарного управління. Часті зміни роботи та високий рівень плинності кадрів ставлять перед компаніями завдання адаптації через технології, гнучкість та індивідуальний підхід до управління, щоб утримати та підтримати таланти покоління Z.

INTRODUCTION

In today's world, the labor market is increasingly populated by representatives of Generation Z. Who are these individuals, how can effective collaboration be established with them, and what changes should employers and workers from other generations prepare for?

Generation Z, often referred to as Gen Z, includes individuals born between 2000 and 2012. This generation is frequently seen as the offspring of Generation X, and in some cases, Generation Y. What was once considered future technology is an integral part of everyday life for Gen Z. This factor distinguishes them significantly from Generation Y, whose childhood largely preceded the so-called "tech boom."

Generation Z can be aptly described as digital natives, as its members actively use technology, particularly smartphones, spending an average of over five hours a day in the digital space. Through this medium, they explore the world, acquire new knowledge, seek information, create content, communicate, and work. Another defining trait of this generation is their independence and self-reliance. They are less prone to stress and limitations compared to previous generations, are unafraid to express their views, and often challenge societal norms.

Sociologists observe that millennials tend to lean toward idealism, frequently seeking jobs with meaningful purposes and contributions to society. In contrast, Generation Z is more focused on financial stability and security when choosing a workplace. This generation is less inclined

toward teamwork, instead prioritizing individual achievements and competitiveness in their professional pursuits.

BASIC THEORETTICAL AND PRACTICAL PROVISION

The generational theory developed by American researchers Neil Howe and William Strauss in 1991 emphasizes the importance of shared values rather than age characteristics in defining generational traits. Modern studies confirm that it is these shared values, shaped by social, economic, and cultural factors, that determine the distinctive features of a generation, regardless of its age.

Modern studies, including the works of David and Jonah Stillman, highlight the unique characteristics of Generation Z, born between 2000 and 2012. This is the first generation to grow up in a "phygital" reality, where every physical object has a digital counterpart. The boundaries between real and virtual worlds are so intertwined in their lives that they have essentially disappeared. In their book *Gen Z @ Work*, the authors conduct sociological research demonstrating that digital technologies are an integral part of this generation's existence.

EVALUATION OF RESEARCH RESULTS

The level of digitalization within a company is crucial for Generation Z: 91% of them state that an employer's technological infrastructure significantly influences their decision to accept a job. Since the Ukrainian workplace is still transitioning to widespread adoption of digital tools, companies face challenges in adapting to this "phygital" reality. The need for Gen Z employees to operate simultaneously in physical and digital environments reflects their drive for harmonious self-expression.

Individuality as a Key Trait. Gen Z emphasizes personalization. It is important for them not only to be unique but also to showcase their individuality publicly through social media or other digital platforms. In the workplace, this is evident in their critical approach to standard job roles: 56% of Generation Z prefer to define their own responsibilities. Such expectations prompt employers to develop flexible job descriptions that account for employees' individual traits.

Partnership and Financial Stability. Generation Z aspires to equitable partnerships with employers, regardless of their contribution to teamwork. Financial stability is a priority for 81% of respondents. This generation seeks high earnings and is prepared for intense competition to achieve their goals.

Work-Life Balance. Striking a balance between professional and personal life is another key characteristic of this generation: 74% of Gen Z stress the importance of having time for self-fulfillment outside work. Career priorities are also shifting: only 38% of respondents envision themselves in managerial roles. Instead, they prefer to avoid monotonous tasks and are willing to make significant career changes throughout their lives.

Desire for Diversity and Professional Fulfillment. Studies show that 71% of Generation Z prefer diverse tasks that foster personal growth, while 73% are willing to accept lower salaries if their work aligns with their personal values. For employers, this underscores the importance of offering engaging and meaningful projects to retain talented employees [1].

Generational Gap: Changing Career Approaches. One of the key findings from a Resource Solutions survey reveals that 73% of Gen Z workers are willing to reduce their income or even leave their current position if it allows them to build a more fulfilling career. Notably, their concept of "fulfillment" does not always align with a company's business objectives. For Gen Z, the meaning they derive from their work is often more important than traditional business metrics.

Career Shifts and Flexibility. Researchers highlight another intriguing trait of Generation Z: their willingness to change career paths multiple times throughout their lives. On average, Gen Z professionals reevaluate their careers three times. They prefer to plan their trajectories independently rather than aligning decisions with their employers. This makes them significantly more mobile and less dependent on stability, a characteristic more common in previous generations [2].

Historical Context: Generational Cycles. The theory of generations, developed by Neil Howe and William Strauss, posits that societal development follows 80-year cycles, during which four generations emerge. Each generation shapes distinct values and approaches to life and work. Generation Z exemplifies how historical, social, and technological factors influence the redefinition of professional activities.

How Can Employers Adapt to Generation Z?

Working with Generation Z, or "Zers," necessitates managerial transformation grounded in a deep understanding of this generation's characteristics. Studies indicate that traditional authoritarian management models are losing effectiveness, giving way to more democratic and flexible collaboration approaches.

The Need for Frequent Feedback. Data from the Center for Generational Kinetics (2018) shows that 65% of Generation Z employees require regular feedback at least once a week. They value concise and constructive assessments of their work, with 5–10 minutes being the optimal feedback duration. Importantly, 75% of Gen Z employees prefer in-person feedback over online formats. This approach fosters trust and demonstrates individual attention from leadership [3].

Project-Based Work as a Motivator. Gen Z employees are drawn to work that allows them to implement creative ideas. They excel in project-based roles with clearly defined goals, autonomy, and opportunities for quick results. This format enables them to demonstrate the innovation they value more than long-term experience.

Entrepreneurial Tendencies. A strong drive for independence and financial stability fosters entrepreneurial motivation in Generation Z. According to studies, 72% of them plan to start their own businesses in the future. They do not view years of experience as a prerequisite for success, relying instead on the power of creative ideas and innovative solutions.

Prolonged Adolescence. American psychologist Jean Twenge notes that social and cultural shifts have extended the period of adolescence for modern generations. In her work, she illustrates that today's 18-year-olds behave similarly to 15-year-olds of previous generations. This delay in adopting "adult" social and professional roles requires employers to exercise greater patience and provide support as young workers adapt to the workplace environment.

To attract and retain Generation Z talent, employers should:

1. Provide regular and personalized feedback. This fosters a sense of value in their work.
2. Offer project-based work opportunities. This encourages creativity and drives their motivation for achieving short-term goals.
3. Support entrepreneurial initiatives. For example, through internal startups or innovation development programs.
4. Ensure financial stability and development opportunities. These are crucial motivational factors in the current economic climate.
5. Develop partnership-based relationships with employees. Transitioning from an authoritarian management style to a mentorship model is more effective.

Adapting to the unique characteristics of Generation Z will not only enhance company performance but also serve as a significant step toward building an inclusive and modern workplace.

Challenges of Cross-Generational Collaboration: Managing Generation Z in Modern Organizations

Adapting management practices to the characteristics of Generation Z (born after 2000) is becoming increasingly relevant amidst high employee turnover rates and a shortage of young skilled workers. Modern organizations face several challenges in attracting and retaining this generation due to differences in values and expectations between generations, as well as traditional management structures that may not align with current demands.

Generational Conflict in Management. Managers from older generations (Generation X and Millennials), who have long held leadership positions, often approach work through their own value lens: hard work, long-term career progression, and stability. In contrast, Generation Z, which values flexibility, work-life balance, and quick results, frequently clashes with traditional management approaches.

Studies indicate that most Generation Z employees not only avoid aspiring to managerial roles but also show indifference toward hierarchical structures. Surveys conducted across various countries reveal that only about 38% of Gen Z employees aim for leadership positions. The primary reasons for this attitude include a dislike for bureaucracy, aversion to routine tasks, and a preference for creative or project-based work.

High Employee Turnover and Its Implications. Generation Z is characterized by a high tendency to change jobs, with over 60% of young workers viewing resignation as a normal career phase. This poses risks for companies that are not prepared to quickly adapt to the demands of new employees. Increased pressure is placed on middle management, where many tasks are handled by Generation X and Millennials.

Misunderstandings between generations also lead to higher costs for recruiting new employees, revising business processes, and training staff. In an environment where young professionals are scarce, these challenges are magnified, compelling employers to seek unconventional solutions to address the issue.

Potential Solutions: Adapting Business Models:

1. **Automation of Managerial Functions.** Integrating artificial intelligence (AI) into business processes can address Generation Z's aversion to routine tasks. For example, task allocation, scheduling, report generation, and other administrative functions can be delegated to AI, allowing employees to focus on creative and strategic activities.

2. **Smart Bureaucracy.** Modernizing management structures by reducing hierarchical levels is another solution. Organizations with "flat" structures, where experts play a central role rather than managers, are increasingly attractive to Generation Z.

3. **Flexible Collaboration Models.** Adopting a project-based approach to work enables employees to switch between projects rather than roles. This model satisfies young workers' desire for diversity and variety.

4. **Engagement Through Tailored Values.** Amid economic challenges, Generation Z is becoming more open to compromise. Companies can leverage this by offering collaboration conditions that balance flexibility with stability.

CONCLUSION

Effectively engaging with Generation Z requires understanding their unique needs and values. Employers should aim to create environments that seamlessly blend digital and physical elements, offer personalized career trajectories, and promote a balance between work and personal life. This generation is pioneering a new approach to professional activity that employers must embrace to achieve shared success.

The future of management depends on companies' ability to bridge the values of different generations. Flexibility, technological adaptation, and a personalized approach are critical strategies for overcoming challenges associated with Generation Z. Successful companies will not only retain talented young professionals but also create a workplace environment that serves as a model for organizations worldwide.

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LABOR MARKET: STATE AND NEW TRENDS

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ABSTRACT

The article analyzes the dynamics of vacancies and resumes, as well as the structure of job offers by industry. Key trends are highlighted, such as cooperation between businesses and educational institutions, employee retention strategy, and the popularization of a hybrid work format. The importance of employers adapting to the rapidly changing economic environment and employee needs is emphasized.

Keywords: labor market, unemployment rate, vacancies, digitalization

INTRODUCTION

The global labor market is undergoing dynamic changes and continues to evolve in the context of an actively changing economic environment and global challenges, such as changing global trends, technological progress, innovation, and digitalization. In addition, in recent years, there has been a transformation associated with changes in the employment structure and demographic factors. According to the latest data, the unemployment rate in the world remains fairly stable. However, the economic situation is changing, and in some industries there is a demand for new personnel, which can lead to local changes in the labor market. The need of employers for employees is growing significantly, which indicates a personnel shortage in the labor market.

BASIC THEORETICAL AND PRACTICAL PROVISION

An analysis of the global labor market in general and the European market in particular for the period 2020-2024 shows that the most significant share in the vacancy structure is in the sales and customer service sector (22%). A high value may indicate continued growth in the consumer market and the need for specialists who can effectively interact with customers. An increase in the number of vacancies is possible in areas such as retail and services, which may also be caused by the development of online sales. The blue-collar sector accounts for 21% of the total number of vacancies, indicating a high demand for labor. Manufacturing and service maintenance accounts for 15% of the vacancy structure, indicating a recovery in production activity and an increase in demand for various goods and services. Those working in this area must have specific technical skills. The construction sector shows stable interest from employers (14%), which is associated with new construction projects, investments in infrastructure and the development of the real estate market. Retail trade remains an important area (14%), despite competition from online stores. The sector requires personnel to maintain the store network and customer service.

RESEARCH RESULTS AND THEIR EVALUATION

As for the main trends and tendencies in the labor market in 2024, first of all, it is worth noting the cooperation of business and universities, which allows for an optimal distribution of the educational load. Thus, interns coming to companies will be better prepared and are more likely to remain there as employees. Many large enterprises actively cooperate with universities, organize

open days, offer internships and conclude cooperation agreements to attract students to work in their organizations.

Another trend that is gaining popularity is the employee retention strategy, which mainly consists of increasing the wage fund, improving the personnel adaptation system and corporate training and advanced training. Previously, this strategy was usually followed by large industrial holdings, but today, in the context of a personnel shortage, businesses must reconsider their priorities.

Finally, we note the hybrid work format as a trend that will be relevant for at least another 10 years. Although remote work has become a common practice in some industries since 2020, employees and employers still have different opinions about its effectiveness. Numerous studies confirm that employees prefer to perform their tasks from home, as they are able to demonstrate higher productivity in a comfortable environment.

CONCLUSION

In conclusion, it is important to note that the global labor market is in a dynamic development stage. The unemployment rate remains low, and the demand for qualified specialists is growing. Important trends include hybrid forms of employment, the development of corporate training in conjunction with universities, and efforts to retain employees. Such changes open up new opportunities for workers and employers, requiring adaptation to a rapidly changing economic environment.

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THE ROLE OF THE STRATEGY FOR INCREASING THE COMPETITIVENESS OF ENTERPRISES IN THE RISK MANAGEMENT SYSTEM

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ABSTRACT

This article aims to study the impact of competitiveness enhancement strategies on risk management in enterprises. Existing risk management strategies and methods are analyzed to optimize processes in enterprises. Insufficient understanding of the relationship between competitiveness strategies and risk management in enterprises can lead to loss of competitive advantages and financial losses.

Keywords: competitiveness, strategy, risks, cost leadership, differentiation

INTRODUCTION

In today's world, business success largely depends on how accurately an enterprise identifies customer needs and provides products and services that meet them. A new important factor in the competitive struggle is technological development and the introduction of digital technologies.

In global and national markets, where competition is reaching unprecedented heights, a well-thought-out and flexible strategy is necessary for the success of an enterprise. Therefore, the main goal is to study the impact of competitiveness enhancement strategies on the risk management system of enterprises. The strategy must be able to adapt to constantly changing market conditions and use both offensive and defensive measures.

Insufficient attention to the development of a strategic concept is one of the main reasons for the inefficiency of many enterprises. Therefore, they need to perform a number of tasks, such as studying and selecting an appropriate strategy, analyzing and implementing risk management methods. Without a clear action plan, companies cannot effectively use their resources, control financial and material flows and manage production processes.

BASIC THEORETICAL AND PRACTICAL PROVISION

A competitive strategy is a long-term sustainable pattern of action and a set of priorities developed by the management of an enterprise. An effective competitive strategy must correspond to the goals of the enterprise and its capabilities. In the business world, where competition reigns at every step, enterprises are constantly looking for ways to stand out and achieve success.

The choice of the optimal strategy depends on many factors, including the size and resources of the enterprise, the competitive environment, the target audience, and market characteristics. In some cases, an enterprise can apply several strategies simultaneously.

When planning an enterprise positioning strategy, it is necessary to take into account its size. Experience in strategic positioning shows that for small enterprises, the most popular strategies are strengthening the position of an already mastered product in an already mastered market and producing new products using new technologies. Medium-sized enterprises seek to strengthen the position of their products in the market, reduce costs, and integrate with suppliers

and distributors. Large enterprises are dominated by strategies for strengthening the product's position in the market, searching for new markets, integrating with suppliers, and reducing costs [5].

RESEARCH RESULTS AND THEIR EVALUATION

However, to achieve success, any of these strategies requires targeted organizational changes, such as:

- Creating an organizational structure that supports the chosen strategy.
- Developing a management system focused on key performance indicators (KPIs) of the strategy.

- Recruiting and training personnel with the skills necessary to implement the strategy.

Successful implementation of any competitive strategy requires constant attention and adjustments [6].

The main difficulties in developing strategic positioning of enterprises are associated with a lack of information and low economic culture of management.

CONCLUSION

Increasing the competitiveness of an organization is not a one-time act, but an ongoing process that requires a systematic approach and interaction between all departments of the enterprise. Implementation of a customer-oriented strategy will strengthen economic security, ensure sustainable development and guarantee success in the future. Competitiveness is the goal and indicator of the degree of development of any industry, and economic security is an important condition for its existence. Success in today's competitive environment requires enterprises to constantly improve their market strategies, implement innovations, optimize production processes and use resources efficiently. Only those companies that can adapt to changing market conditions and achieve a high level of competitiveness will be able to achieve sustainable growth and prosperity in the long term.

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INNOVATIONS IN THE DEVELOPMENT OF THE AGRARIAN SECTOR

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ABSTRACT

The article considers the main approaches to understanding "innovation" in relation to agriculture. The factors influencing the intensity of the use of the latest technologies in agriculture are identified. The most important trends in the development of the modern agro-industrial complex, based on global scientific achievements in the field of nanobiotechnology and robotics of production, are considered. The main trends in the use of "smart" high-tech systems are highlighted. The directions for increasing innovation activity in the agricultural sector are proposed. The tasks and directions of digitalization in the agricultural sector are defined. It is proven that the main goal of scientific support for innovation in the agro-industrial complex is the use of resource-saving, environmentally friendly and cost-effective technologies to increase the genetic potential of crops and animals; improvement of selection methods; the use of multifunctional energy-intensive equipment and information and communication systems.

Keywords: technologies, agricultural sector, development, innovations

INTRODUCTION

The agricultural sector is a basic component of the economy of many countries. Innovative development of the agricultural sector involves its qualitative transformation through the growth of productive forces due to the introduction of modern technologies for the production and processing of agricultural products, the use of highly productive plant varieties and animal breeds, and the use of productive equipment. The introduction of new technologies is an important source of growth in agricultural production. The availability, accessibility, and practical applicability of agricultural research and development, and the effectiveness of the consulting services provided are the key to solving a number of problems in the agricultural sector [1].

Continuous and continuous implementation of innovative activities characterizes the creation of an innovative process, defined as a regular and consistent alternating system of specific measures to implement scientific research and development. The high level of complexity of agro-industrial production and the features of the innovation process in it presuppose the uniqueness of the methods and techniques for organizing the innovative activity of economic entities. In the agricultural sector of developed countries, think tanks are being created, allowing production to reach the level of higher technologies based on experience, knowledge, and scientific achievements [2].

Innovative activity in the agricultural sector presupposes at least a constant search for innovations as such, as well as their appropriate selection and, in addition, the search for the very mechanism for introducing innovations into agricultural production

BASIC THEORETICAL AND PRACTICAL PROVISION

Innovative activity is one of the most important areas of economic development of the country, meeting the needs of manufacturing and other industries, while the innovation process in the agro-industrial complex - the transformation of scientific knowledge into innovation - has its own peculiarity, determined, first of all, by the specifics of agro-industrial production and, in particular, agriculture included in it [3].

When determining the priorities of the agricultural strategy, it is necessary to focus on the most important aspects and directions of innovative development - food, agricultural, agro-industrial and foreign trade. The degree of innovativeness of the agro-industrial complex is greatly influenced by the scientific sphere, which includes agricultural economics, the selection system, seed production, breeding, mechanization and other areas. Innovations come in the form of results of fundamental and applied research, patents for inventions, licenses, trademarks, documentation for new technologies, innovative projects, national, regional and industry innovation programs, scientific and practical recommendations. Mastering these forms of implementation ensures increased competitiveness of enterprises, industries, regional and national agro-food systems. Innovations in relation to agriculture should be considered as the process of creating new or improved agricultural products, improved technology and organization of production, based on the application of the results of scientific research and development or advanced production experience. Four types of innovations are distinguished by subject and scope of application in the agro-industrial complex: selection and genetic; technical, technological and production; organizational and managerial; social and ecological.

The first type of innovations relates only to agriculture. Selection and genetic innovations are a special type of innovations, characteristic only of agro-industrial production. They include the results of scientific and technical research in the field of plant growing and animal husbandry to develop new plant varieties and breed new animal breeds. The second type of innovations includes fundamentally new technologies for performing agricultural work, the use of modern methods of keeping and feeding animals, technologies for storing and processing agricultural products, ensuring an increase and preservation of biologically valuable qualities of products, a decrease in production costs. Organizational and managerial, economic innovations show institutional innovations, when fundamentally new organizational and legal structures of an integrated type are formed, information, consulting and communication services are created. This type of innovation is of particular importance in the restructuring and modernization of the entire economic system. Social and ecological innovations implement innovations in the systems of economic and social relations in the development of rural areas, solve problems of environmental safety and environmental protection. Climate change, reduction of arable land, threat of water shortage, depletion of natural sources indicate to us signs of self-destruction of the previous economic structure.

RESEARCH RESULTS AND THEIR EVALUATION

The pace of innovation processes in the economy largely depends on the level of human resource development and personnel qualifications. The state of human resources, of course, remains one of the main factors in the development of innovation processes in the state, increasing its competitiveness. Serious problems that agricultural production constantly faces, as well as its specific features, increase the lag of agricultural enterprises in the field of application of modern management tools [2]. Creating conditions for sustainable development of the agricultural sector, assistance in ensuring regional food security, the entry of agricultural products into foreign markets - all this is impossible without the active participation of the scientific sphere. The interaction of

science and production should become the basis for the development of agriculture. The upcoming innovative modernization of the scientific foundations of agricultural labor will require new radical approaches to updating the human resources potential in rural areas [4].

It is impossible to achieve good results in innovative activities without sufficient investment. Due to the long turnover of financial resources and the high risk of non-return of invested funds, agriculture is not an attractive sector for investment. Therefore, farmers are not eager to invest their funds in innovative activities.

The solution to the problems of the development of the agro-industrial complex is determined by the level of financing, mainly from the state budget, which should be carried out based on the principles of strategic planning, based on concentration on significant and priority areas of increasing the competitiveness of agriculture and ensuring food security. Increasing competition in the global agri-food market, strict requirements for the quality and safety of food products, and increasingly complex consumer demands are driving the transition of the agricultural sector to the widespread use of precision crop and livestock farming systems, new generation robotic technologies, and the latest mobile, computer, and information technologies[1].

Currently, the development of agriculture involves three interrelated and interdependent directions of innovation:

- the human factor - involves the priority development of education, the research sphere, developing innovations, and the creation of a database of innovative products serving agricultural producers within the framework of the information and consulting system;
- the biological factor - is associated with the development and implementation of innovations in order to ensure increased soil fertility, increased crop yields and increased livestock productivity. This is the distinctive feature of the innovative path of agricultural development compared to other sectors of the economy;
- technological nature - ensures the improvement of the technical and technological potential of the agro-industrial complex sectors through the use of energy- and resource-saving equipment and high-tech technologies, which can significantly increase labor productivity and the efficiency of production activities [4].

Agricultural policy should be aimed at a radical increase in labor productivity and exports of processed agricultural products. The prospects for modernizing the agricultural sector are enormous. Agriculture in the world is turning into a high-tech industry capable of creating new markets for previously non-existent innovative developments. Intelligent digital solutions will allow the country's agriculture to cope with the problems of increasing labor productivity and sustainable development.

CONCLUSION

Among the primary tasks are the active introduction of modern technologies, attracting investments into the sector, developing agricultural science, and upgrading the thoroughly worn-out fleet of agricultural machinery. The intensification of the agricultural sector should be aimed at preserving the quality and environmental friendliness of products. It is necessary to increase the level of product processing, create an effective logistics system for storing, transporting and marketing agricultural products.

Thus,

1. The main goal of scientific support for innovative development in the agricultural sector is the development and production development of resource-saving, environmentally friendly and economically advantageous technologies to increase the genetic potential of agricultural plants and

animals; progressive breeding methods, the use of multi-operational energy-intensive equipment and information and communication systems.

2. The problem of transferring the results of scientific research to agro-industrial production needs to be solved.

3. For the high-quality development of agriculture, it is necessary to increase productivity by increasing the volume of agricultural production and increasing innovation activity, in particular, by replacing morally and physically obsolete machines and equipment, introducing new technologies

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METHODOLOGICAL APPROACHES TO THE MANAGEMENT OF HUMAN CAPITAL OF ENTERPRISES

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ABSTRACT

The article examines the concept of human capital management in the context of digital economy development. This concept is based on the study of labor management theory and practice, characterized by a transition from the SPOD management strategy to the VUCA strategy for managing human capital. It incorporates new structural and substantive characteristics of human capital management, models of communication and collaboration, and a framework for socio-economic relations. These elements provide the foundation for improving human capital management on a fundamentally new methodological basis.

Keywords: human capital, SPOD management strategy, VUCA human capital management strategy, digital economy

INTRODUCTION

For the development of methodological approaches to human capital management in enterprises, it is essential to consider existing tools and principles that represent the most effective solutions established by management theory and practice.

Modern management theories have shifted the concept of human capital from the realm of neoclassical labor economics to the domain of corporate management. However, in several studies, human capital is equated with human resources, leading to methodological inconsistencies.

This conflation of terms results in a duplication of functions in personnel management and introduces elements into the theory of human capital that are inconsistent with its core principles. This complicates the development of effective approaches to human capital management and necessitates clear differentiation of concepts, their functions, and roles within corporate governance.

Thus, researching methodological approaches to human capital management becomes particularly relevant given the growing importance of employees' knowledge, skills, and competencies as key factors for the sustainable development and competitiveness of enterprises.

BASIC THEORETICAL AND PRACTICAL PROVISIONS

Practices for managing human capital in enterprises have been extensively studied by American and European authors such as E. Brooking, T. Stewart, L. Edvinsson, and M.S. Malone. Their work focuses on the formation and development of intellectual capital in enterprises. Studies have shown that innovative enterprises leveraging human capital as a key resource achieve high efficiency, demonstrated by a significant increase in market value and active capitalization [1, 2].

R. Kaplan and D. Norton developed and applied the Balanced Scorecard system to evaluate the effectiveness of human capital management, emphasizing the principle, "you get what you measure." They highlighted that no single metric can adequately assess complex processes.

Based on Kaplan and Norton's Balanced Scorecard system proposed in 1996, J. Fitz-enz adapted it for corporate human capital management [3].

The European Foundation for Quality Management (EFQM) human capital management model includes metrics for customer satisfaction, employee satisfaction, and societal impact, all achieved through effective leadership. A comparative analysis of existing models in human capital management is presented in Table 1.

Table 1

Comparative Characteristics of Existing Indicators in Human Capital Management

Authors	indicators
Becker G.	$HC_j = \sum_{j=0}^n (P - L)^j (1 + r)^{-r}$ where HC _j is the human capital of an employee at age j; P is the total amount of wages; L is the portion of earnings attributable to labor; n is the final limit of the length of service; r is the market interest rate.
Chiswick B.	$C_i = E_i + \sum_{j=0}^n r_{ij} \times C_{ij}$ where C _i is the earnings of a certain worker; E _i is the effect of the initial capital of this worker; j is the investment; i is the interest rate; r _{ij} is the rate of return of the worker from his investment; C _{ij} is the cost of the investment.
Fisher I.	$HC = \frac{c}{(1+r)^n}$ where HC is the current value of human capital; C is the future amount of earnings or other income; r is the market interest rate; n is the number of years.
Flamholz E.	With the departure of personnel, on the one hand, the costs of finding, attracting and training new ones increase, and on the other hand, early investments in human capital do not pay off. The total amount of costs, both newly incurred and not paid off, reflects the size of human capital.
Scientists of the University of Michigan	$3a = Cy - Cp = Cp \times By$, where S _u and C _p are the conditional and realized value of the employee; V _o is the probability of the employee continuing to function at the enterprise; V _u is the probability of the employee leaving; Z _a are the alternative costs associated with the departure of employees.
Friedman M.	$C = r \times Y_i$, where C is the nominal income of the employee; r is the return,%; Y _i is the value of the property of the object.
Fitzenz J.	1) Human Capital Revenue Index – an indicator of the human capital profitability index, defined as profit divided by the equivalent of full-time employees; 2) Human Capital Cost Index – an indicator of the human capital price index, calculated as the division of personnel costs by the equivalent of full-time employees; 3) Human Capital Profit Index – an indicator of the human capital income index, calculated as profit minus “purchased services” divided by the equivalent of full-time employees.
Stars Roebuck	1) Employee behavior; 2) Utility of services; 3) Profit; 4) Growth of income from assets and profit; 5) “a great place to work”; 6) “a great place to shop”; 7) “a great place to invest”.
Kaplan R., Norton D.	1) From the buyer's perspective: Who are we in the eyes of the buyer? 2) From the perspective of innovation and employee training: Is there an opportunity to increase added value? 3) From the internal perspective: What are our advantages? 4) From the financial perspective: How do shareholders see us?
Source: [4]	

Since the mid-1960s, the theory of strategic enterprise management has begun to take shape, integrating theoretical and practical aspects of management. This theory has been reflected in the works of scholars such as H. Mintzberg, B. Ahlstrand, and J. Lampel [5]. The foundation of this theory lies in the concept of an investment approach to human resource management.

B. Becker and B. Gerhardt identified a stable positive correlation between human capital management strategies and enterprise efficiency, confirming the hypothesis about the significant role of human capital management strategies in organizational performance [6]. However, to this day, many enterprises do not fully realize the importance of human capital and lack a clear understanding of approaches to its management as a factor in improving efficiency.

Skillful management of human capital, as a trigger for strategic development, should have a significant impact not only on strategic management but also on operational and tactical management within enterprises.

The foundational basis for developing strategic human resource management has been the results of studies confirming the impact of human capital management practices on improving enterprise efficiency. The strategic approach offers a fundamentally different perspective on managing human capital.

According to M. Huselid, “the technical approach to human capital management, where an enterprise is viewed as an organization operating within a social institutional environment with shareholders as key stakeholders, is being replaced by a strategic approach” [7]. This approach focuses on activating innovative processes within organizations, which, from the perspective of traditional management, may involve higher risks. However, despite increased uncertainty and risk, this approach enhances the competitiveness of enterprises.

Thus, strategic human capital management becomes an integral part of the effective functioning of modern enterprises, requiring the implementation of innovative solutions to strengthen their competitive advantages.

RESEARCH RESULTS AND THEIR EVALUATION

The theoretical and applied approaches to human capital management, as well as their systematization, are illustrated in Figure 1.

A critical analysis of existing human capital management approaches has revealed a range of limitations in institutional methodological studies. Given the multifaceted and structurally complex nature of the subject, a significant conclusion has been drawn: to achieve research objectives, it is necessary to improve human capital management by adopting a fundamentally new methodological foundation.

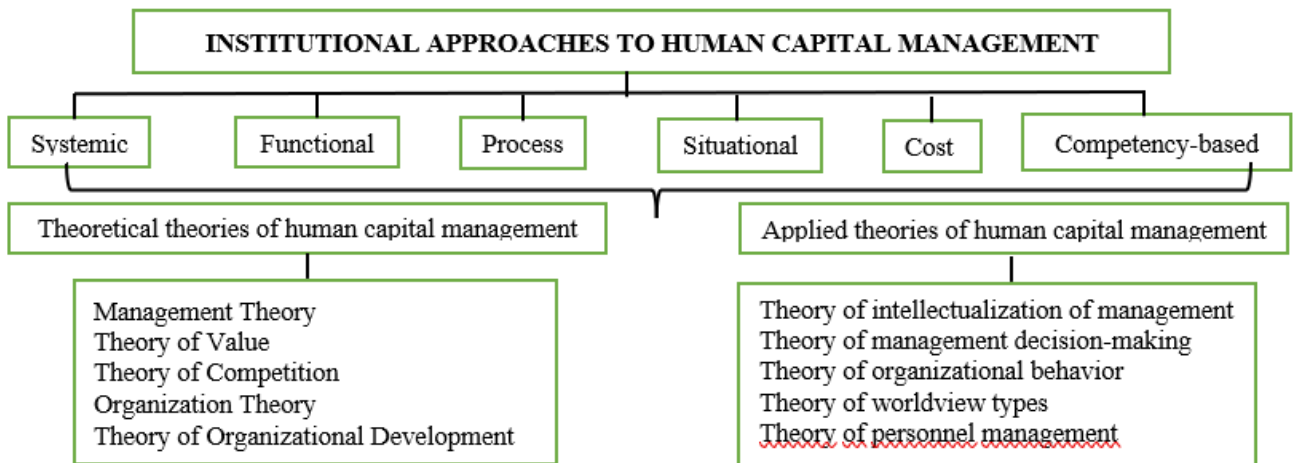


Figure 1 – Approaches to Human Capital Management

Note: developed by the authors Systemic Functional Process Situational Cost

With the evolution of economic types and industrial development, the transformation of needs has occurred: from material needs in the industrial economy to social needs, such as education and healthcare, in the post-industrial economy; to the demand for innovative labor in the innovation economy; and, finally, to creative labor and digital development in the digital economy.

Consequently, the concept of human capital management must be progressive, fostering the development of creative and digital competencies among employees, as well as continuous learning skills necessary for realizing their potential in a digitally transforming environment.

A critical analysis of modern approaches to human capital management has revealed several limitations in institutional methodological studies. Considering the multifaceted and structurally complex nature of the subject, a significant conclusion has been reached: it is essential to enhance human capital management by adopting a fundamentally new methodological foundation.

The transition between economic types and industrial development leads to a shift in needs: from material needs in the industrial economy to social needs (education and healthcare) in the post-industrial economy, to innovative labor in the innovation economy, and, finally, to creative labor and digital development in the digital economy.

Accordingly, the concept of human capital management must focus on developing and fostering creative and digital competencies in employees, as well as continuous learning skills necessary to realize their potential in the context of digital transformation.

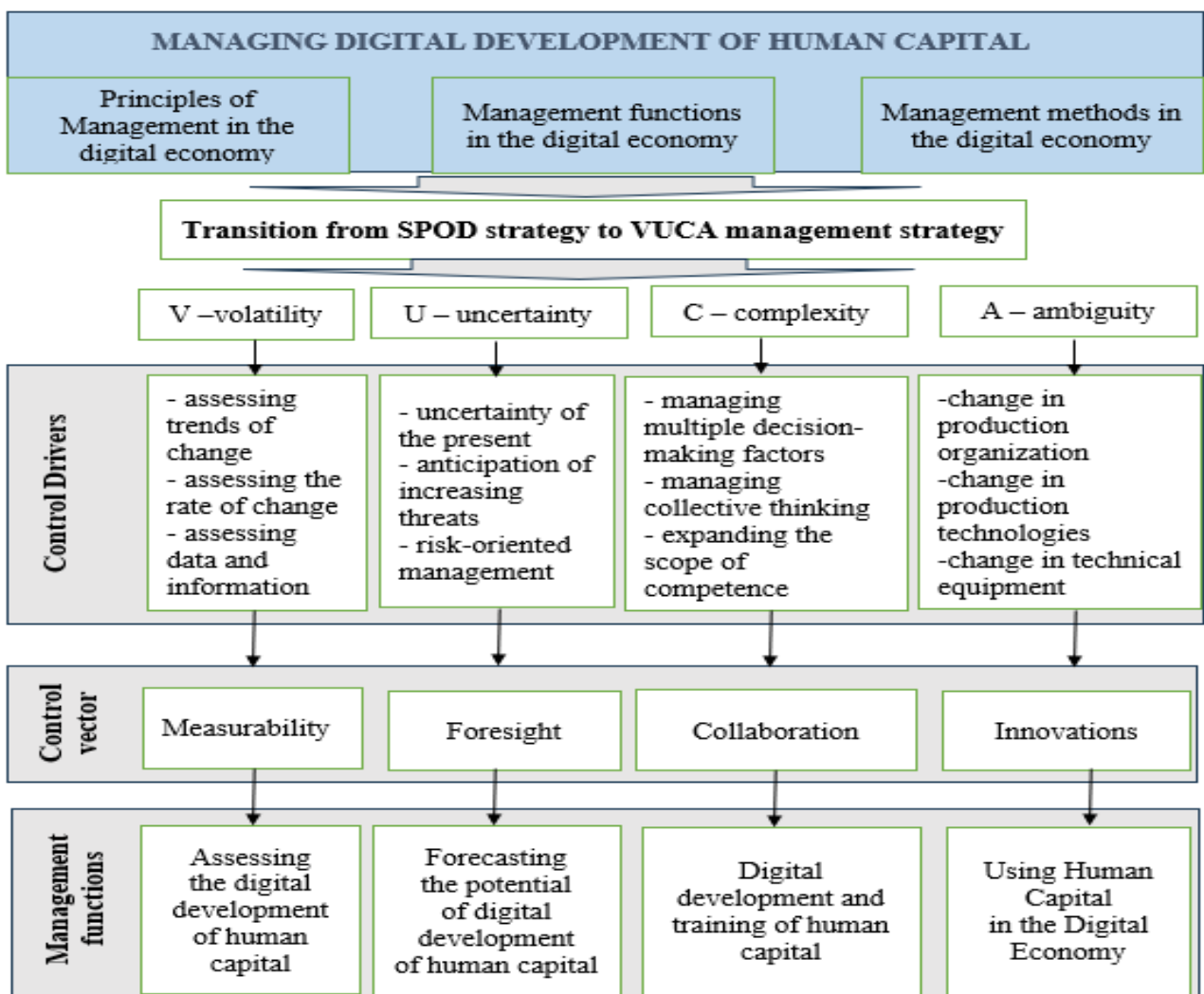


Figure 2 – Concept of Managing the Digital Development of Human Capital
Author's own design

The integration of accumulated experience in managing human capital has contributed to the emergence of a new direction in labor theory and practice — managing the digital development of

human capital. Within this framework, the application of the VUCA management strategy becomes particularly relevant, as illustrated in Figure 2.

The modern transformation of human capital management processes ensures, on one hand, adaptability to the development of the digital environment, and on the other, counter-adaptability, reflected in an organization's ability to achieve proactive internal changes through advanced management strategies.

The defining feature of the digital economy is its existence within a VUCA world, where volatility, uncertainty, complexity, and ambiguity are constant characteristics of both external and internal environments. Managing the digital development of human capital requires a shift from the traditional SPOD strategy (Stable, Predictable, Ordered, Definite) to the VUCA strategy (Volatility, Uncertainty, Complexity, Ambiguity), which demands fundamentally new management approaches.

Modern management systems are inherently complex, comprising numerous interconnected elements whose interactions create properties unattainable by individual components. A key characteristic of complex systems is the inability to predict their development solely based on the behavior of individual elements.

Predicting such systems requires analyzing hidden interconnections, identifying systemic dependencies, and developing a holistic understanding of system functionality. In the digital economy, this renders the management of human capital's digital development a critical task for enhancing organizational resilience and competitiveness amidst constant change.

The proposed concept of human capital management in the digital economy is based on the author's ontology of labor management theory and practice. Its distinguishing feature is the transition from the traditional SPOD strategy to the VUCA strategy, introducing new structural and substantive dimensions to human capital management.

The concept includes:

- Transformations in workplace organization and production processes;
- Decision-making conditions incorporating multiple factors based on artificial intelligence technologies;
- Adapting human capital management to the dynamic and multifaceted demands of the digital environment.

These innovative approaches enable the enhancement of human capital management on a fundamentally new methodological foundation.

A coherent analysis of theoretical studies underscores the necessity of developing:

- Theoretical and methodological foundations for human capital management;
- Organizational and managerial tools to improve its efficiency in the context of the digital economy.

CONCLUSION

The integration of accumulated experience in managing human capital fosters the development of a new direction in management theory and practice — the management of digital human capital development.

The primary characteristic of the digital economy is its operation within a VUCA world, marked by a high degree of volatility, uncertainty, complexity, and ambiguity. In this context, the certainty inherent in traditional approaches becomes unattainable.

Managing the digital development of human capital involves transitioning from outdated SPOD strategies to contemporary VUCA methodologies. This transition ensures organizational resilience and competitiveness in the face of the dynamic changes inherent in the digital environment.

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TĪKĻOŠANĀS KĀ SOCIĀLO UZŅĒMUMU ATTĪSTĪBAS FAKTORS

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ABSTRACT

Information exchange and networking are taking place in the social entrepreneurship ecosystem in Latvia, however, there is a lack of research that would analyze the direction of these processes. This study provides a clearer understanding of social enterprise networking activities in Latvia, as well as describes social entrepreneurs' assessment of the need for networking competencies in modern social enterprise practice. The study provides insight for managers and strategists about the role of networks in the sustainability of social entrepreneurship.

Keywords: social entrepreneurship, networking, resilience of organizations, competences, Latvia

ANOTĀCIJA

Sociālās uzņēmējdarbības ekosistēmā Latvijā notiek informācijas apmaiņa un tīklošanās, tomēr trūkst pētījumu, kas analizē šo procesu virzību. Šis pētījums sniedz skaidrāku izpratni par sociālo uzņēmumu tīklošanās aktivitātēm Latvijā, kā arī raksturo sociālo uzņēmēju vērtējumu par tīklošanās kompetenču nepieciešamību mūsdienu sociālo uzņēmumu praksē. Pētījums piedāvā ieskatu vadītājiem un stratēģiem par tīklošanās lomu sociālās uzņēmējdarbības ilgtspējā.

Atslēgvārdi: sociālā uzņēmējdarbība, tīklošanās, organizāciju noturība, kompetences, Latvija

IEVADS. INTRODUCTION

Pētījuma problēmu veido tīklošanās procesu nepietiekamā izpēte sociālās uzņēmējdarbības ekosistēmā Latvijā. Pētījuma mērķis ir analizēt tīklošanās kā faktora lomu sociālās uzņēmējdarbības noturībā un ilgtspējā, un praksi Latvijā. Šajā darbā bija izvirzīti šādi uzdevumi: 1) analizēt teorētisko literatūru par tīklošanās lomu sociālajā uzņēmējdarbībā; 2) novērtēt kā sociālie uzņēmēji vērtē tīklošanās kompetenču nepieciešamību salīdzinot ar vispārējām kompetencēm un sadarbību ar sociālās ekosistēmas aģentiem.

Lai gan sociālo uzņēmējdarbību uzskata par fenomenu kas vairāk tuvāks sabiedriskam sektoram tieši obligātās sociālās komponentes dēļ, un, kas Latvijas gadījumā noteikta ar likumu [8], vairums pētnieku šos uzņēmumus iekļauj uzņēmējdarbības sektorā [10; 12]. Noturība sociālajā biznesā ļauj idejas pārvērst realitātē un tā ir iezīme, kas palīdz sasniegt mērķus. Uzņēmējdarbības vidē, kur nenoteiktība ir vienīgā konstante, neatlaidība kļūst par enkuru, lai sasniegtu plānoto mērķi. Faktori, kas ietekmē uzņēmumu noturību tirgū ir vairāki, bet pie iekšējiem faktoriem pieder uzņēmuma lielums [11; 2].

Ņemot vērā, ka Latvijā sociālie uzņēmumi galvenokārt ir mikro vai mazie uzņēmumi, pastāv liels risks to ilgtspējai resursu nepieejamības dēļ. Šo risku mazina sadarbība un tīklošanās, kas pastāv sociālās ekosistēmas ietvaros starp iesaistītām organizācijām, veicinot labās biznesa prakses pārņemšanu un sabiedrības atbalstu.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Sociāliem uzņēmumiem valsts politikā tiek piešķirta īpaša prioritāte – tie kļūst par neatņemamu valsts attīstības izaicinājumu sastāvdaļu. Latvijas valdība atbalsta sociālos uzņēmumus, jo tie risina noteiktas problēmas tajās tirgus daļās, kur publiskais un klasiskais bizness ir vājš. Sociāliem uzņēmumiem Latvijā ir jāspēj darboties tirgus konkurences apstākļos, vienlaikus izpildot valsts normatīvā regulējuma prasības [8].

Ievērojot sociālo uzņēmumu misiju - sniegt labvēlīgu sociālo ietekmi, jo īpaši uz dažādām sociālām grupām, un veikt radošu saimniecisko darbību, realitātē panākt konkurētspējīgu produktivitāti ir sarežģīti. Līdz ar to sociāliem uzņēmumiem ir kreatīvi jāmobilizē visi resursi, tostarp pašu uzņēmumu vadītāju kompetences, lai spētu būt ilgtspējīgiem [1], un sniegtu plānoto ietekmi uzņēmuma izvēlētajās darbības jomās

Sociālo uzņēmumu nozīme ir pieaugusi tieši tāpēc, ka tie pēta un risina nozīmīgas sabiedrības vajadzības “atslogojot” valdības sektoru [3]. Latvijā 2024. gada oktobrī no visiem sociāliem uzņēmumiem 25% uzņēmumu darbojās izglītībā, darba integrācijas jomā – 20%, veselības aprūpē – 13%, iekļaujošas pilsoniskās sabiedrības un kultūras daudzveidības jomā – 13%, atbalsta jomā sociālās atstumtības riskam pakļautajām iedzīvotāju grupām – 10%, sporta un rekreācijas – 8%, sociālo pakalpojumu jomā – 6%, vides aizsardzībā – 5% [7].

Pētnieki norāda, ka korporatīvās kultūras un sociālās korporatīvās atbildības pierādījums ir informācijas apmaiņa un tīklošanās, kas vienlaikus veicina sociālo uzņēmumu noturību [4]. Tomēr dažādos uzņēmuma izaugsmes posmos ir dažādi piramīdas līmeņi, tāpēc uzņēmuma biznesa veiksmē ir atkarīga no saskaņotības starp uzņēmuma izaugsmes stadiju un izvēlēto “attīstības piramīdas” faktoru kombināciju. Var secināt, ka tīklošanās aģentu izvēlei, veidiem un mērķiem jāmainās līdz ar sociālā uzņēmuma attīstību. Tie jāsaista ar uzņēmuma kritiskiem veiksmes faktoriem un uzņēmuma faktisko finansiālo situāciju [5; 6; 11; 9]. Tīklošanās darbības ir uzņēmuma pārvaldības modeļa elements, turklāt atkarībā no uzņēmuma izaugsmes, tīklošanās uzdevumi ir dažādi.

Tīklošanās kompetences ļauj efektīvi veidot un uzturēt sociālās attiecības un tās ietekmē personāla izglītība, pieredze, komunikācijas prasmes, apmācības, kā arī uzņēmuma sociālās vērtības. Autoru 2023.gadā veiktais pētījums Latvijā parādīja, ka sociālie uzņēmēji Latvijā tīklošanās kompetences vērtē zemāk nekā biznesa mērķu noteikšanas kompetences ($df = -2.48$) un kompetences individuālās un komandas atbildības noteikšanas kompetences ($df = -0.96$). Līdz ar to var secināt, ka šajā sociālo uzņēmumu attīstības posmā sociāliem uzņēmumiem pastāv nepieciešamība pēc augstām vispārējās kompetences – komandas organizācijā, biznesa mērķu, kompetences individuālo un komandas pienākumu sadalē.

Pētījums parādīja, ka pēc vidējā novērtējuma ranga, tīklošanos un sadarbību ar sociālās uzņēmējdarbības ekosistēmas aģentiem sociālie uzņēmumi vērtē dažādi, dilstošā secībā:

- Labklājības ministrija;
- Pašvaldības;
- nozaru asociācijas;
- plānošanas reģioni;
- savstarpējā tīklošanās starp sociāliem uzņēmumiem.

Šos pētījuma rezultātus var izskaidrot ar to, ka pēc publiski pieejamās informācijas, Latvijā tīklošanās aktivitātes galvenokārt organizē Labklājības ministrija, kas ir sociālo uzņēmumu darbības formālais pārraudzītājs un normatīvā regulējuma pilnveidotājs. Savukārt sociālo

uzņēmumu savstarpējo informācijas apmaiņu uzņēmumi raksturo galvenokārt kā sociālo kontaktu veidošanu, bet mazāk kā tīklošanos ar mērķi sekmēt biznesa noturību.

KOPSAVILKUMS. CONCLUSION

Teorētiskais pētījums parādīja, ka zinātniskajā telpā tīklošanās kompetences tiek uzskatītas par svarīgām uzņēmuma ilgtspējai, turklāt dažādos uzņēmuma izaugsmes posmos tīklošanās aģentu izvēle var būt dažāda. Tīklošanās mērķi ir saistāmi ar uzņēmuma izaugsmi un ir sociālā uzņēmuma pārvaldības modeļa elements. Kompetences, kas nepieciešamas sadarbībai un tīklošanās veidošanai tiek attīstītas gan personāla izglītības procesā, gan praksē starp sociālās ekosistēmas aģentiem.

Veiktais empīriskos pētījumus papildina zinātnisko telpu ar jaunām atzinām par sociālo uzņēmumu Latvijā vērtējumu tīklošanās jomā: 1) sociālo uzņēmumu personāls augstāk vērtē vispārējās kompetences salīdzinot ar tīklošanās kompetencēm; 2) par būtisku tiek uzskatīta sadarbība tieši ar Labklājības ministriju, kas ir sociālo uzņēmumu sistēmas formālais ieviesējs un attīstītājs; 3) sadarbība ar pašvaldībām, to atbalsta mehānismu ietekmē uzņēmējdarbības norises teritoriālajā vietā, tiek vērtēta augstu; 4) plānošanas reģioni šajā sociālās ekosistēmas attīstības posmā netiek vērtēti kā nozīmīgi partneri; 5) savstarpējā sociālo uzņēmumu tīklošanās galvenokārt tiek raksturota kā neformālās sadarbības joma, un vairāk ir sociālo kontaktu veidošana.

Nākotnē būtu jāveic detalizētāka izpēte par tīklošanās partneru mērķiem un tīklošanās praktisko ietekmi uz sociālo uzņēmumu attīstību.

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FEATURES OF APPLYING LINEAR REGRESSION MODELS FOR FORECASTING BUSINESS PROCESSES IN LATVIA'S SMALL ENTERPRISES

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ABSTRACT

The application of linear regression in small businesses allows entrepreneurs to make informed decisions, enhancing operational efficiency and minimizing risks. It can also significantly improve the decision-making process in Latvia's small businesses. Its use not only helps identify key dependencies but also builds forecasts that enable entrepreneurs to better adapt to changing market conditions.

ANOTĀCIJA

Lineārās regresijas pielietošana mazajā uzņēmējdarbībā ļauj uzņēmējiem pieņemt pamatotus lēmumus, uzlabojot operatīvo efektivitāti un samazinot riskus. Tā arī var būtiski paaugstināt lēmumu pieņemšanas efektivitāti Latvijas mazajos uzņēmumos. Šīs metodes izmantošana ne tikai palīdz identificēt galvenās atkarības, bet arī izstrādāt prognozes, kas ļauj uzņēmējiem labāk pielāgoties mainīgajiem tirgus apstākļiem.

Atslēgvārdi: Business Processes, Linear Regression Models, Small Enterprises

INTRODUCTION

Small and micro-enterprises account for more than 98% of all registered companies in Latvia, providing approximately 66.9% of employment in the private sector. Given their significant role in the economy, small businesses are key drivers of regional development and labor market stabilization. However, they face several economic and regulatory challenges, including tax instability and limited access to financial resources. Market competition under the instability of economic and tax strategies increases the importance of instrumental approaches for data analysis and making optimal management decisions. The linear regression model is one of the simplest and most effective methods for forecasting and analyzing business processes, making it particularly valuable for small enterprises.

Applicability of Linear Regression in Small Business

Linear regression provides small businesses with an accessible data analysis tool that is especially useful when resources are limited and data volumes are small. In the Latvian economy, regression can be useful for:

- Demand forecasting: Identifying the relationship between consumer behavior and economic indicators, such as inflation or income levels.
- Tax impact assessment: Forecasting financial results in response to tax policy changes.

- Regional disparity analysis: Identifying business specificities in different regions of Latvia, such as Riga and Latgale, taking into account differences in market activity. These capabilities allow entrepreneurs to make informed decisions, increasing operational efficiency and minimizing risks.

Assumptions of the Linear Regression Model

Simple linear regression is based on several assumptions that ensure the accuracy of the model and the reliability of its predictions. Below are the key assumptions of simple linear regression:

Linearity: There is a linear relationship between the independent variable xxx and the dependent variable yyy. This means that changes in xxx result in proportional changes in yyy, which can be described by the linear equation: $y = \beta_0 + \beta_1 x + e$ where β_0 and β_1 are the regression coefficients, and eee is the random error term.

Normality of Errors (Residuals): The random errors (eee), which are the differences between observed values of yyy and predicted values, should follow a normal distribution with a mean of zero.

Homoscedasticity of Errors: The variance of the random errors should remain constant for all values of the independent variable xxx. If the variance changes with xxx, this is referred to as heteroscedasticity, which violates the model's assumption.

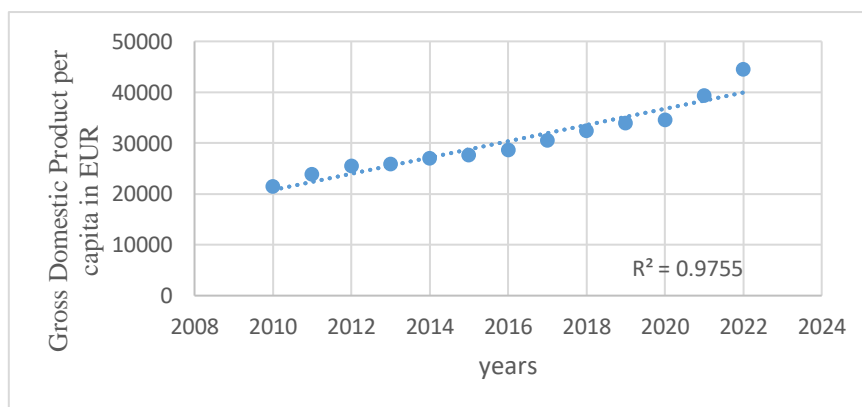
Independence of Errors: The residuals should be independent of each other. This assumption is especially critical for time series data, where errors might be correlated (autocorrelation), but it is relevant for other types of data as well.

Absence of Significant Outliers and Influential Points: The dataset should not contain outliers or anomalous data points that exert a strong influence on the regression line. Such points can distort the results and lead to inaccurate estimates of the coefficients β_0 and β_1 .

These assumptions are crucial for the proper functioning of a linear regression model, as their violation can lead to biased or inefficient coefficient estimates, reducing the accuracy of predictions. An analysis was conducted for all linear regression models to verify compliance with the assumptions outlined above.

Regression model analysis

As an example, let's analyze the regression model obtained for the variable y=v1(Gross Domestic Product per capita in EUR) based on the year xxx. Similar checks were performed for all other linear regression models.



We obtained the following linear regression model:

$$y = -1416766,5 + x * 709,3.$$

The analysis of the results allows us to conclude the following:

1. Linear Relationship:

There is a strong linear relationship between the variables xxx and yyy ($R^2 = 0.9755$). R^2 is a measure of the model's quality, showing what proportion of the variability in yyy is explained by xxx. A value closer to 1 indicates a good model. An R^2 of 0.98 means that 98% of the variability in "Gross Domestic Product per capita (EUR)" is explained by the variable xxx (year).

2. F-statistic:

The F-statistic tests the overall significance of the model, i.e., the significance of all coefficients. Since the p-value associated with the F-statistic is very small ($F(df1 = 1, df2 = 9) = 358.3, p = 1.474e-08 < 0.000$), this indicates that the model is statistically significant, and at least one of the coefficients is significantly different from zero.

3. Statistical Significance of Coefficients:

In our case, both regression coefficients $\beta_0 = -1416766,5$ and $\beta_1 = 709,3$ are statistically significant and substantially differ from zero, with p-values $p(\beta_0) = 1.59e-08 < 0.000$ and $p(\beta_1) = 1.47e-08 < 0.000$.

4. Coefficient Interpretation:

The coefficient of 709.3 indicates that with each passing year, Gross Domestic Product per capita increases by approximately 709 EUR, all else being equal.

Conclusion:

Since all metrics (the significance of coefficients β_0 and β_1 , R-squared, and F-statistic) point to a good quality model, it means that xxx (year) is an important factor influencing changes in $y = v1$ (Gross Domestic Product per capita in EUR).

Residuals Analysis

A residuals analysis for the linear regression model was also conducted:

1. Kolmogorov-Smirnov Test with Lilliefors Correction: The Kolmogorov-Smirnov test with the Lilliefors correction showed that the residuals are normally distributed (p-value = 0.9945 > 0.05).

2. Graphical Confirmation: This result is further confirmed graphically by comparing the density plot of the observed data (black curve) with the theoretical normal distribution curve (blue curve), which was constructed using the mean and standard deviation of the residuals.

This analysis indicates that the residuals are normally distributed, which is one of the assumptions of the linear regression model, confirming the adequacy of the model for making predictions.

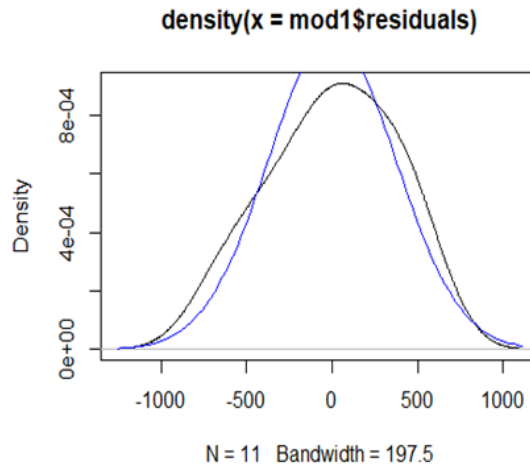
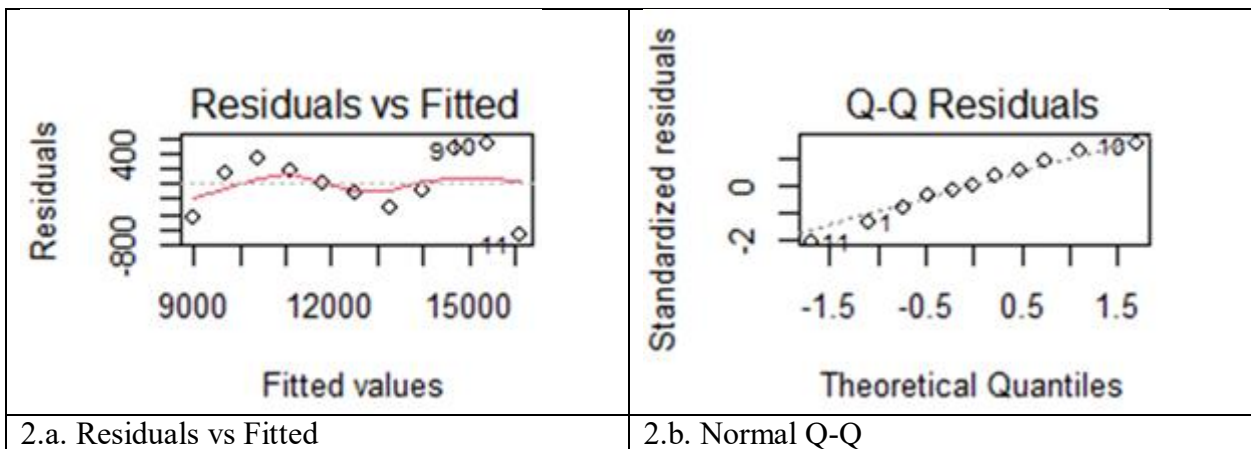


Figure:1. Density Plot Comparison of Actual (Black Curve) and Theoretical (Blue Curve) Normal Distributions of the Variable $y = v1 =$ Gross Domestic Product per capita in EUR

No significant discrepancies were found between the theoretical and actual distributions, so we can conclude that the residuals are normally distributed, and the model is suitable for data analysis.

Assumption Analysis of the Regression Model

To verify other assumptions of the model, several additional graphs were created (see Figures 2 a-d).



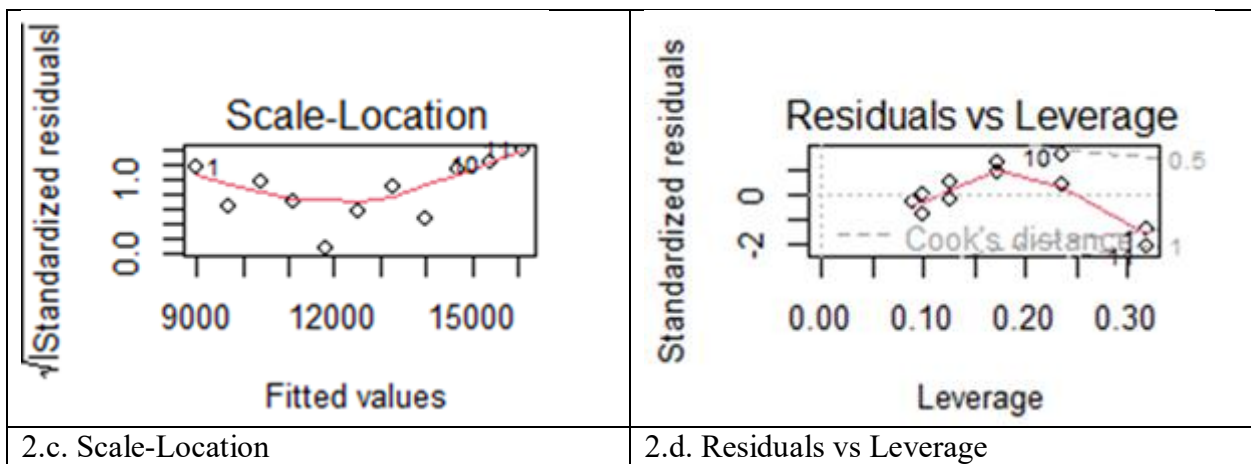


Figure. 2. A set of diagnostic plots for assessing the assumptions of the linear regression model

This set of diagnostic plots for a linear regression model helps you assess how well the model fits the data and whether the assumptions of linear regression are met.

1. Residuals vs Fitted. This graph helps to identify if there are any nonlinear dependencies in the data that the model could not take into account. Since the red line on the graph almost coincides with the dotted center line, no strong deviations in the linearity of the dependence were found. Points 9, 10 and 11 are noteworthy. They may be outliers or simply anomalous points. This may indicate that, especially in recent years, a different trend in the change in the y value has emerged. Having analyzed the original data, the reason for this anomaly is also clear: these points correspond to the 2019-2020 covid and 2021 post-covid periods.

2. Normal Q-Q. This graph compares the distribution of the model residuals with the normal distribution. Since the residuals lie on the ascending dotted line, this once again confirms the previously obtained conclusions that the residuals are normally distributed.

3. Scale-Location. This plot tests for homoscedasticity, an assumption of linear regression that states that the variance of the residuals should remain constant over the entire range of predicted values. o If the points are randomly and uniformly distributed vertically, this confirms homoscedasticity. o If the points form a cone-shaped pattern (e.g. tapering or widening), this indicates heteroscedasticity, meaning that the variance of the residuals changes as the predicted values change. This may indicate that the model is not predicting values accurately for some ranges of the data. In our case, we see a slight cone, which may indicate the presence of a slight heteroscedasticity, meaning that a different trend in y has emerged in recent years.

4. Residuals vs Leverage This plot helps identify high-impact points (or outliers) — observations that may have a significant impact on the model. o Observations with high values on the Leverage axis and large residuals may significantly affect the model parameters. o If such points are present, they may distort the results and it is worth considering analyzing or removing them. These points are years 1 and 10. As noted earlier, the trend changed starting from point 9, which is understandable since point 9 corresponds to the 2019 Covid year. Conclusions: Random distribution in the residual plots and proximity to a straight line in the Q-Q plot indicate a good model. Patterns, strong deviations, and outliers may indicate model shortcomings and the need for modification (e.g. adding new predictors, nonlinear effects, or variable transformations).

CONCLUSION

The linear regression model is a powerful analytical tool that can significantly improve the efficiency of decision-making in small businesses in Latvia. Its application allows not only to identify key dependencies, but also to build forecasts that will help entrepreneurs better adapt to changing market conditions. However, to ensure the accuracy of the model, it is important to take into account its assumptions, conduct diagnostics and be attentive to limitations. The combination of linear regression with other analytical methods, such as nonlinear models or machine learning, opens up even more opportunities for the successful development of small businesses. According to the assessment of the testing of the application of this model in individual small enterprises in Latvia with a limited set of financial and economic indicators, it is most convenient for making management decisions in the medium term.

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POST-NONCLASSICAL HUMAN-MEASURED SCIENCE AS COMPREHENSION OF THE INTEGRITY OF THE ECONOMIC WORLD AND A NEW METHODOLOGICAL BASIS FOR THE DEVELOPMENT OF HUMAN-MEASURED MANAGEMENT PROCESSES

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ABSTRACT

Extra-economic factors, as indicated by the analysis of recent scientific economic publications, are becoming decisive in overcoming the current crisis, and the real situation on the planet is increasingly dependent on them. Therefore, the *holistic* design of economic, or more broadly, managerial reforms, requires *new methodological approaches* to their understanding through the lens of *extra-economic* disciplines. This extremely relevant and necessary aspect, as a *other-disciplinary* – interdisciplinary and transdisciplinary methodology of *holistic knowledge* and perception of the subject of socio-economic research, is being particularly emphasized today by scholars who strive for a *comprehensive* understanding of economic transformations. For researching the integrity of the world, humanity, and economy, purely scientific knowledge must be combined with metaphysical understanding.

Keywords: Post-nonclassical Human-Measured Science, holistic design of economic, Human-Measured Management Processes, comprehensive understanding of economic transformations

IEVADS. INTRODUCTION

Extra-economic factors, as indicated by the analysis of recent scientific economic publications, are becoming decisive in overcoming the current crisis, and the real situation on the planet is increasingly dependent on them. Therefore, the *holistic* design of economic, or more broadly, managerial reforms, requires *new methodological approaches* to their understanding through the lens of *extra-economic* disciplines. This extremely relevant and necessary aspect, as a *other-disciplinary* – interdisciplinary and transdisciplinary methodology of *holistic knowledge* and perception of the subject of socio-economic research, is being particularly emphasized today by scholars who strive for a *comprehensive* understanding of economic transformations. For researching the integrity of the world, humanity, and economy, purely scientific knowledge must be combined with metaphysical understanding. “It is important to understand the following: science by itself cannot solve metaphysical problems, which are within questions such as: (1) the reason for the existence of the Universe, (2) the reason for the existence of physical laws in general, and (3) the reason for the existence of specific physical laws that operate in our Universe. Another type of explanation is needed here, which differs from the purely scientific approach,” because “science by itself cannot become the basis for metaphysics, which is directed toward questions of meaning. It does not answer the question ‘what is the meaning of this?’ – the very answer that most people long for” [1, p. 299].

THE MOST IMPORTANT CONCEPTS IN THEORY AND PRACTICE. BASIC THEORETICAL AND PRACTICAL PROVISION

“*Transdisciplinarity* deepens the interdisciplinary approach because it is a more comprehensive method for studying holistic reality and is interpreted as a “suspension bridge with two-way traffic between science and the culture of society” [2]. “Transdisciplinarity” should be considered as a new type of connection *between science and culture*. A connection that is just as necessary for modern science as it is for contemporary culture. It influences the internal structure of science and its relationship with society. It also impacts culture, shaping its universal values. Transdisciplinarity forces us to recall something long known but forgotten in methodological disputes: science is a cognitive organ of humanity. And this organ serves the interests of humanity as long as humanity can adequately understand its interests [3, pp. 416-433]. That is, transdisciplinarity brings scientific research into a format, the main expression of which is the search for and transmission of *deep meanings*, which become the fundamental *values* of economic life. These values must permeate all aspects of human life both horizontally and vertically. In scientific managerial pursuits, it is necessary to become accustomed to the fact that they must initially proceed from *human-measured* coordinates, where the *individual* is the goal of economic development. To achieve this, it is essential to understand that such development must be based on *self-knowledge and self-realization of the individual*.

The transition to the format of a new human-centered managerial science highlights the relevance of defining its fundamental research principles. For the past three decades, the study of the problems of forming post-nonclassical science has been carried out by methodological scientists who have substantiated a system of principles of post-nonclassical science, of which the following are elements [4].

1. The object of study is *human-sized complexes*, at the core of which is the *holistic individual*, giving such complexes a *universal* (cosmo-bio-social) character, where the human (spiritual-bio-social) and the natural are intrinsically valuable and equal, yet form a unity. A person carries out continuous and infinite *conscious* activity based on self-realization, as consciousness in post-nonclassical science is seen as a *more fundamental basis of reality* than the traditional mechanical-materialist science concepts of *matter, space, and time*.
2. *The ascending human-centered orientation* of scientific inquiry. The study of human-sized complexes requires the inclusion of axiological factors in the composition of worldview and explanatory positions. This makes the explication of connections between fundamental intra-scientific values (the pursuit of truth, knowledge growth) and non-scientific values of general social character essential for management science. Human-measured guidelines become the foundation in defining strategies for scientific inquiry and the justification and implementation of comprehensive management decisions.
3. *Mandatory social expertise* (evaluation) of the positive and negative future consequences of implementing each scientific project and management decision based on the criteria of benefiting humanity and not harming nature.
4. *Close interaction between scientific and non-scientific knowledge*. Scientific knowledge does not claim absolute leadership; it is merely one component in understanding the *holistic reality*, ready to interact equally with sensory, meditative, artistic, folk, and other forms of cognition, receiving impulses for research from them and changing accordingly [5, p. 67]. In the new human-measured science, “scientific knowledge *necessarily and inseparably* merges with unscientific and non-scientific knowledge” [5, p. 138].
5. The *interdisciplinary nature* of post-nonclassical knowledge and cross-disciplinary borrowings and grafts.

6. Sciences are grouped *not by* the subject or object of study of a particular science but by the problems being studied. Thus, a *problem-oriented approach* becomes necessary in scientific research.
7. A new scientific vision of realities emerges—a *theoretical space for scientific inquiry and thinking* is formed, which includes well-developed scientific theories, individual ideas, hypotheses as the seeds and prototypes of new theories, and “white spots” that outline possible paths for scientific exploration.
8. Instead of linear (progressive) thinking, *non-linear scientific thinking* is introduced with its imperatives of irreversibility, instability, disequilibrium, elevationism, and bi- and polyfurcations.
9. *Elevationism* opens opportunities to study the past and present *through the lens of the future* and provides a chance to *manage the present from the future*. The format of post-nonclassical science, through the study of human-sized complexes, brings to the forefront the problem of humanity's future, necessitating the outlining of future scenarios for human development. In the process of self-development of complex systems (natural, social, mental), the future, as it begins to materialize, partially exerts a reverse influence on structures formed by the past, contributing to their substantive transformation.
10. A significant method becomes the study of *interactions and self-organization of ultra-complex systems*, utilizing concepts such as fractals, deterministic chaos, dissipative structures, self-organization, synergetics, and others.

RESEARCH RESULTS AND THEIR EVALUATION. RESEARCH RESULTS AND THEIR EVALUATION

Post-nonclassical science, the resultant element of which is human-measured management science aimed at ensuring the well-being of both humans and nature, brings the question of “What not to do?” to the forefront. This involves identifying prohibitions on forms and types of activities that undermine the foundations of human life and degrade the quality of the natural environment. In this context, personal responsibility becomes of fundamental importance, as it “fertilizes” all other forms of responsibility. Moreover, personal responsibility, which is ontologically and metaphysically rooted in the spiritual-bio-social nature of humans, becomes the modern imperative of human life. Therefore, in our view, the principle of personal responsibility for one’s decisions and actions is one of the most fundamental principles of post-nonclassical human-measured management science. From this principle, to some extent, all other principles flow, and it also plays an integrative role not only concerning the principles of post-nonclassical science but also in defining the specificity of this science itself and its productivity in realizing the imperative of human/humanity’s survival.

SUMMARY. CONCLUSION

The transition to new coordinates of human-measured management science is now an urgent task for deeper and more comprehensive understanding of the holistic economic reality. This calls for a pressing need to radically renew the process of world cognition in the format of studies of human-measured complexes, with *the holistic individual as their core*, who is a freedom-responsible basic creative subject of economic transformations. In this regard, the transition of worldview understanding to the format of *trialectics* and *individual methodology* becomes necessary, defining the specifics of creating *a new picture of reality* in post-nonclassical human-measured science. This science should serve as the methodological foundation for modern anti-crisis management science. This, in turn, radically repositions the question of knowledge about the individual, who must acquire not merely fragmented, patchwork-specialized knowledge produced

by divided specific sciences but form and develop a *holistic worldview*, where a comprehensive perception of reality opens the way to *unified, holistic, and coherent knowledge* as the fundamental basis of any professional economic activity. A true manager must have a sufficiently broad and holistic worldview and understand the life-affirming meanings of human activity.

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KOMUNIKĀCIJU TEHNOLOĢIJAS UN TŪRISMS

COMMUNICATION TECHNOLOGIES AND TOURISM

SIGIRIYA & MINOR ATTRACTIONS DEVELOP SIGIRIYA AS A CULTURAL CLUSTER

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ABSTRACT

Sigiriya, designated as a World Heritage Site by UNESCO in 1982, is a popular tourist destination located in Sri Lanka. Sigiriya is known as the Asia's best-preserved city of the first millennium, showing complex urban planning around the base of the rock, combined with sophisticated engineering and irrigation skills in the palace perched on the summit. And that is also considered as one of the oldest tourist sites in Sri Lanka, being visited by travellers for past 100 years. But now adays Sigiriya get minor attraction in between tourists who come to Sri Lanka. So, in this article we discuss how to develop Sigiriya as a cultural cluster to get more attracted with the tourists who come to Sri Lanka.

Keywords: Sigiriya, Oldest tourist site in Sri Lanka, World Heritage

ANOTĀCIJA

Sigiriya, kuru 1982. gadā UNESCO iekļāva Pasaules mantojuma sarakstā, ir populārs tūristu galamērķis Šrilankā. Sigiriya ir pazīstama kā Āzijas vislabāk saglabātā pirmās tūkstošgades pilsēta, kurā ir redzams sarežģīts pilsētplānojums ap klints pamatni, kas apvienots ar izsmalcinātām inženierzinātnēm un apūdeņošanas prasmēm pilī, kas atrodas virsotnē. Un tas tiek uzskatīts arī par vienu no vecākajām tūristu vietām Šrilankā, ko ceļotāji apmeklējuši pēdējo 100 gadu laikā. Bet mūsdienās Sigiriya iegūst nelielu pievilcību starp tūristiem, kas ierodas Šrilankā. Tāpēc šajā rakstā mēs apspriežam, kā attīstīt Sigiriya kā kultūras kopu, lai vairāk piesaistītu tūristus, kas ierodas Šrilankā.

INTRODUCTION

Sigiriya creative clustering project offers great opportunities for emerging economy and development of Sri Lanaka. It creates jobs, strengthens the local economy, contributes to local infrastructure development and can help to conserve the natural environment and cultural assets and traditions, and to reduce poverty and inequality. This project plays an important role in encouraging the establishment of new small and medium scale enterprises and develops the existing businesses in order to welcome the tourists and the tourism development.

Problem Statement

Tourists who visit Sri Lanka have minor attraction to Sigiriya and its cultural heritage.

RESEARCH FINDINGS

Foreign Tourist Arrival						
Jan	Feb	Mar	Apr	May	Jun	Total
16,342	18,271	22,328	19,518	12,947	14,073	103,479
Domestic Tourist arrival						
44,194	69,191	32,883	48,804	57,461	78,407	330,943

Table 01: Visitors to Sigiriya (January to June 2023)

Source: Year In Review 2023 August by Research & International Relations Division, Sri Lanka Tourist Development Authority

Tourist Arrivals						
Jan	Feb	Mar	Apr	May	Jun	Total
102,545	107,639	125,495	105,498	83,309	100,388	624,874

Table 02: Monthly tourist arrivals to Sri Lanka (January to June 2023)

Source: Monthly Tourist Arrivals Report December 2023, Sri Lanka Tourist Development Authority

EVALUATION OF RESEARCH RESULTS

Month	Tourist arrivals to Sri Lanka	Foreign Tourist Arrivals to Sigiriya	Percentage %
Jan	102,545	16,342	15.9
Feb	107,639	18,271	16.9
Mar	125,495	22,328	17.7
Apr	105,498	19,518	18.5
May	83,309	12,947	15.5
Jun	100,388	14,073	14
Total	624,874	103,479	16.5

Table 03: Monthly tourist arrivals to Sri Lanka vs Foreign Tourist Arrival to Sigiriya (January to June 2023)

The study mainly based on qualitative data & the relevant data collected through the primary sources especially the books, reports & other relevant materials. The objective leading to promoting minor attractions to Sigiriya.

We consider tourist arrivals to Sri Lanka, first six months in 2023. Then we consider foreign tourist arrivals to Sigiriya in same period. Then we calculate percentage of tourists who visit Sigiriya. There we found that percentage is always below 20%. So, we propose to develop Sigiriya as a cultural cluster to address this issue.

Economic Cultural Cluster

We focussed to develop four main development areas in this Sigiriya cultural cluster based on four main suppliers.

1. Accommodation
2. Food and beverage services
3. Transportation and excursions services
4. Crafts and shopping items.

The local residents and entrepreneurs have experiences to develop their small businesses to sell fruits, meals, cafe, sweets, handicraft, wood carving, pottery, accommodation etc. Some with high financial resources combined tourism knowledge started with hotel services, travel agency, bullock cart riding, nature tracking, souvenir and handicraft shops etc. [3] Some are invested in foreign partnerships that had more experience and network in overseas connection. Further, the tourism entrepreneurs make this area more developed.

SIGIRIYA village

Next, as a part of a Sigiriya cultural cluster we recommend to develop Sigiriya village. This is a lifetime opportunity to be emerged in the nature and culture of real Sri Lanka Village. Tourists can discover Rural Village Life Embark on an unforgettable journey to a serene countryside village in Sigiriya, where timeless traditions and picturesque landscapes await. This immersive adventure offers a tapestry of enriching experiences. Wander through lush paddy fields, embracing the rural beauty of the landscape. Experience the charm of a bullock cart ride, an authentic mode of rural transport. Glide across the tranquil waters of a serene lake aboard a traditional catamaran. Explore the art of chena cultivation, a traditional agricultural practice deeply rooted in the region's heritage. Engage in a hands-on traditional cooking demonstration within the welcoming ambiance of a rural village house. Savor the authentic Flavors of Sri Lanka with a delectable lunch that encapsulates the essence of local cuisine. Every moment of this village tour in Sigiriya promises to immerse in the heart and soul of rural village life, creating lasting memories of your Sri Lankan adventure. [2]

International Recognition

Furthermore, to make Sigiriya a great tourism hotspot, we should increase international recognition of Sigiriya. It has many archaeologically important ruins of a palace, ancient arts and sophisticated ancient engineering technologies which have collectively determined that Sigiriya is the *8th wonder* of the world. Sigiriya itself is not an isolated tourist hotspot. It lies in the midst of more than 20 archaeologically, environmentally and historically important destinations such as the Namal Uyana National Park, Pidurangala temple, Bambaragala, and the ancient cave temple of Dambulla.

Sustainable Tourism

Finally, we proposed to promote sustainable tourism in Sigiriya cultural cluster. According to experts from the United Nations World Tourism Organization (UNWTO), both local and foreign tourists are now more likely to demand a focus on sustainability, connections with local communities, open-air and nature-based cultural experiences, etc. Therefore, developing the tourism industry based on a *sustainable model*, or, in other words, the sustainable tourism model is important.

CONCLUSION

This cultural cluster includes the creation of a plastic free zone, upskilling neighbouring communities to be interpreters, management of tourist flow through digital technology, development of neighbouring attractions such as Pidurangala and Kaludiya Pokuna for visitor overflow and distribution. Tourism depends on the preservation of an attractive environment and certification acts as an incentive to tourism providers to rebuild these locations to be more eco-conscious.

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LAUKU TŪRISMA POTENCIĀLA ATTĪSTĪBA LATGALES REĢIONĀ LATVIJĀ

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ANOTĀCIJA

Mūsdienās lauku tūrisms ir kļuvis par nozīmīgu tūrisma procesu un kultūras piedāvājumu daļu, kā piesaistīt ne tikai ārvalstu tūristus, bet arī vietējos tūristus konkrētai galamērķi. Rakstā tika pētīts lauku tūrisma pakalpojumu piedāvājums Latgales reģionā. Tika izanalizēti un aprakstīti lauku tūrisma resursi kā Latgales reģiona tūrisma potenciāla neatņemama sastāvdaļa.

Par pētījuma avotiem tika izmantota informācija no masu medijiem, tūrisma aģentūru mājaslapas un ekspertu viedokļi par lauku tūrisma attīstības iespējām Latgales reģionā Latvijā.

Atslēgvārdi: lauku tūrisms, tūrisma potenciāls, tūrisma resursi, Latgales reģions, Latvija

ABSTRACT

Today, rural tourism has become an important part of tourism processes and cultural offerings, how to attract not only international tourists, but also attract domestic tourists, to a specific destination. The article studied the offer of rural tourism services in the Latgale region. Rural tourism resources were analyzed and described as an integral part of the tourism potential of the Latgale region.

The sources of the study were information from the mass media, travel agency websites and expert opinions on the development opportunities of rural tourism in the Latgale region of Latvia.

Keywords: rural tourism, tourism potential, tourism resources, Latgale region, Latvia

IEVADS. INTRODUCTION

Lauku tūrisms ir tūrisma veids, kura galvenais mērķis ir piedāvāt patērētājiem iespēju atpūsties un/vai izmantot tūristu mītnes lauku apdzīvotās vietās, izņemot republikas nozīmes pilsētas. Kā arī lauku tūrisms ir viens no veidiem, kā uzturēt lauku vidi sakoptu, apsaimniekotu, piedāvājot to tūristiem par atpūtas vietām. Pateicoties lauku tūrisma uzņēmējdarbībai tiek radītas jaunas darba vietas, tiek saglabātas un pilnveidotas lauku ainavas, tiek palielināts saimniecībās ražotās produkcijas noiets, tiek palielināti ienākumi lauku uzņēmējiem.

Latgale ir sena latvju zeme, kura aizņem gandrīz vienu ceturto daļu Latvijas. Latgalē dzīvo aptuveni trešdaļa Latvijas iedzīvotāju. Vēsturiski par Latgali tika dēvēta Latvijas teritorija uz austrumiem no Daugavas, no lībiešu cilts robežas līdz slāvu robežām. Senā Latgale (tagadējā Vidzeme un Latgale), esot poļu pakļautībā XVI.gadsimtā, saucās "Pārdaugavas hercogiste". Latgales 150 pilskalni vēl tagad liecina par nocietinātām novadu pilīm, kurās valdīja pašu zemes vecākie, kungi un lielkungi [5].

Latgales reģionā ietilpst 7 novadi – Augšdaugavas novads, Balvu novads, Krāslavas novads, Ludzas novads, Līvānu novads, Preiļu novads, Rēzeknes novadi un divas valstspilsētas: Daugavpils un Rēzekne [4].

Latgalē ikdienā tiek lietota latgaliešu valoda. Latvijā vēsturiski ir izveidojušās divas valodas tradīcijas: latviešu literārā jeb kopnacionālā valoda un latgaliešu valoda kā reģionāls veidojums. Tās pirmie rakstu "pieminekļi" radušies jau XVII. gs. sākumā, kad Latvijas austrumu daļa jeb

tagadējā Latgale palika Polijas pakļautībā un katoļticības ietekmē, bet Vidzeme - Zviedrijas pakļautībā un luterānisma ietekmē.

Pētījuma mērķis ir novērtēt lauku tūrisma attīstību Latvijā, un tā potenciālu Latgales reģionā, veikt secinājumus un priekšlikumus, lauku tūrisma uzņēmējdarbības attīstībā. Pētījuma objekts ir lauku tūrisma potenciāls Latgalē. Pētījuma priekšmets ir lauku tūrisma resursu piedāvājuma apraksts un analīze Latgales reģionā.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Tūrisma nozare Latvijā pēdējās desmitgadēs ir labi atpazīstama un nozīmīga tautsaimniecības sastāvdaļa. Šobrīd Latvijā viens no populārākajiem tūrisma veidiem ir lauku tūrisms, kas ir nozīmīgs lauku ekonomikas veidošanā. Tūrisma asociācijas "Lauku ceļotājs" dati liecina, ka neskatoties uz pandēmijas radīto krīzi, lauku tūrisms ieņem pirmo vietu Latvijas laukos, ņemot vērā vietējo un ienākošo tūrisma [6].

Latvijā lauku tūrisms stabili attīstās, tūristu pieprasījums pēc atpūtas laukos gadu no gada strauji pieaug. Lauku dzīvesveids kļūst atvērts un iepazīstams ikvienam, tomēr vēl arvien tā iespējas netiek pietiekoši izmantotas tūrismā. Jau šobrīd tūrisma saimniecībās piedāvā dažādas programmas un meistardarbnīcas, piemēram, maizes cepšanu, rokdarbus, pirts gudrības, SPA laukos, sezonas ēdienu gatavošanu, aktivitātes dabā, saskarsmi ar dzīvniekiem. Veidojas arī piedāvājums uzturēties šādās saimniecībās ilgāku laiku, lai izbaudītu dzīves ritmu bez stresa, iesaistītos dažādos saimniecības darbos, vērotu dabas norises.

Ar tūrisma potenciālu zinātniskā literatūrā saprot konkrēta reģiona tūrisma resursu un tūrisma infrastruktūras kopumu, kas spēj maksimāli nodrošināt tūrisma pakalpojumus to vislabākās izmantošanas apstākļos [13]. Tiek veikts tūrisma potenciāla novērtējums, lai noteiktu tūrisma attīstībai nepieciešamās reģiona iespējas, līdzekļus un resursus, kā arī to attīstības un izmantošanas pakāpi šobrīd.

Tūrisma infrastruktūra ir tūrisma nozares un ar to saistīto citu nozaru (transporta, tirdzniecības, sakaru, kultūras, veselības aizsardzības u.tml.) pakalpojumu kopums, kas nodrošina tūrisma nozares darbību [9].

Tūrisma potenciāla novērtēšanas pamatā ir tūrisma resursu analīze. Pašreiz pasaulē, tajā skaitā Latvijā, ir ļoti dažādi priekšstati par tūrisma resursiem. Tas rada atšķirīgus viedokļus, analizējot priekšnoteikumus konkrētās vietas tūrisma attīstībai. Tūrisma resursu analīze ļauj noteikt tūrisma infrastruktūras apjomus un veidus, kas nepieciešami konkurētspējīgu tūrisma kompleksu izveidei reģionā.

PĒTĪJUMA REZULTĀTI. RESULTS AND THEIR EVALUATION

Latgale ir viens no četriem Latvijas kultūrvēsturiskajiem novadiem, kuru spēcīgi ietekmējusi kaimiņvalstu – Krievijas, Baltkrievijas un arī Lietuvas – kultūra. Īpaša pazīme, ar kuru Latgale izceļas pārējo kultūrvēsturisko novadu vidū, ir viesmīlība. Nekur citur Latvijā jūs nepiedzīvosiet tādu sirsniību un viesmīlību kā valsts austrumdaļā [10].

Jau pirmajos tūrisma ceļvežos par Latgali XX. gs. sākumā populārākās vietas Latgalē lielā mērā sakrīt ar populārākajām vietām mūsdienās (Daugavpils, Rēzekne, Aglona, Krāslava u.c.), kaut arī tūrisms ir kļuvis daudzveidīgāks [1].

Latgales reģiona tūrisma piedāvājums XXI. gs. ir daudzveidīgs, taču arī atšķirīgs saturā un kvalitātē. Lielākā daudzveidība saistāma ar kultūras mantojumu, mazāk ir dabas tūrisma produktu, lai arī daba, plašums un kultūrainava iesaistīta vairākos tūrisma produktos.

Tabula 1. Tūrisma resursi Latgales reģionā

Nr.p.k.	Tūrisma resursu raksturojums
1.	<i>Dabas resursi</i>
	<p>Latgale no citiem Latvijas reģioniem atšķiras ar lielu dabas un klimatisko daudzveidību. Latgale lepojas ar vairāk nekā 1200 ezeriem, ne velti Latgali dēvē par Zilo ezeru zemi. Ezeri šajā pusē ir ik uz soļa [4]. Latgalē atrodas Latvijas lielākais ezers Lubāns (82,1 km²) un dziļākais ezers Drīdzis (maks. dziļums 63m), kas ir dziļākais Baltijā, otrs Latvijā lielākais ezers Rāzna (saukts arī par Latgales jūru) atrodas netālu no Rēzeknes pilsētas. Ap ezera teritoriju vijas arī Rāznes Nacionālais parks un tā apkārtnē ar savām daudzajām salām (36) greznojas arī salām bāgātākais ezers Latvijā – Ežezers, Tepat plūst arī mūsu likteņupe Daugava un atrodas dabas parks “Daugavas loki”. Savukārt unikāls ar teikām apvītais Velnezers slavens ar savu īpatnējo ūdens krāsu. Noslēpumainais Velnezers ir izcili piemērota vieta, kur iegrimt mierpilnās un dziļdomīgās pārdomās. Dabas apskates objekti Latgalē ir tie, kas liks elpai aizrauties un rosinās kaut uz mirkli piestāt no ikdienas steigas un izbaudīt mieru. Bez šaubām – Latgales pusē katrs spēs atrast savai sirdij tīkamu atpūtu, te plašā piedāvājumā ir dabas tūrisms un dažādas pastaigu takas, aktīvā atpūta, aizraujoši interešu objekti un lieliskas naktsmītnes.</p> <p>Latgale tūristus sveicina ar saviem gleznainajiem dabas skatiem: paugurainās mozaīkveida ainavas ar daudziem ezeriem, mežiem, un pakalniem, ka arī ģeoloģiskie objekti - dižakmeņi (Latvijas lielākais dižakmens atrodas Nīcgalē (130 m³), gravas, kraujas.</p>
2.	<i>Kultūras resursi</i>
	<p>Vairāki Latgales reģionam nozīmīgi tūrisma resursi akcentēti arī dažādu tematisko jomu ekspertu atzītos apkopojumos. Piemēram, kultūras tūrismā tāds ir Latvijas kultūras kanons, kas izceļ īpašo, autentisko un oriģinālo Latgalē. Latvijas kultūras kanonā iekļauta Latgales podniecība (īpaši melnā jeb svēpētā keramika), kā arī maija dievkalpojumi brīvā dabā pie ceļmalas un ciema (sādžu) krustiem, kas veido savdabību Latgales kultūrainavā. Vispārīgāka ir latviešu viensēta, 16.–21. gs. un ar to saistītais lauku dzīves veids, kas Latgalē iezīmējas ar sādžu apdzīvotību, Latgales tipisko sētu un vietām šņoru zemju vai kopīgo ganību saimniekošanu. Latgales podnieku darinātā keramika - krūkas, podi, svečturi, vāzes, šķīvjī, svilpaunieki - ir tradicionālā Latgales vizītkarte. Katrs Latgales podnieks darbojas savā īpašā stilā, atstājot personīgo rokrakstu Latgales amatniecībā. Arī lupatu segu aušana, dažādu adījumu, tamborējumu, kokgriezumu, klūdziņu pinumu veidošana ir Latgalē populāri amati un atspoguļo novada lietišķās mākslas īpatnības [8].</p> <p>Rēzeknei tūristus piesaista vienu no ievērojamākajām 2013. gada būvēm Latvijā –Latgales vēstniecība GORS, kas ir Baltijā pirmā no pašiem pamatiem celtā akustiskā koncertzāle.</p>
3.	<i>Kultūrvēsturiskie un reliģiskie resursi</i>
	<p>Tāpat viesus Latgalē sagaidīs brīnišķīgas muižas, pilis, pilskalni un cietokšņi.</p> <p>Latgale ir arī bagātīga ar ļoti labi saglabājušajām pilīm un muižām, kas ir tūristu iemīļātākās apskates vietas. Latgales piļu un muižu parki ir vieni no Latvijā lielākajiem.</p> <p>Latgalē ir bagātīgs kultūrvēsturiskais mantojums, kam pa vidu visā savā spožumā atrodas Aglonas bazilika. Paralēli tam Latgalē apskatāmi arī citi izcili dievnami, sākot no nelielām un mājīgām koka baznīciņām, līdz īstenām arhitektūras pērlēm.</p> <p>Latgales kultūrainavai raksturīgi ir krucifiksi ceļmalās, baltie dievnamu torņi pāri siliem, pilskalni, muižas un pilis. Pasaules mēroga katolicisma svētvietu Aglonas baziliku ik gadus apmeklē tūkstošiem svētceļnieku no tuvas un tālas apkārtnes.</p>
4.	<i>Atpūtas resursi</i>
	<p>Daudz tematisko piedāvājumu veidojies atpūtas un izklaides jomā, tostarp plaši attīstījies ēdienu un dzērienu piedāvājums, kaut arī reģionā trūkst augstas kvalitātes restorānu līmeņa ēdināšanas vietu. Te ietilpst arī kāzu svinību piedāvājumi, sports un rekreācija, daiļdarzu</p>

apmeklējums, suvenīru iegāde u.c. Plaši attīstījies personīgās izziņas un labjūtes piedāvājums (t.sk. melnā pirts, pirts, masāžas un skaistumkopšana), vaļasprieku apguve un profesionālā pilnveide, reliģiskie svētki. Visplašāk Latgalē pārstāvēta ir kultūras mantojuma un radošā tūrisma joma, iekļaujot kultūras vēstures mantojuma vietas, amatniecības tradīcijas, mūsdienīgus publiskos pasākumus u.c. [1].

5.

Informācijas resursi

Latgales reģionā darbojas 11 tūrisma informācijas centri. Tūrisma informācijas sniedzēju kompetencē ir tūrisma informācijas apkopošana un sniegšana par savu apkalpoto teritoriju (informācija par tūrisma objektiem, pakalpojumiem, pakalpojumu sniegšana u.tml.), kā arī tūrisma veicināšana (mārketinga aktivitāšu koordinēšana) Latgalē. Būs ko darīt grupām, draugu kompānijām, ģimenēm un pāriem, sola Latgales reģiona Tūrisma asociācija [9].

Tūristu mītņu kapacitāte Latgalē pieaugusi pamazām, bet lēcieneidīgi – pēc Latvijas pievienošanās ES un plašāka finansējuma pieejamības lauku tūrisma attīstībai. Diemžēl daļa tūristu mītņu ir pārtraukušas komercdarbību. Kopā 2019. gadā Latgales reģionā viesus uzņēma 360 tūristu mītnēs – visvairāk viesu mājās (tostarp atpūtas kompleksos) un brīvdienu mājās. Lielākā tirgus daļa tūristu mītņu segmentā ir Daugavpils pilsētai (24 % pēc numuru skaita viesiem), tad Rēzeknei (14 %), kam seko Daugavpils, Krāslavas un Aglonas novadi (8–10 % no Latgales tūristu mītņu kapacitātes). Pārējie novadi sadala atlikušo trešo daļu no tūristu mītņu kapacitātes [1].

Pēc Latgales uzņēmējdarbības stratēģijas sniegtās informācijas, lauku tūrisma mītņu piedāvājumi lielākoties saistāmi ar dažāda mēroga konferenču, darbsemināru, korporatīvo pasākumu rīkošanu. Lauku teritorijas ar dabas un kultūras piedāvājumu, īpaši lielo pilsētu tuvumā, ir pievilcīgas šādu pasākumu rīkošanai. Šobrīd šādi piedāvājumi Latgalē pieejami lielajos atpūtas kompleksos, kuri nodarbojas arī ar dažādu privāto pasākumu (kāzu, dzimšanas dienu svinību u.c.) norises vietu nodrošināšanu.

6.

Darbaspēka resursi

Latgale ir bagāta ar savu cilvēku sirsnību un plaši atvērtām namu durvīm, kas tā vien gaida jaunus gostus (viesus). Tomēr tas, kas padara šo reģionu tik īpašu, ir ļoti bagātīgā kultūra, ko veidojušas daudzās etniskās grupas. Šeit ģimenes un vietējie uzņēmēji vienmēr sagaida tūristus ar atplestām rokām.

Latgales kulinārais mantojums ir pavisam īpaša reģiona savpatība, šeit katra sevi cenoša namamāte neļaus nevienam viesim celties no galda, kamēr nebūs izgaršots katrs ēdiens un pasūtītas papildporcijas [8].

Gaišs prieks un piedzīvojuma garša rodas sarunās ar sastaptiem cilvēkiem, kuri laipni sagaida, ielaiž savās dzīvēs un mājās. Apceļojot Latgali, vēro kā laikmetīgais ir savijies ar tradicionālo, harmoniski viens otru papildinot un bagātinot. Latgale rada lieliskus stāstus un idejas, dod tiem spēku un siltumu. Tas pats notiek ar cilvēkiem, kas nokļūst Latgalē. Latgale ir patiesa, sirsnīga un silta.

7.

Nemateriālie resursi

Tūrisms Latgalē attīstās straujās tempos, tomēr šeit netiek piemirsts par senču tradīcijām un amatu prasmēm, to visu Latgales viesi var apskatīt vai pat apgūt pašu rokām.

Daudznacionālais reģions ir tik kontrastains un bagātīgs, ka ikvienam, kurš plāno doties apceļot Latgali, ieteicamais ceļojuma ilgums ir vismaz trīs dienas. Latgale viesus sagaida ar pārsteidzošiem jaunatklājumiem, kur gadu simtiem senas tradīcijas organiski savijas ar mūsdienu iespējām un ērtībām.

Latgale ir cytaidi (citādi) latviska – nesteidzīgais dzīves stils un dzīvās dabas klātbūtne katrā mirklī bagātinās tavu ceļojumu un padarīs to neaizmirstamu. Latgale rada pozitīvi

uzlādējošas emocijas, apstādina prāta trako skrējieni un vedina uz drosmīgām pašatklāsmēm. Šajā ceļojumā tev šķiet pieder visas pasaules laiks, lai vari mierpilni baudīt brīvdienas [8].

8.

Investīciju resursi

Latgali kā savu ražošanas uzņēmumu bāzes vietu aizvien vairāk izvēlas ārvalstu investori, to pamatojot ar ievērojami zemākām ražošanas izmaksām (darba algas, nodokļi, izejvielas). Latgales novadi un pašvaldības ir īpaši ieinteresētas savu industriālo teritoriju attīstīšanā un sniedz atbalstu investoriem šo teritoriju sakārtošanā.

Ievērojami zemākās uzņēmumu ienākumu likmes kā citur Eiropā, Rēzeknes un Latgales speciālās ekonomiskās zonas regulējums, kā arī dažādas Eiropas Savienības atbalsta programmas, uzturēšanās atļauju programma un citi atbalsta instrumenti, Latgali padara par īpaši piemērotu vietu investīcijām.

Latgale ar saviem dabas resursiem (ezeri un meži), zaļo vidi, ir ļoti piemērota vieta dažādu atpūtas kompleksu izveidošanai. Īpaši interesants investīciju objekts ar augstu potenciālu, tostarp eksporta, ir Latgales „melns zelts”- sapropelis, ko iegūst no ezeru gultnēm, un kas ir izmantojams augsnes kvalitātes un ražības palielināšanai [3].

Apstākļi, kas pamato investīciju perspektīvas:

- infrastruktūra un resursu pieejamība ražošanas uzņēmumiem (metālapstrāde un mašīnbūve, tekstilrūpniecība, kokapstrāde, pārtikas un dzērienu ražošana);
- dabas resursu daudzveidība (ūdens, zemes, mežu resursi, sapropelis);
- atbilstoša vieta „Eko” aktivitātēm (tūrisms, SPA, ekoloģiska pārtika).

Vairāki starptautiski vai nacionāli atpazīstami tūrisma zīmoli izceļ īpaši akcentējamās Latgales vietas: kultūras zīme “Latviskais mantojums”, kas piešķirta tradicionālo prasmju vietām, kulinārā mantojuma vietas, Eiropas izcilāko galamērķu EDEN zīmols, Zilā karoga pludmales sertifikāts Daugavpils pludmalēs pie Stropu ezera, reģionam nozīmīgs Lakuga.lv uzsāktās akcijas sauklis “Latgalīšu volūdai draudzeīga vīta”. Viens no mēģinājumiem tematiski apvienot pakalpojumu sniedzējus atšķirīgi pozicionētos nelielos tūrisma puduros saistīts ar 33 Latgales “tematiskajiem ciemiem” [1].

KOPSAVILKUMS. CONCLUSION

Latvijas reģioni ir spējīgi piedāvāt konkurētspējīgu tūrisma produktu un pagriezt tūrisma plūsmu reģionu virzienā. Jāpiebilst, ka šajā procesā valstī jābūt konkrētam reģionālās attīstības plānām, kas nodrošinātu investīciju piesaisti tūrisma uzņēmējdarbības vides nodrošināšanai reģionos. Investīcijas tūrisma industrijā sāks plūst, ja reģions būs pierādījis spēju piesaistīt lielu skaitu tūristu ar daudziem pievilcīgiem piedāvājumiem. Pēdējais nav iespējams bez sakārtotas tūrisma infrastruktūras [7].

Pamatā tūrisma nozarē ir mazie uzņēmumi ar neregulāriem un sezonāliem ienākumiem. kur tūrisms kā papildu ienākumu avots. Lauku tūrisms rada pieprasījumu brīvā laika, ēdināšanas, atpūtas pie dabas, brīvdienu māju pasākumiem. Tas palielina tirdzniecības apgrozījumu pašvaldības teritorijā. Nodrošinot labākus pakalpojumus iebraucējiem, sadzīves apstākļi uzlabojas arī iedzīvotājiem. Tas savukārt veicina augstākas kvalifikācijas un prasmju darbaspēka piesaistīšanu. Tūrisms palīdz piesaistīt investorus, kuriem vajadzīgs prasmīgs darbaspēks.

Lauku tūrisma potenciāls tiek izmantots tikai daļēji. Viens no iemesliem — naudas trūkums. Uzņēmējiem, kas vēlas attīstīt šo pakalpojumu laukos, ir visai grūti, ja nav pašu līdzekļu, uzkrājumu, lai varētu izveidot savu biznesu.

Lauku tūrisms pastāvēs tikai tad, ja lauki būs lauki, nevis apbūvēti ciemati ar kotedžām un viesu mājām. Lauku tūrismam ir vajadzīga lauku vide, kur notiek ražošana, kaut kur tālumā dudina traktors un mauj govīs, kur lauku cilvēki stāda, audzē un sēj. Infrastruktūra ir numur viens, kā

laukos pietrūkst. Infrastruktūras lietas laukos ir tik nesakārtotas, ka tās absolūti bremsē tūrisma attīstību. Daudzās vietās ceļi ir nesakārtoti, ir grunts ceļš un sliktos stāvokļos. Latgalē ir fantastiska daba, un pieprasījums pēc Latgales vasarā ir milzīgs. Piedāvājums gan tur ir daudz mazāks, bet pamazām attīstās. Latgalē ir ezeri, kurus joprojām nav nopirkuši bagāti cilvēki un apvilkuši tiem riņķī žogus. Tur aizvien vēl ir tā unikālā, neskartā daba, ko var atrast tikai Latgalē [12].

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COVID - 19 PANDĒMIJAS IETEKME UZ TŪRISMA UZŅĒMĒJDARBĪBU LATVIJĀ

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ANOTĀCIJA

Tūrisma nozare ir viena no lielākajām Latvijā - nozares tiešās investīcijas iekšzemes kopproduktā ir aptuveni viens miljards eiro jeb gandrīz 5%. Covid-19 ir bijis izaicinājums Latvijā un pasaulē. Pandēmijai attīstoties, situācija strauji mainījās. Šādas krīzes laikā atsevišķi uzņēmumi, īpaši mazie, nespēja ātri piesaistīt jaunus līdzekļus. Covid-19 ir kavējis tūrisma nozares attīstību, un daudzi uzņēmumi bijuši spiesti uz nenoteiktu laiku slēgt savus uzņēmumus un atlaist darbiniekus. Rakstā tika pētīts, kā Covid-19 ietekmēja Latvijas tūrisma biznesu.

Atslēgvārdi: Covid-19, pandēmija, ietekme, uzņēmējdarbība, tūrisms

ABSTRACT

The tourism sector is one of the largest in Latvia - the sector's direct investment in gross domestic product is about one billion euros or almost 5%. Covid-19 has been a challenge in Latvia and the world. As the pandemic developed, the situation changed rapidly. During such a crisis, some companies, especially small ones, are unable to quickly attract new funds. Covid-19 has hampered the development of the tourism industry and many companies have been forced to close their companies indefinitely and lay off workers. The article investigated out how Covid-19 affected tourism business of Latvia.

Keywords: Covid-19, pandemic, impact, business, tourism

IEVADS. INTRODUCTION

Pasaulē Covid-19 pandēmija ļāvusi vaļu bailēm tādā apmērā, kāds kopš Otrā pasaules kara nav piedzīvots. Līdz 2020. gada jūnija beigām visā pasaulē bija inficēti desmit miljoni iedzīvotāju, vairāk nekā piecsimt tūkstoši miruši. Katra diena nesa sev līdzīgas briesmīgas ainas: Ņujorka algoti cietumnieki aizsargtērpos rok pagaidu kapus neskaitāmiem koka zārkiem; britu premjerministrs cīnījās par dzīvību intensīvas aprūpes palātā; organizācija «Ārsti bez robežām» ierīkoja apmetni Briseles centrā; ASV prezidents rekomendēja iedzīvotājiem pašiem sev injicēt dezinfekcijas līdzekli. Bailes no nāves pavadīja bailes par ekonomikas sabrukšanu [8].

Covid-19 ir bijis izaicinājums Latvijā un pasaulē. Pandēmijai attīstoties, situācija mainījās strauji. Lai samazinātu Covid-19 izplatību, daudzās valstīs bija uzsākti dažādi slimības izplatības ierobežojoši pasākumi, kā arī bija izsludinātas ārkārtas situācijas.

Krīzes situācijas uzņēmējdarbība visbiežāk asociējas ar apgrozījuma un peļņas kritumu, algu samazināšanu ātri piesaistīt jaunus līdzekļus. Līdz ar to likviditātes trūkums varēja pārvērsties maksātnespējā, pastiprinot makroekonomiskos un sociālos riskus.

Pētījuma mērķis ir novērtēt Covid-19 pandēmijas ietekmi uz tūrisma uzņēmējdarbību. Pētījuma objekts – tūrisma industrija Latvijā, pētījuma prieksmets - tūrisma nozares attīstība Covid-19 apstākļos.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Tūrisms ir viena no vadošajām nozarēm pasaulē un Latvijā. Ienākošā tūrisma attīstība labvēlīgi ietekmē valsts IKP un maksājumu bilanci, rosina ekonomisko darbību, veicina infrastruktūras attīstību un vides kvalitātes uzlabošanu.

Starptautiskais tūrisms veido gandrīz 5% no Latvijas iekšzemes kopprodukta (IKP) un līdz šim ir devis būtisku ieguldījumu Latvijas eksporta bilanci, veicot vienu no lielākajām investīcijām pakalpojumu eksporta kopējā vērtībā, 2019. gadā sasniedzot vēsturiski augstāko līmeni. Latvijas Republikas ekonomikas ministra teiktā, tūrisma nozare 2020.gada nogalē bija uz bankrota sliekšņa, cīnoties ar Covid-19 infekcijas izplatību un nosakot ierobežojumus [10].

2020.gads 2. martā atklāja pirmo Covid-19 gadījumu Latvijā un pēc 10 dienām ieviesa ārkārtas tūrisma vīrus neizplatītos. Kopumā Latvijā līdz 2022.gada beigām bija miljons inficēšanās gadījumi. Mirušo skaits sasniedza 6161. Ārkārtas situācijas laikā, tika ierobežota cilvēku pulcēšanās, tika organizēts attālinātais darbs, slēgtas skolas, ierobežotas tirdzniecības un ēdināšana, ieviesta komandantstunda, kā arī virkne citu ierobežojumu. Šie visi ierobežojumi tiešā veidā ietekmēja uzņēmumus un tiem nācās pielāgoties jaunajiem apstākļiem. Protams būtisku atbalstu veica valsts, lai palīdzētu izdzīvot uzņēmumiem šo periodu. Pēc "Lursoft" datiem visplašāk izmantotais atbalsta veids bijis dīkstāves pabalsti, kurus saņēmuši 67% no visiem atbalstu saņēmējiem, savukārt algu subsīdiju pabalstus kopumā saņēmuši 37,3%, bet nokavēto nodokļu maksājumu atlikšanas iespēju izmantojuši nedaudz vairāk kā 4100 uzņēmumi. Vērtējot, cik efektīvs bijis valsts sniegtais atbalsts Covid-19 ierobežojumu skartajiem uzņēmumiem, redzams, ka kopumā no visiem 22,3 tūkst. atbalsta saņēmēju šobrīd likvidēti 3,5%, kas nozīmē, ka ne visiem uzņēmumiem valsts sniegtais atbalsts ļāvis pārdzīvot grūtos laikus. No visiem atbalsta saņēmējiem 1203 gadījumos uzņēmums šobrīd jau likvidēts, uzsākts maksātnespējas process, apturēta tā saimnieciskā darbība vai arī reģistrēta darbības izbeigšana [2].

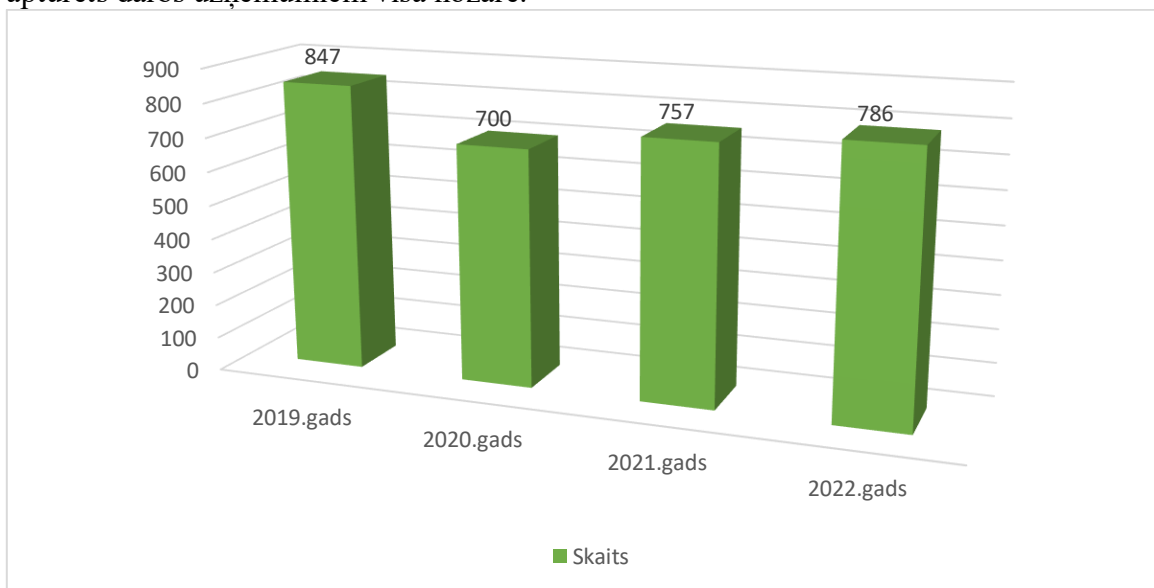
Viena no lielākajām Covid-19 laika krīzes atšķirībām no iepriekšējās ekonomikas krīzes, ko izraisīja globālās finanšu sistēmas krahs 2008. gadā, ir tā, ka pandēmijas ietekme dažādās ekonomikas jomās ir bijusi ļoti atšķirīga un ne visās — negatīva. Daļā nozaru tā ir pat stimulējusi strauju apgrozījuma pieaugumu [1]. Protams ir uzņēmumi, kuri varēja ātri pielāgoties jaunām pārmaiņām un savu darbību pārklassificēt citā jomā, ir uzņēmumi kurus pandēmija būtiski neizskara, ir uzņēmumi, kuri pat nopelnīja uz vīrusa rēķina un ir uzņēmumi, kuri diemžēl neizturēja šo krīzes situāciju. Portāla "BalancePLZ" lasītāju aptaujā kopumā 39% respondentu atbildējuši, ka viņu uzņēmumā apgrozījums samazinājies (16,7% aptaujāto tas samazinājies ievērojami jeb kritums bijis lielāks nekā 30%, bet 22,2% samazinājies 30% robežās). Tikpat daudziem apgrozījums nav būtiski mainījies, savukārt piektdaļai tas ir palielinājies (gandrīz 6% — pat ievērojami palielinājies) [5].

PĒTĪJUMA REZULTĀTI. RESULTS AND THEIR EVALUATION

Covid-19 pandēmija īpaši skāra tūrisma nozari. Pandēmijas ierobežojuma pasākumi, piemēram, starptautisko ceļojumu ierobežošana, īpaši ar gaisa transportu, un karantīna, ir izraisījuši ievērojamu nozares samazināšanos. Nozarē ir gan lielie, gan vidējie uzņēmumi, taču pārsvarā ir mazie uzņēmumi. Kā zināms, krīzes laikā īpaši mazajiem uzņēmumiem var nebūt resursu sagaidīt situācijas uzlabošanu [1].

2020. gadā tūrisma nozare Latvijā sāka piedzīvot vēsturē smagāko krīzi, kurā izšķiroša nozīme bija tam, ka, pamatojoties uz Ministru kabineta rīkojumu Nr.103 "Par ārkārtas situācijas izsludināšanu" [6] mērķis ir ierobežot Covid-19 izplatību un izsludināt papildu piesardzības

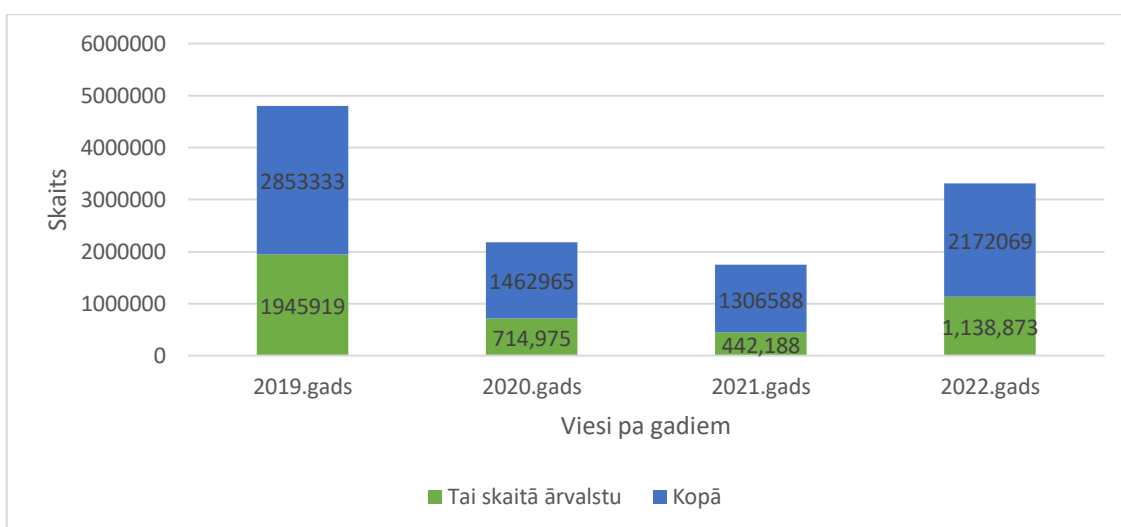
pasākumus lidostās, ostās, autobusos un dzelzceļā laikā no 17. marta līdz 2020. gada 15. maijā tika apturēts darbs uzņēmumiem visā nozarē.



1. att. Viesnīcu un citu mītnu skaits [3]

Kā var redzēt 2020.gadā, kad sākās pandēmija mītnu skaits saruka par 18 % un 2022.gadā skaits vēl arvien nav sasniedzis pirms pandēmijas skaitli. Kā var secināt, tik tiešām daudzi uzņēmēji ir savu darbību tūrisma nozarē pārtraukuši un ar steigu jaunas vietas netiek radītas.

Tūrisms ir nozare, kuru krīzes skar visātrāk, jo te savstarpēji mijiedarbojas cilvēcisks un komerciālais faktors. No Covid-19 krīzes visvairāk skartajām nozarēm 2020.gadā bija tieši izmitināšanas un ēdināšanas pakalpojumu nozare, kad pievienotā vērtība, salīdzinot ar 2019.gadu, samazinājās par 35,6%. Tāpat 2020.gadā, salīdzinot ar 2019.gadu, apkalpoto personu skaits samazinājās par 48,7%, bet pavadīto nakšu skaits par 47,6%.



2. att. Apkalpoto personu skaits viesnīcās un citās tūristu mītnēs [3]

2021. gada Latvijas tūristu mītnēs apkalpots 1,3 miljons ārvalstu un vietējo viesu, kas ir par 11% mazāk nekā 2020. gadā. un 55% nekā 2019.gadā. 2022.gadā ir par 40% vairāk viesu apkalpots nekā 2021.gadā, bet joprojām šī skaitlis nav sasniedzis rādītājus kas bija 2019.gadā. Kā

arī ārvalstu viesi 2021.gada bija par 38% mazāk nekā 2020.gadā un par 77% mazāk nekā 2019. gadā. Kaut arī Latvijas iedzīvotāji varēja droši pārvietoties pa Latviju un šeit ceļot, bet pašu iedzīvotāju aktivitātē nebija liela. Vājāka vietējā tūrisma aktivitāte tieši no Latvijas iedzīvotāju puses skaidrojama [9]:

- ar vakcinācijas progresu (visticamāk, Latvijas iedzīvotāji drošāk jūtas citās valstīs, kur sasniegts augstāks vakcinācijas līmenis);
- saslimšanas gadījumu mazināšanos vairākās ārvalstīs;
- vēlmi izrauties no ikdienas;
- cilvēku gatavību doties tālākos un eksotiskākos ceļojumos, realizējot neīstenotā patēriņa radītos uzkrājumus iepriekšējā gadā;
- radusies iespēja apmeklēt valstis ar mazākiem ierobežojumiem izklaidei;
- aktīvākie ceļotāji jau 2020. gada vasarā apceļoja dzimto zemi un 2021. gadā viņu interese par Latvijas apceļošanu mazinājās.

Vienlaikus jānorāda, ka situācijas ietekme uz tūrisma nozares darbību atšķiras dažādās Latvijas ģeogrāfiskajās vietās, ko ietekmē dažādā vietējo un ārvalstu tūristu koncentrācija. Reģionos, lai arī ierobežotā apjomā, ir bijis iespējams noturēt tūrisma darbību. Arī dažādo pamata tūrisma produktu klāsts katrā no vietām atšķiras. Kopsummā tas veido sarežģītu problēmjautājumu struktūru un tai, salīdzinot ar citām tautsaimniecības nozarēm, nepieciešama specifiska pieeja [11].

Aktuālākie un pieprasītākie tūrisma pakalpojumi Latvijā bija un joprojām ir nelielas naktsmītnes un ēdināšana, mierīga atpūta dabā – pastaigas, pirts un SPA pakalpojumi – viss, kas saistīts ar veselīgu dzīves veidu, nošķirtību un dabu. Lai sekmētu vietējā tūrisma attīstību un pievilcību arī pandēmijas laikā, Latvijā 2020. gadā izveidoti vairāki jauni tūrisma produkti – piemēram, tūrisma maršruti "Militārais mantojums", "Sidra ceļš", "Maizes ceļš", "Aizraujošs ceļojums piļu un muižu parkos", "Mežtaka", "ZTornis", "Sajūtu čiekuri", "Gardēžu tūrisma ceļš", "Taste Hanseatica", "Lost in Latgale Kayaking" u.c. Šie tūrisma produkti gan vairāk ir tendēti uz vietējo iedzīvotāju auditoriju un viesiem no tuvējām kaimiņvalstīm. Savukārt darījumu un pasākumu tūrisma nišā pandēmijas ietekmē ir radusies hibrīdpasākumu jeb digitālu pasākumu nišas uzņēmējdarbība, kur pasākuma organizēšana notiek klātienē, bet skatītāji un lektori var pieslēgties tiešsaistē [11].

Kopuma var secināt, ka tūristu skaits kritās uz pusi, vietējie iedzīvotāji ar nebija aktīvi ceļotāji, bija jūtama sezonālitate, kā arī naktsmītņu ģeogrāfiskais stāvoklis, kā arī daudzas naktsmītnes neizstūrēja spiedienu un apturēja savu darbību. Bet bija tādi, kas izveidoja jaunus tūrisma produktus. Kā pēc CSP datiem var secināt, ka tūrisms vēl nav atgriezies tādā līmenī, kā pirms pandēmijas un visdrīzāk, būs nepieciešams vēl nedaudz laiks, lai tas notiktu.

SECINĀJUMI, PRIEKŠLIKUMI. CONCLUSION

Latvijas Tūrisma un pasākumu nozares eksporta veicināšanas stratēģija 2023.–2027. gadam definē eksportspēju kā būtiskāko komponenti tūrisma nozares attīstības perspektīvā, vienlaikus padarot tūrisma nozari inovatīvāku, ilgtspējīgāku un efektīvāku. Tūrisma politikas mērķis ir Latvijas tūrisma eksporta pieaugums līdz 1,52 mljrd. EUR 2027. gadā. Lai to sasniegtu, valsts atbalsta pasākumi tiek plānoti un īstenoti četros rīcības virzienos – jaunu produktu un galamērķu attīstībā, pieprasījuma veicināšanā, dotos balstītas pārvaldības īstenošanā un uzņēmējdarbības vides tūrisma jomā pilnveidošanā un normatīvā regulējuma sakārtošanā [7].

Pandēmijas Covid-19 dēļ uzņēmumiem bija ierobežota saimnieciskā darbība vai pilnībā tā apturēta. Saskaņā ar Ekonomiskās sadarbības un attīstības organizācijas datiem (ESAO) Covid-19 pandēmija tiek uzskatīta par vienu no lielākajām krīzēm, kas skar ne tikai ekonomiku un tautsaimniecību, bet arī vienlaikus sabiedrības veselību un sabiedrības noskaņojumu [4]. Šādas pārmaiņas ekonomiskajā sistēmā nav novērotas bieži un principā ir asociējamas ar globāla līmeņa

kara izraisītām sekām. Vairāku autoru pētījumos tiek atzīts, ka Covid-19 pandēmija ir liels eksogēns šoks, kas ir mainījis konkurences laukumu, patēriņa un patērētāju uzvedību, radījis uzņēmuma mikroklimata izmaiņas gan maziem, gan lieliem uzņēmumiem, gan valsts pārvaldē.

Valdībai vēlreiz pārskatīt Covid-19 pandēmijas skartos uzņēmumus un censties piešķirt vēl papildus finansējumus, lai tie spētu veiksmīgi izkļūt no Covid-19 pandēmijas sekām un būt pilnība gatavi jauniem pārbaudījumiem.

Tūrisma nozarei censties rast nebijušus risinājumus kā pievilināt tūristus, piemēram, ekskursijas uz ne tik populāriem tūrisma objektiem, lielākas mītnes veidot. Pievilināt vietējos tūristus ar lielākām atlaižu kampaņām un īpašajiem piedāvājumiem.

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ANALYSIS OF THE RESTAURANT INDUSTRY IN CAMEROON

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ANOTĀCIJA

Šis pētījums aplūko dinamisko un mainīgo restorānu nozari Kamerūnā, kas ir būtiska valsts ekonomikas sastāvdaļa. Pēdējo desmit gadu laikā nozare ir piedzīvojusi ievērojamu izaugsmi, ko veicina tādi faktori kā urbanizācija, pieejamo ienākumu pieaugums un patērētāju vēlmju maiņa. Pētījuma mērķis ir analizēt Kamerūnas restorānu tirgus pašreizējo stāvokli, identificējot galvenās tendences, tostarp pieaugošu veselības apziņu, pieprasījumu pēc ērtībām, izmantojot ēdienu piegādes pakalpojumus, un tradicionālās un starptautiskās virtuves sajaukšanu. Neskatoties uz pozitīvo izaugsmes trajektoriju, nozare saskaras ar nopietniem izaicinājumiem, tostarp stingriem valdības noteikumiem, intensīvu konkurenci un infrastruktūras ierobežojumiem. Tomēr, izmantojot tehnoloģiskās inovācijas un paplašinoties neizmantotajos reģionos, šīs problēmas ir iespējams risināt. Risinot šos izaicinājumus un izmantojot pieejamās iespējas, Kamerūnas restorānu nozare var turpināt augt, tādējādi nostiprinot savu lomu ekonomikā un bagātinot valsts kultūras daudzveidību.

Atslēgvārdi: izaicinājumi un iespējas, ekonomiskā ietekme, ēdienu piegādes serviss, restorānu nozares struktūra, statistiskā analīze, tehnoloģiskās inovācijas

ABSTRACT

This study examines the dynamic and evolving restaurant industry in Cameroon, a vital sector of the nation's economy. Over the past decade, the industry has experienced significant growth, driven by factors such as urbanization, rising disposable incomes, and shifting consumer preferences. The objective of this study is to analyze the current state of the Cameroonian restaurant market, identifying key trends, including increasing health consciousness, growing demand for convenience through food delivery services, and the fusion of traditional and international cuisines. Despite the positive growth trajectory, the industry faces notable challenges, including strict government regulations, intense competition, and infrastructural constraints. However, these challenges can be addressed through technological innovations and expansion into untapped regions. By tackling these issues and leveraging available opportunities, the restaurant industry in Cameroon can continue to grow, strengthening its role in the economy and enriching the country's cultural diversity. This paper utilizes data from market research reports and policy analyses to provide a comprehensive overview, offering valuable insights for stakeholders and policymakers.

Keywords: challenges and opportunities, economic impacts, food delivery service, restaurant industry structure, statistical analysis, technological innovations

IEVADS. INTRODUCTION

The restaurant industry in Cameroon is a vital and dynamic segment of the country's service sector, reflecting its rich cultural diversity and evolving economic landscape [1]. This industry plays a significant role in both economic development and social interaction, providing essential services to various population groups while serving as a cornerstone for tourism and cultural exchange [2]. Over the years, it has adapted to changing consumer preferences, demographic shifts, and global culinary trends. Analyzing its current structure and growth trajectory offers valuable insights into the socio-economic realities of Cameroon.

Cameroon's restaurant industry mirrors the country's diverse population, which encompasses over 250 ethnic groups [3]. This diversity is showcased in the variety of cuisines available, ranging from local traditional dishes to international culinary offerings. Traditional Cameroonian cuisine

remains a dominant force in the sector, featuring meals such as Ndolé (a bitterleaf and peanut stew), Ekwang (grated cocoyams wrapped and cooked in cocoyam leaves), Poulet DG (a chicken and plantain dish), and various porridges, all forming the backbone of the industry. These dishes are predominantly served by small-scale local eateries, which numerically dominate the industry.

It is estimated that Cameroon hosts more than 15,000 restaurants, a number that continues to grow annually [4]. These establishments range from informal roadside eateries, commonly referred to as "chop houses," to high-end fine-dining restaurants, as well as an increasing number of international fast-food chains. The distribution of restaurants is heavily concentrated in urban areas, particularly Douala, the economic hub, and Yaoundé, the political capital. Together, these two cities account for approximately 60% of the restaurant industry, underscoring the influence of urbanization on the sector [5]. Smaller cities such as Buea, Bamenda, and Limbe are also emerging as important markets, driven by growing populations and rising tourism activity.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Structure of the Restaurant Industry in Cameroon

The structure of the restaurant industry in Cameroon is as diverse and multifaceted as the country's cultural and economic landscape. It comprises a wide spectrum of establishments, ranging from informal roadside eateries to luxurious fine-dining restaurants and international fast-food chains. Each of these categories plays a unique role in meeting the culinary needs of a growing and increasingly urbanized population. This section explores the organizational structure of the industry, its segmentation, and the roles and interactions of key players within this ecosystem.

1. Segmentation of the Industry

The restaurant industry in Cameroon can be broadly divided into three primary segments based on the type of establishment, scale of operations, and target clientele: small-scale local eateries, high-end restaurants, and international chains. Each of these segments serves distinct customer bases and operates under different business models.

a. Small-Scale Local Eateries

Characteristics:

Small-scale local eateries, often referred to as "chop houses" or roadside stalls, form the backbone of the restaurant industry in Cameroon. They account for the majority of establishments, estimated to comprise over 70% of the total restaurant population. These eateries typically offer traditional Cameroonian dishes such as *Ndolé*, *Ekwang*, *Fufu*, and *Achu*.

Operational Model:

- Operate on a small scale, often family-owned and managed.
- Minimal infrastructure with basic seating arrangements, and some rely on outdoor setups.
- Highly informal, with limited regulatory oversight and little to no adherence to formal business practices such as tax registration or health and safety standards.

Customer Base:

• These establishments cater primarily to local, low- to middle-income customers. Their affordability and proximity make them the go-to option for daily meals, especially for workers, students, and travelers.

Economic Contribution

• While individual revenues are modest, their collective contribution to the restaurant industry is substantial due to their sheer numbers. They also play a critical role in promoting local culinary traditions and creating employment opportunities, especially for unskilled labor

b. High-End Restaurants

Characteristics:

High-end restaurants cater to a more affluent demographic, offering premium services, sophisticated ambiance, and a blend of local and international cuisines [6]. They represent approximately 15% of the restaurant market but contribute disproportionately to the industry's total revenue.

Operational Model

- Operate in urban centers such as Douala, Yaoundé, and Kribi.
- High capital investment in infrastructure, staff training, and marketing.
- Menu diversity, often combining traditional Cameroonian dishes with global culinary trends.

Customer Base:

The clientele includes professionals, expatriates, diplomats, and tourists seeking fine dining experiences. High-end restaurants are also popular venues for business meetings, formal events, and celebrations.

Economic Contribution

These establishments drive innovation within the industry, setting benchmarks for quality, hygiene, and customer service. They also contribute significantly to tax revenues and create skilled employment opportunities, such as for chefs, sommeliers, and event planners.

c. International Chains

Characteristics:

International fast-food and casual dining chains, though a recent addition to the Cameroonian restaurant landscape, are rapidly gaining popularity [7]. Examples include global brands such as KFC and local adaptations of international concepts. These chains account for about 5% of the industry but are growing at a faster rate than other segments.

Operational Model:

- Franchise-based models with standardized menus, service protocols, and branding.
- Heavily reliant on imported ingredients and centralized supply chains to maintain consistency.
- High capital investment and advanced marketing strategies.

Customer Base

International chains primarily attract urban youth and middle-class families who are drawn to their convenience, branding, and novelty.

Economic Contribution

They bring global best practices to the local industry, including technology-driven operations, food safety protocols, and customer engagement strategies. Additionally, they create formal employment opportunities and foster competition, encouraging local players to innovate.

Interactions and Interdependencies

The three segments of the restaurant industry are interconnected, each influencing and responding to changes in the market. For example:

Small-scale eateries and high-end restaurants: Small eateries provide a training ground for cooks who may later transition to high-end establishments [8]. Conversely, high-end restaurants often source specialty ingredients from local producers supported by small-scale eateries.

- High-end restaurants and international chains: Both compete for urban customers, driving innovation and raising quality standards across the board. However, international chains often inspire local high-end restaurants to adopt global trends and integrate them into Cameroonian cuisines.

2. Employment and Economic Impact

The restaurant industry is one of the largest employers in Cameroon's service sector, providing direct and indirect employment opportunities [9]. It is estimated that the industry

employs over 400,000 workers, ranging from chefs and waitstaff to suppliers and delivery drivers. Employment distribution varies by segment:

- a. Small-Scale Local Eateries: Employ approximately 60% of the industry workforce, with many roles being informal and lacking social protections.

- b. High-End Restaurants: Account for 20% of the workforce, with higher wages and opportunities for professional development.

- c. International Chains: Employ 15%–20% of workers, often offering formal contracts, training programs, and career advancement opportunities.

The restaurant industry also generates substantial indirect employment in related sectors such as agriculture, transportation, and logistics. For instance, local farmers and fishermen benefit from the consistent demand for fresh produce and seafood.

In terms of contribution to GDP, the restaurant industry accounts for approximately 3.5% of Cameroon's GDP, a figure that underscores its importance to the national economy. This contribution is expected to grow as the industry expands and formalizes.

3. Industry Revenue and Employment

Financially, the restaurant industry contributes significantly to Cameroon's GDP. According to industry estimates, restaurants collectively generate an annual revenue of approximately **\$3.72 billion USD**, with growth rates averaging 5–7% per year [10]. This figure includes the contributions of both formal and informal establishments. The informal sector, which encompasses small-scale eateries and street vendors, accounts for nearly 70% of total establishments but generates lower per-unit revenues compared to high-end restaurants and international chains [11].

In terms of employment, the restaurant industry is one of the largest employers in the service sector [12]. It provides jobs for chefs, waitstaff, cashiers, delivery personnel, and suppliers. The informal nature of many small eateries means they provide critical employment opportunities for low-income and unskilled workers, particularly women and youth. Moreover, the industry supports allied sectors, including agriculture (for raw materials such as fresh vegetables, livestock, and fish) and logistics (for food transport and storage).

4. Challenges in the Industry

restaurant industry in Cameroon, like many emerging markets, faces numerous challenges that impede its full potential. These challenges affect various segments of the industry, from small-scale local eateries to high-end restaurants and international chains. They include:

a. Supply Chain Limitations

Supply chain issues remain one of the most persistent challenges for restaurants in Cameroon [13]. These challenges stem from both local and international supply constraints, which can affect the availability, quality, and cost of ingredients. The restaurant industry, particularly in rural and suburban areas, often struggles with the procurement of fresh produce, specialty items, and imported goods.

b. Infrastructure Issues:

Infrastructure is another major challenge that impedes the growth of the restaurant industry in Cameroon.

- **Poor Roads and Transportation Networks:** In rural and peri-urban areas, poor road conditions hinder the transportation of goods and services. This not only delays food delivery times but also affects the quality of ingredients that reach restaurants. For example, fresh produce may spoil during transit, impacting the quality of meals served.

- **Inconsistent Access to Utilities:** Electricity and water supply are often erratic in some parts of Cameroon. Unreliable electricity can result in power outages that disrupt cooking processes and cause food spoilage, which can directly affect restaurant operations. The inability to maintain consistent water supply also poses challenges in maintaining hygiene standards, which are critical in the foodservice industry.

- **Limited Waste Management Systems:** Effective waste management is crucial for restaurants, especially in urban centers. In many areas, especially those with high population density, the lack of proper waste disposal systems creates sanitation issues. Without proper waste management, restaurants may face health code violations or contribute to environmental pollution.

c. Regulatory Barriers

The regulatory environment in Cameroon presents significant challenges to the restaurant industry. Although the country has made strides in improving its business environment, several hurdles remain that affect restaurant operations, including complex licensing procedures, high taxation, and inconsistent enforcement of regulations.

d. Labor and Skills Shortage

The labor force in the restaurant industry in Cameroon also faces challenges related to skills shortages and high employee turnover. Many restaurant operators struggle to find skilled chefs, waitstaff, and other hospitality professionals. The sector's rapid growth has led to an increased demand for skilled workers, yet the training infrastructure remains underdeveloped.

e. Competition and Market Saturation

The restaurant industry in Cameroon is becoming increasingly competitive, with new businesses opening regularly [14]. While this competition can drive innovation and improve service quality, it also presents challenges, particularly for small-scale eateries and local restaurants.

5. Opportunities in the Industry

Despite the challenges faced by the restaurant industry in Cameroon, there are numerous opportunities for growth, innovation, and development. The country is experiencing significant demographic, economic, and societal shifts, which create favorable conditions for the restaurant sector. These opportunities, which include the rising middle class, increasing urbanization, and growing interest in local and fusion cuisines, present exciting prospects for both new entrants and established businesses in the industry [15].

a. Growing Middle Class and Increasing Disposable Income

One of the most significant opportunities for the restaurant industry in Cameroon lies in the expanding middle class. Over the past decade, there has been a marked increase in the number of individuals with higher disposable incomes, a trend that is expected to continue as Cameroon's economy grows and diversifies. This demographic shift presents restaurants with the opportunity to cater to a wealthier consumer base who are more willing to dine out and pay for higher-quality food and services [16].

b. Urbanization and Growing Demand for Restaurants in Cities

Cameroon is undergoing rapid urbanization, with more people moving from rural areas to urban centers in search of better economic opportunities and living conditions. As cities like Yaoundé, Douala, and Buea grow, so too does the demand for restaurants and food services. Urbanization drives changes in consumption patterns, offering restaurants the chance to expand and thrive in a changing landscape [17].

c. Interest in Local and Fusion Cuisines

As consumer preferences shift towards unique dining experiences, there is an increasing demand for local and fusion cuisines. The rising interest in both authentic local food and creative fusion dishes presents a lucrative opportunity for restaurants to innovate and differentiate themselves in a competitive market.

PÈTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Statistical Analysis and Visual Trends

The restaurant industry in Cameroon has experienced significant changes over the past decade, shaped by demographic shifts, economic developments, and evolving consumer preferences. Statistical analysis and visual representations provide critical insights into these trends, allowing stakeholders to understand the sector's trajectory, identify challenges, and explore opportunities for growth. This section presents a detailed statistical evaluation of the industry, supported by visualizations such as bar charts, line graphs, and pie charts, to illustrate key trends and patterns.

1. Growth in the Number of Restaurants

One of the most noticeable trends in the Cameroonian restaurant industry is the steady increase in the number of establishments [18]. According to recent data:

- The total number of restaurants has grown from 8,500 in 2010 to approximately 15,200 in 2023, representing a compound annual growth rate (CAGR) of 4.9%.
- Small-scale eateries account for over 70% of this growth, driven by increasing urbanization and demand for affordable dining options.
- High-end restaurants and international chains, while fewer in number, have grown at a faster rate of 7–10% annually, reflecting rising disposable incomes and a growing appetite for diverse dining experiences.

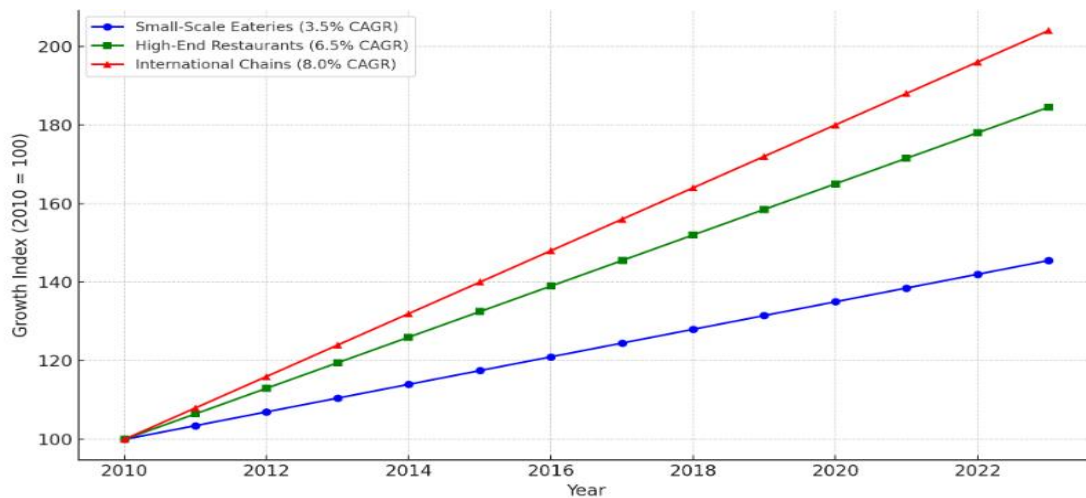


Figure 1. Growth rates of Different Restaurants Segments in Cameroon(2010-2023)(18)

2. Distribution of Restaurants by Region

The spatial distribution of restaurants across Cameroon reveals significant regional disparities [19].

- Urban Centers: Cities such as Douala, Yaoundé, and Kribi host the majority of restaurants (over 60%), driven by higher population densities, wealthier consumers, and robust infrastructure.
- Secondary Cities: Locations like Buea, Bamenda, and Garoua are emerging as key markets, contributing approximately 25% of the total restaurant count.

- Rural Areas: Only 15% of restaurants operate in rural regions, constrained by lower purchasing power and limited infrastructure.

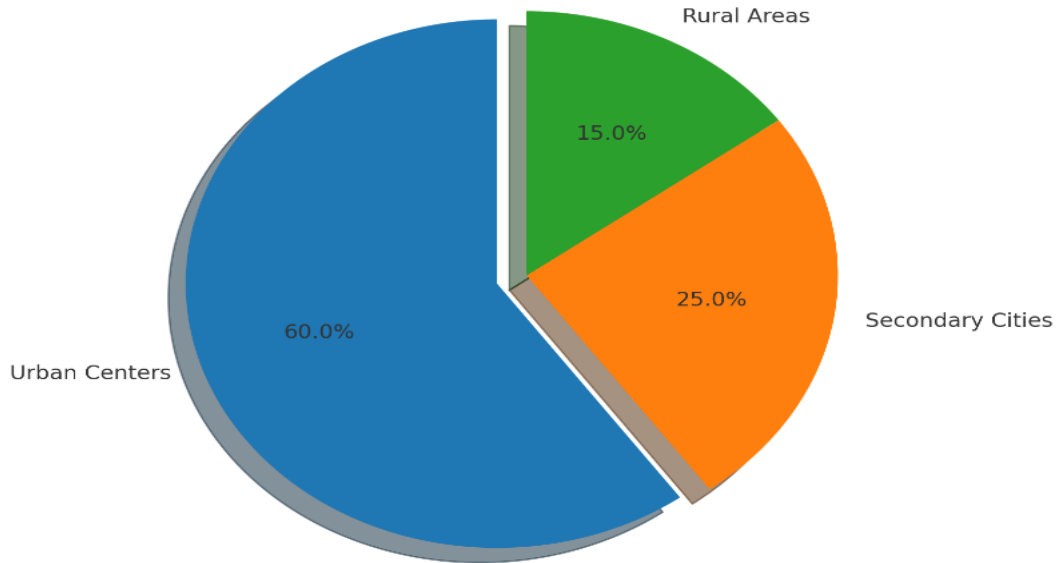


Figure 2. Percentage Distribution Of Restaurants By Regions in Cameroon(19)

3 Visitor Statistics and Consumer Demographics

Restaurant visitation has increased alongside the growth in the number of establishments [20]. Recent studies indicate:

- The average number of monthly visitors to restaurants nationwide has risen from 2.1 million in 2015 to 3.8 million in 2023, representing a 6% annual growth.
- Consumer Age Groups: The primary customer demographic includes individuals aged 18–35 years (55% of visitors), followed by those aged 36–50 years (30%).
- Spending Patterns: Urban middle-class families and young professionals are the primary spenders, with an average dining expenditure of \$8–\$12 per visit.

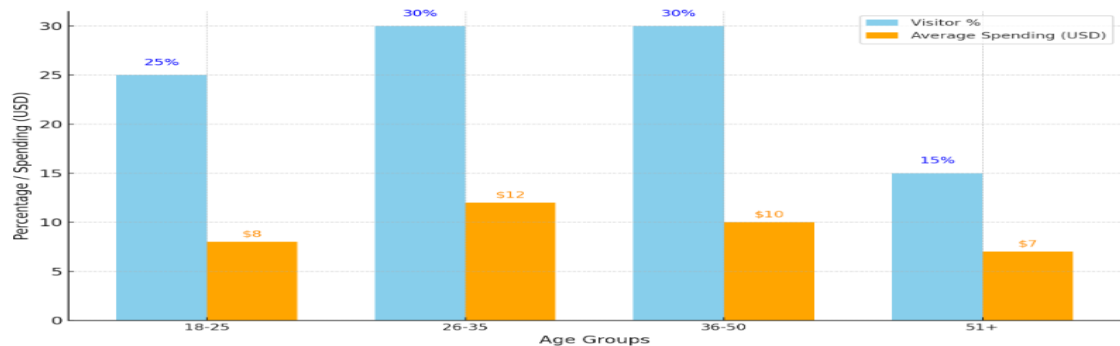


Figure 3. Visitor Demographics And Spending Patterns in Cameroon Restaurants(20)

4 Financial Trends in the Industry

Financial statistics highlight the economic significance of the restaurant sector [21].

- Revenue Growth: Industry revenues have grown from \$1.8 billion USD in 2015 to \$3.72 billion USD in 2023, a CAGR of 7.4%.

- **Profit Margins:** Profitability varies by segment, with small-scale eateries maintaining modest margins of 10–15%, high-end restaurants achieving 20–30%, and international chains reaching up to 35%.

- **Employment Contribution:** The industry employs over 400,000 workers, with approximately 60% in informal roles at small-scale eateries.

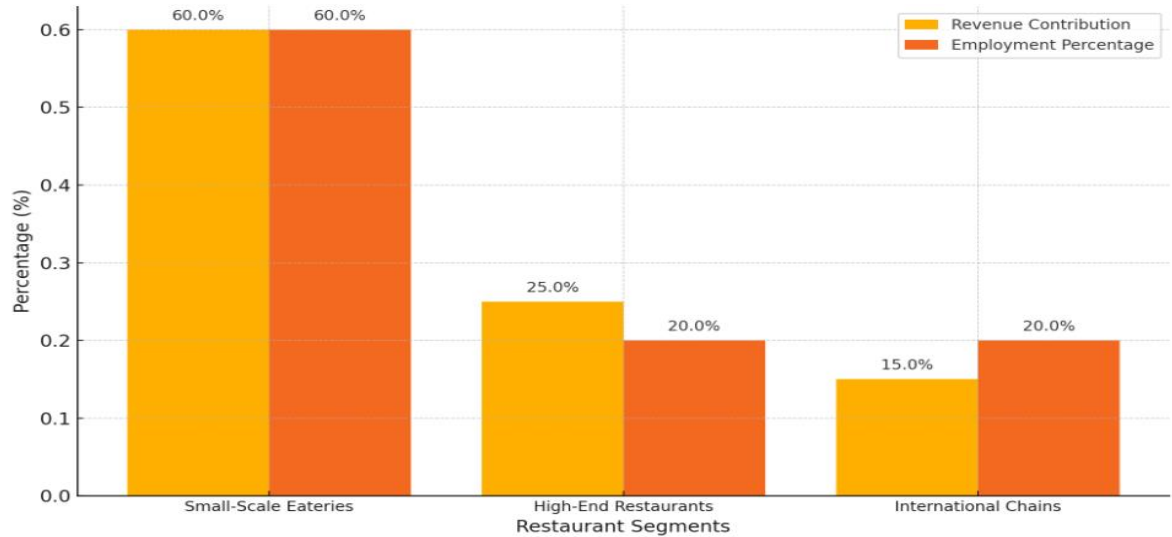


Figure 4. Economic impact of Restaurant Segments in Cameroon(21)

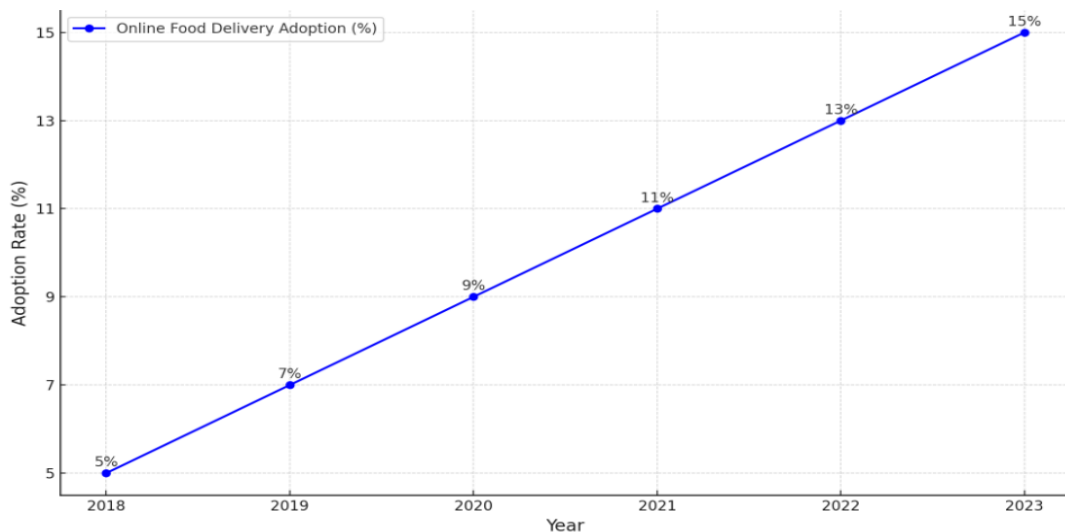
5 Trends in Consumer Preferences

Changing consumer preferences have influenced the restaurant industry’s offerings [22].

- **Traditional Cuisine:** Dishes like *Ndolé*, *Fufu*, and *Achu* remain highly popular, with 70% of consumers opting for traditional meals at least once a week.

- **Fusion Cuisine:** A rising interest in fusion dishes combining local and international flavors has spurred innovation, especially among high-end restaurants.

- **Convenience and Technology:** Food delivery services have grown significantly, with 15% of consumers using digital platforms to order meals in 2023, up from 5% in 2018.



Growth of Online Food Delivery Adoption in Cameroon.(2018-2023)(22)

KOPSAVILKUMS. CONCLUSION

The restaurant industry in Cameroon is a dynamic and rapidly evolving sector, shaped by diverse consumer preferences, economic trends, and cultural influences. Small-scale eateries, high-end restaurants, and international chains each play a critical role in meeting the needs of different market segments. Despite challenges such as supply chain limitations, infrastructure deficiencies, and regulatory barriers, the industry is well-positioned to seize opportunities arising from urbanization, a growing middle class, and increasing global interest in Cameroonian cuisine. Effectively addressing these challenges and harnessing emerging trends will be essential for sustaining growth and fostering innovation within the industry.

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THE EVOLUTION OF ADVENTURE TOURISM: ANALYZING EMERGING TRENDS AND IDENTIFYING KEY GLOBAL DESTINATIONS

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ANOTĀCIJA

Piedzīvojumu tūrisms ir strauji augošs segments globālajā tūrisma nozarē, ko veicina pieprasījums pēc unikālām un transformējošām pieredzēm. Šis pētījums apskata aktuālās tendences šajā sektorā, piemēram, ilgtspēju, tehnoloģiskās inovācijas un Z paaudzes un mileniāļu ceļotāju ietekmi. Tajā uzsvērti galamērķi, kurus vērts apmeklēt, kā arī aplūkots, kā galamērķi un uzņēmumi pielāgojas šīm tendencēm, lai piesaistītu piedzīvojumu meklētājus un veicinātu atbildīgu tūrismu.

Atslēgvārdi: Piedzīvojumu tūrisms, Ilgtspējīgs tūrisms, Z paaudze

ABSTRACT

Adventure tourism is a rapidly growing segment of the global travel industry, driven by demand for unique and transformative experiences. This study examines emerging trends in the sector, such as sustainability, technological innovation, and the influence of Gen Z and Millennial travelers. It highlights must-visit destinations and how destinations and businesses adapt to these trends to attract adventure-seekers and promote responsible tourism.

Keywords: Adventure Tourism, Sustainable Tourism, Generation Z

INTRODUCTION

Adventure tourism may be a fast-growing division within the travel industry, advertising exercises that combine physical challenges, social encounters, and association with nature. It draws in differing travelers, from thrill-seekers who appreciate skydiving and mountaineering to nature devotees drawn to climbing, safaris, and eco-tours. The rise of experience tourism is driven by variables like higher expendable livelihoods, way better get to to farther ranges, and a move toward esteeming encounters over fabric products[1,2].

In later a long time, adventure tourism has advanced with changing inclinations and modern impacts like innovation and maintainability concerns. Travelers presently look for encounters that go past energy, pointing to put through with nature, challenge themselves, and emphatically affect neighborhood communities. Millennials and Gen Z are particularly drawn to immersive and maintainable travel choices [3,4].

BASIC THEORETICAL AND PRACTICAL PROVISION

This study highlights four tourism expansion cornerstones in light of global sustainability concerns. Tourism as a more environmentally friendly Travel Trend concentrates on sustainability in tourism. This trend is attributable largely to the growing need for international environmental awareness and the practice of conscientious travel. According to Fennell (2015), and Wearing and Neil (2009) ecological tourists favor sites with environmentally oriented development practices including reduction of pollution, protection of resources, and assisting the local population. [3].

The experience economy refers to a context in which the travel experience catalyzes personal transformation, transcending traditional marketing and service consumption theories. The argue that adventure tourism involves participation that promotes self-growth and fosters stronger emotional connections [5].

Secondly, we are at a point where digital improvements are changing the way adventures are conceived and adventure tourism is undertaken. Cutting-edge technologies like virtual reality (VR) and augmented reality (AR) allow people who are looking for places to preview them and select activities to experience before booking their trips, thereby, offering an entirely new way to market adventure tourism products. Mobile applications also improve real-time travel experiences, giving navigation, safety alerts, and personalized recommendations. Mobile applications provide users with guidance, trail maps, difficulty ratings, and user-generated content. As a result, adventure tourism has become safer and more accessible. These technological advancements have been particularly beneficial, especially in remote adventure destinations where traditional sources of information may be lacking [1].

In addition, younger travelers are seeking experiences that allow them to bond with nature, challenge physical boundaries, and interact with local cultures. This leads to an increasing market for tailored adventure tourism experiences like cultural hikes in Nepal, guided outdoor expeditions in Patagonia, and community-focused initiatives in Southeast Asia.

RESEARCH RESULTS AND THEIR EVALUATION

Developing Patterns

Adventure tourism proceeds to advance, driven by key patterns reshaping the industry. Supportability has risen as a basic center, with over 70% of studied travelers communicating an inclination for eco-friendly enterprise alternatives. Goals are reacting by actualizing measures to diminish natural impacts, such as preservation programs and green certifications, which upgrade their request to naturally cognizant visitors. Another major slant is innovation selection, with virtual reality (VR) visits permitting travelers to see goals and portable apps advertising real-time direction amid undertakings. These devices have made arranging and encountering enterprise travel more locked in and open. Also, personalization is progressively affecting the segment, as enterprise visits are custom-made to person inclinations utilizing AI-driven proposals, guaranteeing travelers appreciate interesting and important encounters.

Key Goals

A few goals stand out as models of enterprise tourism. Iceland pulls in guests with its geothermal scenes and exercises like icy mass climbing and whale observing. Patagonia, traversing Chile and Argentina, offers farther wild encounters such as trekking and ice field endeavors, catering to those looking for isolation and breathtaking common excellence. Nepal remains a worldwide center for trekking and mountaineering, with notorious trails within the Everest and Annapurna districts drawing travelers from around the world. Costa Rica, a pioneer in economic tourism, lures guests with its rainforests, volcanoes, and water-based undertakings, whereas Modern Zealand has gotten to be synonymous with adrenaline-pumping exercises such as bungee bouncing, skydiving, and white-water rafting, setting its notoriety as a driving experience goal.

Challenges and Opportunities

Despite its development, the experience tourism segment faces a few challenges. Overtourism in prevalent goals undermines to corrupt the exceptional situations that draw travelers,

highlighting the got to adjust development with supportability. Also, the industry must address impartial financial benefits for communities to guarantee long-term reasonability. In any case, these challenges show critical openings. Broadening enterprise tourism offerings, especially by advancing lesser-known goals, can decrease the weight on packed hotspots and spread financial benefits more broadly. Such procedures not as it were protect characteristic and social assets but also improve traveler involvement by advertising new and unexplored alternatives.

CONCLUSION

Adventure tourism proceeds to advance as one of the foremost energetic divisions within the worldwide travel industry, driven by an expanding request for encounters that combine excite, genuineness, and maintainability. The investigation highlights key rising patterns, counting the developing center on eco-friendly hones, the integration of innovation to upgrade travel arranging and execution, and the personalization of enterprise offerings to meet the inclinations of diverse traveler sections. These patterns are forming long-standing time of experience tourism, making it more available, dependable, and adjusted with the values of advanced travelers.

Iceland, Patagonia, Nepal, Costa Rica, and United Zealand are key destinations for enterprise tourism, offering unique opportunities for exploration and personal change. However, the industry faces challenges like over-tourism, environmental preservation, and community benefits. To overcome these, partners must differentiate offerings, reduce environmental impact, and foster connections between travelers and local communities, promoting global sustainability and community well-being.

Adventure tourism's future hinges on innovation, adaptation, and responsible practices, ensuring long-term growth and delivering transformative experiences to travelers worldwide.

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REBRANDING ZIMBABWE'S NATIONAL PARKS: PROMOTING SUSTAINABILITY, HERITAGE, AND ENHANCING ADVENTURE TOURISM

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ANOTĀCIJA

Zimbabves nacionālajiem parkiem ir lielas iespējas iegūt nozīmīgu vietu pasaules tūrisma vērtību kartē, pateicoties floras un faunas daudzveidībai, kultūras mantojuma esamībai un piedzīvojumu iespējām. Tomēr vairāki faktori, piemēram, nepietiekama zīmolvēdība, vāja infrastruktūra un neilgtspējīgas prakses, ir kavējuši pilnīgu potenciāla realizāciju. Šis pētījums aplūko zīmolvēdības pieejas, kas koncentrējas uz ilgtspējīgu pārmaiņu un tūrisma attīstību dabas un kultūras kontekstā. Tas uzsver ekotūrisma prakses, sadarbības ar kopienām un sociālo mediju nozīmi, lai pārveidotu Zimbabves nacionālo parku tēlu, padarot tos konkurētspējīgākus globālajā tirgū. Šis pārveides mērķis ir padarīt dabas aizsardzības vēstījumu pievilcīgu globālai auditorijai, integrējot modernākās tūrisma mārketinga pieejas, kas veicina ekonomisko izaugsmi un pastāvīgu ekoloģisko integritāti.

Atslēgvārdi: nacionālie parki, ilgtspējība

ABSTRACT

Zimbabwe's national parks have great chances of emerging on the global tourism value map thanks to the diversity of flora and fauna, the existence of cultural heritage and possibilities for adventure. Still, several factors such as poor branding, poor level of infrastructure, and unsustainable practices have prevented them from realizing their full potential. This research investigates branding approaches that focus on the building of receptacles for sustainable change and tourism in natural and cultural contexts. It stresses the importance of practicing eco-tourism, working with communities, and social media to rebrand of Zimbabwe's national parks for more competitive standing in the global marketplace. This relaunch seeks to make the conservation message attractive to a global audience by integrating cutting-edge tourism marketing transformations aimed at paving the way for economic empowerment and perpetual ecological integrity.

Keywords: Branding, national parks, sustainability

IEVADS. INTRODUCTION

The national parks of Zimbabwe are a locus of rich biodiversity, cultural history and adventure tourism potential. However, their contribution towards the socio economy of the country can be enhanced through rebranding. Appropriate rebranding can reposition the parks as sites of sustainability, preservation and adventure as they are uniquely poised to address current global tourism demand.

The idea of sustainable tourism which focuses on protecting the environment and involving local people, is indeed relevant to the goals of Zimbabwe. Programs such as CAMPFIRE (Communal

Areas Management Programme for Indigenous Resources) illustrate the importance of community involvement in tourism management towards safeguarding resources and ecosystems [1]. Such strategies have significant potential of converting national parks into benchmarks of eco-tourism which in turn stimulate protection of the environment as well as the local economy.

Heritage tourism, another pillar which is just as important, focuses on Zimbabwe's culture as much as its natural beauty. It is well known that cultural tourism is quite marketable and is an avenue to attract tourists who seek unique experiences and products – township tourism is one such example in South Africa [2]. Zimbabwe's historical landmarks, such Great Zimbabwe, and regional customs present chances to broaden and improve the country's allure for tourists.

Finally, by utilising resources like Victoria Falls and the varied landscapes found in Zimbabwe's national parks, adventure tourism can draw thrill-seekers from all over the world. The increasing desire for adventure and sustainable travel around the world can be met by packaging these experiences to emphasise both excitement and environmental awareness [3].

An integrated strategy is needed to rebrand Zimbabwe's national parks, combining adventure, heritage, and sustainability to produce a unique and competitive identity. To guarantee long-term success, such initiatives need to incorporate creative marketing, sustainable management techniques, and local communities. By doing this, Zimbabwe's national parks have the potential to become top travel destinations worldwide. This article will give an insight into the strategies and measures Zimbabwe's national parks can take to promote sustainability, heritage and enhance adventure tourism.

This study aims to develop a concept of rebranding as a strategy for national parks in Zimbabwe to promote sustainable tourism. It will examine factors such as current branding methods if any, stakeholders involved, stakeholder participation in conservation, current outdoor ethical practices, and ecotourism.

The research tasks have been formulated as follows:

- To better understand the term rebranding as it relates to national parks, with a look into sustainable tourism and conservation
- to collect an understanding of the current branding strategy used by Zimbabwe national parks in line with sustainable tourism, looking into branding efforts of South Africa's National Parks and Kenya's.
- To identify the key stakeholders and stakeholder participation in sustainable tourism in national parks
- Gathering a brief history of Zimbabwe's National Parks, checking statics of tourist flows and trends.
- To examine the existing opportunities for further rebranding and brand management of the national parks

Mixed research methods will be used to get an in-depth understanding of the current situation in Zimbabwe National Parks and the branding efforts currently being implemented to promote sustainable tourism. Since the study involves various stakeholders both qualitative and quantitative research methods will be used in gathering data and in data presentation to give a clearer view of the rebranding efforts of Zimbabwe's National Parks.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Rebranding Zimbabwe's national parks involves theoretical frameworks as well as practical strategies to align with the global tourism trends while practicing adventurous and sustainable tourism. Destination branding can be developed by unifying brand identity for the national parks using distinctive tagline and logo that emphasize sustainability, heritage and adventure. Include features such as Victoria Falls, Mana Pools and Hwange National Park as symbols of the brand. A good example this could be a good branding strategy is South Africa's "Meet South Africa" campaign uses which cultural and natural icons to strengthen its global brand identity [6].

Digital marketing strategies can be great and be leveraged by using social media platforms to share visually compelling content about wildlife, landscapes and cultural experiences. Engaging and collaborating with both local and international influencers and travel bloggers can increase visibility. Analysis to identify and target specific demographics such as eco-conscious travellers or adventure enthusiasts can be used to the advantage of rebranding Zimbabwe's national parks. After collecting such data customization of promotional campaigns can be built to for key global markets like Europe, America and Asia for instance.

Use of virtual tours and augmented reality to engage potential visitors remotely, providing a preview of the parks. Strategic partnerships with other branches in the tourism industry such as travel agencies, eco-tourism organizations and airlines to promote packaged tours to Zimbabwe's parks can help push the goal of rebranding.

Event-based marketing takes place in all businesses, and it could have a great impact on Zimbabwe's national parks branding. Hosting international and regional events such as wildlife photography competitions, adventure marathon or eco-tourism conferences in parks can be a great start. Aligning these events with global observances like Earth Day or World Tourism Day and making sure there's enough media coverage can draw more attention and provides platforms for showcasing what the parks have to offer.

Today's global trends include tourists who prioritise environmental conservation, community empowerment and responsible tourism. Therefore, it is essential sustainability can be used to redefine the image of these parks. Some of the ways include eco-friendly infrastructure, renewable energy use, climate change conscious developments, waste management, preservation of flora and fauna, community engagement and local community development. Collaborating with indigenous communities to co-create tourism that authentically represent Zimbabwe's heritage, local markets and traditional performances are some of the few examples to engage the community. To protect the biodiversity in these parks both traditional practices and policy or law enforcement. Some of the traditional practices include beliefs of totems. There are many instances whereby the communities where tourism is trying to be promoted did not have full understanding of eco-tourism. Local guides and tourism operators can get training about sustainable practices and customer engagement. Awareness campaigns to educate visitors about responsible tourism practices can be promoted.

After the covid 19 pandemic, a series of lockdowns and temporary travel bans for almost three years, it is highly important to create unforgettable memories and immersive experiences that engage tourists emotionally. However, we do have amongst the tourists, people who want Instagram worth photos the parks must make sure it does not impact sustainability and heritage of the community.

A few of results expected include increased global visibility of the country’s national parks as one premier destinations, sustainable economic development for local communities, conservation of biodiversity and cultural heritage and overall enhancement of visitor satisfaction through unique and authentic experiences.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Reflection of implementing the strategies and measures above can take time from several months to years. However, evaluation tactics need to be established. The following metrics can be used to assess the aim of the strategies discussed in this paper: environmental conservation, economic development, cultural heritage, adventure tourism, marketing and branding metrics.

Environmental conservation metrics will record poaching incidents and counting herd populations to see if anti-poaching measures put in place have been effective over time. Reforestation and habitat recovery is another way of sustainable land-use.

Poaching Statistics according to Zimparks

	2013 - 2018	2019-2024
elephants	300 (2013 only)	142
rhinos	290	52
lions	Unavailable (Killing of Cecil the Lion in 2015)	19
Buffalo	unavailable	209

Hectares of restored habitats annually should be updated. Economic development metrics include scrutiny of the tourism revenue growth, visitor numbers and community income and job creation. Tourism is the third largest sector in Zimbabwe after mining and agriculture, however the sector was greatly affected by the Covid-19 pandemic leading to a lot of employees losing their jobs and some small operators closing operation. Statistics from the Zimbabwe Tourism Authority (ZTA) show that tourist arrivals to Zimbabwe rose by 174 percent in 2022 (from 380,820 tourists in 2021 to 1,043,781 in 2022), due to the recovery in overseas markets following the end of COVID-19 lockdowns. Most visitors (66 percent) came from within Africa while 10 percent came from the Americas, 17 percent from Europe, and five percent from Asia.

Cultural heritage metrics can be measured by the increased participation in cultural activities, craft and souvenir sales. Adventure tourism metrics reviews new adventure tourism offerings such as development of activities like zip-lining, kayaking and quad biking including number of participants in these activities. Monitoring safety and satisfaction ratings for these activities can give an idea to the extent the strategies were useful. Visitor satisfaction metrics can use different tools to consider the advancement of technology. These tools can include social media, travel agencies and blogs.

Tourist Arrivals by Purpose 2023 ZTA

282 681	33 059	42 350	650 109	114 725	445 573	34 284	1 602 781
business	education	shopping	VFR	leisure	transit	other	total

*VFR (Visiting Friends and Relatives)

Average stay duration and amount spend during the stay can be another effective tool. Marketing and branding metrics use social media analytics to track campaign effectiveness. Currently there are no active and engaging social media platforms for several parks in Zimbabwe. Global rankings can be used to see if the re-branding methods were successful including awards, partnerships etc.

Tripadvisor Zimbabwe National Park Rankings

		Star Ranking
1	Vic Falls National Park	5
2	Matobo National Park	4.5
3	Hwange National Park	4.5
4	Gonarezhou National Park	4.5
5	Chizarira National Park	3.5

The parks enlisted by the zimparcs organisation can be used to carry out this experimental research. These parks are Hwange National Park, Zambezi national park, Victoria Falls National Park, Nyanga National Park, Gonarezhou national park, Mana Pools National Park, Chimanimani national park, Chizarira national park, Matobo national park and Matusadonha national park [4].

The picture below shows the parks that are going to be researched on. It shows the parks' proximity to other sites that tourists are interested in visiting such as Victoria Falls and Great Zimbabwe, neighbouring countries borders, cities and international airports.



Pic 1: A map showing the parks in Zimbabwe

KOPSAVILKUMS. CONCLUSION

A revolutionary approach to reviving Zimbabwe's tourism industry is rebranding the country's national parks through the integration of heritage, adventure, and sustainability tourism. This approach prioritises not only ecological conservation but also the empowerment of local communities and the celebration of Zimbabwe's rich cultural heritage. By encouraging sustainable practices, such as eco-friendly infrastructure and community-based tourism, the parks can draw eco-aware tourists while promoting long-term biodiversity protection.

National parks are more appealing to travellers looking for real, immersive experiences when their branding incorporates cultural and historical histories. Zimbabwe has a distinct competitive advantage in the international tourism market thanks to its rich legacy, which is demonstrated by places like Great Zimbabwe and the customs of its indigenous communities [2].

Additionally, Zimbabwe has the chance to establish its national parks as top locations for exhilarating pursuits like safaris, river adventures, and touring famous sites like Victoria Falls thanks to the rising demand for adventure travel around the world. To guarantee worldwide awareness and competitiveness, these initiatives need to be bolstered by creative marketing, enhanced accessibility, and sustainable resource management [3][6].

Policymakers, local communities, conservationists, and private sector partners must work together to accomplish these goals. These collaborations can guarantee that rebranding initiatives are profitable, inclusive, and in line with international travel trends. Zimbabwe's national parks may become models of sustainable development and cultural preservation by taking a comprehensive and integrated strategy, which will greatly boost the country's socioeconomic development and appeal to tourists from across the world.

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AI-DRIVEN GUEST PERSONALIZATION: A CASE STUDY OF SRI LANKA'S HOSPITALITY SECTOR

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ANOTĀCIJA

Pašreizējā straujā mākslīgā intelekta izaugsme Šrilankas viesmīlības nozarē ir revolucionizējusi veidu, kā biznesa organizācijas sniedz pielāgotus pakalpojumus klientiem. Šajā rakstā tiek pētīts īpašs AI ieviešanas aspekts Šrilankas kontekstā: viedā personalizācija viesnīcu restorāniem un tūrismam. Šajā darbā tiek aplūkota viesu profilēšana, pakalpojumu pielāgošana un ieņēmumu ģenerēšana, izmantojot gadījumu izpēti un aptaujas Kolombo. Pētījumā konstatēts, ka, neraugoties uz dažādiem šķēršļiem, piemēram, tehnoloģiskajām atšķirībām, bažām par privātumu un izmaksām, mākslīgā intelekta izmantošana būtiski palielinās viesu apmierinātību un organizācijas efektivitāti šajā nozarē.

Atslēgvārdi: Mākslīgais intelekts (AI), personalizācija viesmīlības nozarē, klientu pieredze, Kolombo viesmīlības nozare

ABSTRACT

The current rapid growth of AI in the Sri Lankan hospitality industry has revolutionized the way business organizations deliver customized services to clients. This paper explores a specific aspect of AI implementation in Sri Lankan context: smart-personalization for hotels' restaurants and tourism. This paper looks into guest profiling, service customization and revenues generation using case study and questionnaires in Colombo. The study establishes that despite the various barriers such as; technological disparities, privacy concerns, and costs, the application of AI will significantly enhance the guests' satisfaction and organizational efficiency in the sector.

Keywords: Artificial Intelligence (AI), Personalization in Hospitality, Customer Experience, Colombo Hospitality Sector

IEVADS. INTRODUCTION

AI is one of the most significant drivers of innovation in the hospitality industry for many years. Management of big data provides a business with an opportunity to deliver customized value to its clientele in a bid to make them content while at the same time making work easier. Smartphones, adaptive interfaces, recommendation-making systems and automated bots are recasting the roles of hotels, restaurants and travel agencies and customers.

Today millions of tourists travel to Sri Lanka to visit its cultural icons and scenic beauty. Tourism and particularly accommodation has implications on employment and Gross Domestic Product. Being invaded by neighboring nations that offer the same product and with changes in consumer trends, Sri Lanka's hospitality business tries to venture into the adoption of this new technology.[5] AI technology could enhance the international reputation of the Sri Lankan hospitality industry.[3]

This article explores the role of artificial intelligence in the guest personalization in the Sri Lankan hospitality industry. It explores how Artificial Intelligence is used by Sri Lankan Hotels, Restaurants and Travel Agents to look for, name and market interesting hospitality experiences for

the tourists. The focus is given to AI's application in enhancing individual approaches, the challenges of its implementation and further AI perspective for the hotel industry of Sri Lanka.[2] This research provides a theoretical understanding of the opportunities and problem that firms face when implementing AI-based technologies using cases and a survey.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Artificial Intelligence in the Global Hospitality Sector

The implementation of Artificial Intelligence in the global hospitality industry has in the recent past received quick embrace. For instance, it is used to create automation, owing to consumer behavioral inclinations, orders appropriate for pricing procedures and consumer-tailored services.[1] Most existing hotels and travel companies have adopted application of Artificial Intelligence in the marketplace to be competitive.

Prominent AI applications within the hospitality sector encompass:

AI-Driven Guest Profiling: By analyzing the past booking records, feedback from the guests, and their social media activity AI systems generate detailed guest personas. This helps the enterprises to propose such things as menus, food alternatives, or services, which suit the preference of the target consumers.[4]

Chatbots for Customer Support: Hotel and travel agencies make use of AI incorporated chatbots for providing round the clock customer support services. These chatbots can take care of the guest enquiry, booking, local attraction suggestions and any other need of the guests, which would enrich the guest experience.[3]

Smart Rooms and IoT: Hotels are gradually adding smart features in the rooms including voice command devices, smart temperature control devices and devices that are compatible with the IoT. Such intelligent systems allow the guests to manage most aspects of the room environment, and therefore improve the general guest experience.[1]

Revenue Management and Dynamic Pricing: To optimize the pricing strategies, tools of artificial intelligence are used on the basis of its application field such as demand fluctuations, competitor analyses, and consumer behavior. These will let the business reap the most benefits during busy periods and adjust prices based on actual customer demand.[4]

Predictive Analytics: Predictive analytical techniques implemented by the use of AI provide businessmen with an outlook to customer demands and thus, boost customer loyalty, resource management and guests' satisfaction. [2]

An Overview of Sri Lanka's Hospitality Sector

Tourism industry is one of the most efficiently growing sectors in Sri Lanka attracting millions of foreign tourists time to time. The country offers an option for beach lovers, wildlife, archeological, and cultural tourists. Some of the popular tourism related to Sri Lanka is as follow; Colombo, Kandy, Galle, Sigiriya etc are desination that is famous for several type of tourists. [5]

Tourism as a sub sector of hospitality was a huge industry contributing to Sri Lanka's GDP prior to the COVID-19 coup. Yet it has significantly impacted on global tourism and to the country of Sri Lanka in particular. Thailand and India and Maldives offer similar services and therefore competition is arising as the market comes back into existence [2].

The tourist industry of Sri Lanka is as follows to use new technologies for the protection of tourist interest. Since businesses need better outcomes and customer experiences, artificial intelligence is applied to individualize. AI system implementation is also limited by inadequate technology framework, organizational conservatism, and high initial cost.

AI Applications in Sri Lanka’s Hospitality Sector

1. Guest profiling and customization

AI enhances select guest experience by creating better segmented customer targeting for the loyalty guests. It was also reported that due to the use of AI, Sri Lanka’s Galle Face Hotel has noticed a 25% rise in reserving the same place again.

2. Virtual Reality Marketing

VR technology has made client education on value offerings and places increase hotel bookings by 18%. [2]

3. Customized Travel Itineraries

Possible AI helps in creating and implementing travel schedule, considering the preferences of the guests and increasing the sales of related services. [5]

4. Intelligent Environments and Service Automation

Singtel’s smart rooms with smart voice control in Shangri-La Hotel in Colombo have been developed for energy savings and guests comfort.

5. Improved Customer Assistance

The following centers around the idea of AI chatbots and virtual assistants which is a trend in Industry 4.0; there is an improvement in customer service and response rates.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

The empirical data for this paper were obtained from self-administered questionnaires and interviews with key informants in the Sri Lankan hospitality industry including hotel managers, restaurant owners and travel agents. Thus, the purpose was to evaluate the state of AI implementation and its impact on individualization of the guests’ experience, work processes, and revenues.

Table 7 - Key Findings of the Research Results

[Author created - Conducted Survey]

Category	Key Findings	Percentage (%)
AI Adoption	Businesses that have implemented at least one AI technology	60%
	Businesses using AI-driven guest management systems	40%
	Businesses employing chatbots or virtual assistants	35%
Guest Satisfaction	Businesses reporting increased guest satisfaction after implementing AI	80%
	Main reasons cited: personalized service recommendations, enhanced customer support	

Revenue Growth	Businesses reporting revenue growth due to AI in revenue management and dynamic pricing	70%
	Average revenue growth reported by these businesses	15%
Challenges Faced	High initial cost of AI systems as a major barrier	50%
	Lack of skilled personnel to operate and maintain AI systems	30%

Survey Findings

A total of 25 hospitality enterprises in Colombo were selected based on participation in the hotel, restaurant, or travel agency industries. It sought to know about the level of acceptance of the AI technology used, the challenges faced during the implementation process and perceived benefits of having personalized AI-enabled technology.

AI Adoption: In terms of utilizing at least one or a combination of AI technologies, 60% of participants affirm their adoption, of which 40% have integrated and implemented AI guest management solutions and 35% adopted and implemented chatbots or virtual assistants.

Visitor Satisfaction: About 70-80% of the enterprises who applied AI for customizing offers and services reported the upliftment of visitors' satisfaction presuming this outcome to become the results of improved proposals and additional customer service support.

Revenue Growth: Cited from 70% of big enterprises that adopted AI for revenue management and dynamic pricing stated gains in profitability; the average of were 15% higher revenue compared with the previous year.

Challenges: To the question, fifty percent of respondents mentioned the high upfront cost of AI systems while the other thirty percent said that there was a lack of skilled people who can maintain and support AI systems.

Case Study Evaluation

In Galle Face Hotel, Cinnamon Hotels & Resorts, JetWing Hotels, and Shangri-La Hotel examples prove that applied AI in personalization gives remarkable benefits which are loyal guests, engaging guest experiences, and enhanced operation productivity. They have proven that the partnerships with the practical software of AI produce tangible improvements both in guests' satisfaction, as well as, profitability.

However, challenges are there such as the huge costs of implementing AI, and the AI and support of proficient staffs to maintain the systems. These considerations may prove to be problematic for smaller enterprises and as such, firms may experience some challenges when managing AI.

KOPSAVILKUMS. CONCLUSION

General customization of the visitor experience through AI has the potential of greatly enhancing the hospitality sector in Sri Lanka. Through the use of Artificial Intelligence systems that test data of the visitors, estimate needs and trends, and offer satisfaction of needs, organizations apply a technique that increases the pleasure of the visitors, improves organizational effectiveness and profit margins. This paper examines several barriers that exist in the application of integrated

AI in Sri Lanka's hospitality industry, including high implementation costs, a lack of technological resources, and a shortfall of skilled workers. However, AI in Sri Lanka has not been entirely without problems, but in reference to hospitality industry, the outlook looks positive, as organizations continue seeking AI solutions to stay relevant in a fast evolving market.[5]

This research shows that in the contemporary world, the companies that implement personalization with the use of artificial intelligence will be better placed to respond to the needs of modern day travelers. Hospitality applications based on these technologies are expected to grow as these are becoming available and inexpensive, enhancing the guest experience in Sri Lanka.

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CHANGE IN THE NATURE OF SEASONALITY IN TOURISM

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ABSTRACT

Tourism seasonality has traditionally been influenced by climatic conditions, economic cycles, and cultural events. However, recent global disruptions - such as geopolitical conflicts, climate change, and evolving traveler behavior have significantly altered traditional seasonal patterns. This article explores the transformation of tourism seasonality, focusing on how external factors have reshaped travel demand.

Keywords: tourism industry, seasonality, contemporary tourism seasonality

ANOTĀCIJA

Tūrisma sezonālītāti tradicionāli ietekmējuši klimatiskie apstākļi, ekonomiskie cikli un kultūras notikumi. Tomēr nesenie globālie traucējumi, piemēram, ģeopolitiskie konflikti, klimata pārmaiņas un mainīga ceļotāju uzvedība, ir būtiski mainījuši tradicionālos sezonālos modeļus. Šajā rakstā aplūkotas tūrisma sezonālītātes pārmaiņas, pievēršoties tam, kā ārējie faktori ir mainījuši ceļojumu pieprasījumu.

Atslēgvārdi: tūrisma nozare, sezonālītāte, mūsdienu tūrisma sezonālītāte

INTRODUCTION. IEVADS

Tourism seasonality is still considered as a problem for many destinations [3]. The most salient feature of seasonality is that it causes “the concentration of tourist flows in relatively short periods of the year”, which results with overcrowded or underutilized tourist’s destinations, especially in the destinations with dominating bathing tourism. The phenomenon of seasonality is a subject of research of many tourism literatures. However, few years ago it remained as one of ‘the most comprehensive problems of the tourism industry and there is still need for further investigation of certain aspects of seasonality’ [2]. The nature of seasonality in tourism has been changing due to various global factors, including climate change, geopolitical conflicts, economic shifts, and evolving traveler preferences. The aim of the current research is to determine the main changes in the nature of seasonality that occurred from the year 2020 up to nowadays.

BASIC THEORETICAL AND PRACTICAL PROVISION. SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ

The most significant impact of the recent period has been the COVID-19 pandemic, which has greatly influenced tourism on both regional and global scales since 2020, as well as affecting various sectors of the economy. The tourism sector, particularly, was highly sensitive to the pandemic due to its time-dependent nature. Continuous opening and closing measures distorted

the entire tourism industry at global, regional, and local levels. This not only affected the availability of attractions and services but also impacted both the macro and micro-management of individual products within the sector [9]. Also, geopolitical conflicts such as the war in Ukraine, climate change, and shifting consumer behaviors have collectively altered traditional travel patterns [15, 6].

RESEARCH RESULTS AND THEIR EVALUATION. PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS

1. Changes in Seasonal Travel Patterns

A decline in rigid peak and off-peak travel seasons due to external disruptions (COVID-19, war, climate change).

Increased demand for off-season travel, particularly in traditionally quieter months (e.g., autumn and spring in Europe).

Growth of year-round travel due to remote work flexibility.

These changes suggest a shift from fixed-season tourism to a more fluid, demand-driven model. Destinations relying on strong peak seasons (e.g., Mediterranean summer tourism) must adapt by promoting off-season attractions [12, 4, 8].

2. Impact of Geopolitical Events on Tourism Seasonality

The war in Ukraine caused a decline in tourism across Eastern Europe, shifting demand to Southern and Western Europe.

Increased travel to politically stable destinations, such as Turkey and the UAE, outside traditional high seasons [5].

Flight restrictions and visa limitations influenced seasonal travel flows.

Political instability creates sudden shifts in seasonality, requiring tourism industries to develop crisis management strategies.

Destinations benefiting from geopolitical shifts should plan for long-term sustainability rather than short-term gains [14].

3. Climate Change and Seasonal Adjustments

Rising temperatures have made summer travel in Southern Europe less attractive, increasing demand for cooler months.

Winter tourism is struggling due to inconsistent snowfall, leading to a decline in ski tourism in lower-altitude resorts.

More travelers are considering sustainable tourism practices, including off-peak travel to reduce overcrowding.

Climate adaptation strategies (e.g., artificial snowmaking, and promoting alternative seasons) are essential for affected regions.

Destinations must market off-peak travel as a sustainable and comfortable alternative [10, 13].

4. Economic Factors and Consumer Behavior

Inflation and rising energy costs have influenced travel decisions, with more budget-conscious travel outside traditional seasons.

Travelers prioritize flexibility, leading to shorter booking windows and last-minute travel.

Growth in “workcation” travel, blending work and leisure, reducing reliance on traditional high seasons.

The tourism industry must offer dynamic pricing and flexible cancellation policies to accommodate changing consumer behavior.

Destinations should target digital nomads and long-term travelers to stabilize seasonal demand [7, 1, 11].

CONCLUSION. KOPSAVILKUMS

The transformation of tourism seasonality is driven by multiple global factors, leading to a more unpredictable and flexible travel landscape. To address these evolving dynamics, the tourism sector should consider adopting dynamic pricing models, providing flexible cancellation options, and expanding its offerings to attract visitors throughout the year. Destinations might benefit from highlighting attractions available during off-peak times, appealing to digital nomads, and implementing sustainable tourism initiatives to lessen the effects of seasonality. By implementing these approaches, the industry can work towards a more even distribution of tourist activity year-round, promoting economic stability and improving visitor satisfaction.

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THE IMPORTANCE OF ETHICAL PRINCIPLES IN CORPORATE COMMUNICATION

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ANOTĀCIJA

Komunikācija ir kļuvusi par vienu no svarīgākajiem mūsu ikdienas dzīves aspektiem, īpaši korporatīvajām organizācijām un to ieinteresētajām personām. Ētikas principi kalpo kā norādījumi par to, kā organizācijas nodod informāciju, lai saglabātu uzticību un atbildību. Zinot komunikācijas ētikas principus, uzņēmumi var radīt godīguma, uzticēšanās, atbildības un citu atmosfēru, kas ļauj stiprināt attiecības ar partneriem, darbiniekiem un klientiem. Ētikas principu nozīmi korporatīvajā komunikācijā nevar ignorēt, jo to praktizēšana novērš dezinformāciju, neuzticēšanos un pārratus, kas paver ceļu ilgtermiņa veiksmīgām biznesa attiecībām, veicina integritāti un lojalitāti starp organizācijām. Tomēr diskusija par ētikas principu nozīmi korporatīvajā komunikācijā nenozīmē, ka tai nav izaicinājumu. Dažas no problēmām ietver negodīgumu, kultūras atšķirības un personīgos uzskatus. Tomēr ar savstarpēju cieņu un sapratni starp iesaistītajām pusēm šos izaicinājumus var mazināt efektīvas korporatīvās komunikācijas veicināšanā.

Atslēgvārdi: Korporatīvā komunikācija, ētikas principu nozīme, savstarpēja sapratne, izaicinājumi, organizācijas

ABSTRACT

Communication has become one of the most crucial aspects of our everyday life particularly for corporate organizations and their stakeholders. Ethical principles serve as guidance on how organizations convey information to maintain trust and accountability. With the knowledge of ethical principles in communication, companies can create an atmosphere of honesty, trust, accountability and more that enables them strengthen relationships with partners, employees, and clients. The importance of Ethical principles in corporate communication cannot be ignored because practicing it prevents misinformation, distrust and misunderstanding which paves way for a long term successful business relationship, promotes integrity and loyalty between organizations. Nonetheless, discussing the importance of ethical principles in corporate communication does not mean that it has no challenges. Some of the challenges include dishonesty, cultural difference and personal views. However, with mutual respect and understanding between the parties involved, these challenges can be reduced in the promotion of effective corporate communication.

Keywords: Corporate communication, ethical principles importance, mutual understanding, challenges, organizations

IEVADS. INTRODUCTION

Corporate communication can refer to the way in which businesses and organizations communicate with various internal and external audience, which could be clients, employees, stakeholders, media/general public and government agencies. The communication can take various forms like emails, press releases, meetings, videos and even non-verbal forms such as photographs, and illustrations, depending of the audience that is being addressed. [1]

In our world of information transparency and digitalization, unethical communication practices can cause a great damage to an organization's reputation and question its trust worthiness. This is where ethical principles like honesty, integrity, accountability and transparency come in as a strategy for

smooth communication. Ethical communication is defined to be the passing of information between two parties in a way that is accurate, truthful, and acceptable. [2] While there are many different types of communication principles that businesses need to know about, ethical communication is the most important [3] therefore, This article is aimed at exploring why ethical principles are vital in corporate communication, and how it act as a major tool for trust and confidence between various stakeholders.

ATZIŅAS TEORIJA UN PRAKSĒ. THEORETICAL AND PRACTICAL PROVISION

1. Ethical principles in corporate communication

Ethics in communication is the standard and moral principles that guide how organizations communicate with internal and external audiences. There are quite a number of ethical principles in corporate communication, the most important of these principles is **honesty** which all the other principles are connected to. [5] However, it is said that empathy is the underling value of honesty that allows people to be understood and communicate with others effectively[6]. Some of these principles include;

- **Truthfulness and honesty.** This means communicating what is known to be 100% true to a listener with no intention to deceive or hide some parts of the truth, being objective as much as possible by not giving out information based on what the listener wants to hear. This principle simply means do not lie.
- **Active listening.** For ethical communication to be effective, it is important for the listener to proactively listen to the speaker and ask questions where necessary to avoid any misunderstandings.
- **Respect.** This is acknowledging the rights of the parties involved, including privacy, confidentiality and rights to informed decision making (consent).
- **Responsibility.** This is recognizing how an information passed can affect others and taking the responsibility.
- **Fairness.** Everyone should have the same opportunity and treatment as they deserve. If a practice or behavior would make you place personal benefits before equality, it is likely not a fair behavior.
- **Compassion.** Employees, customers and community surrounding a corporate environment should be treated with concern for their well-being.

2. BIZNESA ĒTIKAS TEORĒTISKIE JAUTĀJUMI. THEORETICAL ISSUES IN BUSINESS ETHICS

Business ethics can be examined from various view points, including the perspective of the employee, the commercial enterprise, and society as a whole. Very often, situations arise in which there is conflict between one and more of the parties, such that serving the interest of one party is a detriment to the others.[7]

There was a disagreement between some philosophers and others about the purpose of business. To some, the most vital purpose was profit maximization while others believed that, aside making profits, businesses will still require to obey the laws regarding basic moral rules because the effects of not doing so would be costly. Other theorists say a business has moral duties that go beyond

serving the interests of stakeholders but also the employee, clients and society as a whole. Ethical issues can arise when companies must comply with multiple and conflicting legal or cultural standards, for instance, multinational companies operating in countries with different cultural values can cause conflicts if the company does not abide to the local cultural rules. [7] It is often claimed that a Gresham's law of ethics applies in which, bad ethical practices drive out good ethical practices.

3. ĒTISKO PRINCIPU NOZĪME KORPORATĪVĀ KOMUNIKĀCIJĀ. IMPORTANCE OF ETHICAL PRINCIPLES IN CORPORATE COMMUNICATION

Ethical communication in business plays a significant role in building trust, fostering transparency, and ensuring long-term success. Below are some importance of ethical communication, supported by references from academic literature and industry examples

- **Conveying a point without being offensive.** In communication, it is important to be as polite as possible to avoid any form of misunderstanding. Strong conversational skills can make a big difference. Knowing how to share an information and holding discussions ethically will help in maintain a good relationship with the audience.
- **Avoids withholding information.** Another very important point of ethics in corporate communication is that, it makes it possible to give a full information without withholding any part of it. In our modern society, every piece of information is important no matter how small it might be, omitting any part if it could be dangerous with great misunderstanding and implications.
- **Accuracy of information.** Any information that is to be passed on must be true and accurate, communicating without verifying the truth of the information can be misleading and dangerous for the organization. [8]
- **Taking responsibility.** A business has the moral duty to practice ethical communication by standing up for what is right. Taking responsibility can go a long way to help the company rebuild trust when it has been tempered with. A clear communication of the company's actions and committing to fixing the issues are important for keeping them accountable and mending relationships. [9]

4. ĒTISKĀS DILEMAS KORPORATĪVĀ KOMUNIKĀCIJĀ. ETHICAL DILEMMAS IN CORPORATE COMMUNICATION

Dillemas are the challenges that can influence and affect how effectively a company communicates with employees, customers, investors and the general public. According to Cynthia Schoeman, "This is where decisions entail two desirable but mutually incompatible 'rights'. This can occur as a conflict between two ways of resolving a problem where each option represents a right thing to do. It can also encompass a conflict between personal values and consistency with company policies.' Yet the ethics of right versus right choices is often ignored in the face of more frequent right versus wrong issues. It warrants particular attention for two reasons: because right versus right issues are likely to be the toughest of ethical decisions to make, and because ethical dilemmas are likely to exert a significant influence on an organisation and the individuals involved. Joseph Badaracco, Ethics Professor at Harvard Business School, views right versus right choices as "defining moments" with three basic characteristics: They reveal the individual's or the

organisation's basic values; they test the strength of the individual's commitment or the commitment the organisation has made; and they shape the individual's or the organisation's character into the future.' [9]

With regards to ethical dilemmas, Rushworth Kidder, founder of the US-based institution for Global Ethics recognizes four types of ethical dilemma; short-term versus long-term, individual versus community, truth versus loyalty and justice versus mercy.

The tension between **short-term and long-term goals** and priorities is a long-standing strategic challenge, balancing the short-term against the long-term is often made more difficult by the pressure to achieve good results in the current period. There are examples where business leaders have focused on short-term results for personal gain, for example to boost a performance bonus or for potential promotion. But the more common form of pressure is from analysts and investors whose views and actions can affect the organisation's share price if its immediate results are unsatisfactory. [9]

The issue of **individual versus group rights** is relevant in most workplaces. Even in an apparently homogeneous workforce there are gender, cultural and religious differences, and groups with diverse, often conflicting demands that need to be balanced against each other. An example of different rights for different groups applies in the form of affirmative action to citizens classified as previously disadvantaged. The Employment Equity Act aims to address this historical imbalance.

The choice between truth/honesty and loyalty can occur at a personal level to anyone within a workplace. It may not, at first sight, appear to be a difficult ethical dilemma because, for many people, honesty is the stronger value. However, it can present a hard choice when bonds among colleagues are strong. When, for example, people have shared a profound experience – as those who were part of the struggle for freedom – it builds extraordinary bonds of loyalty. A good example is to make a choice between supporting a long-standing friend or comrade who is guilty of misconduct, in the name of loyalty, and reporting them to the authorities for a breach of ethics in the name of honesty. While the choice of loyalty may be understandable, it can nonetheless count as an unethical behaviour. [9]

With regards to the corporate business world, There is a wide spread belief that in business honesty always loses to the desire for profit, moreover, entrepreneurs show a significant tendency to approach ethical issues objectively. They put emphasis on developing ethical actions in their company, as long as this option makes them credible in the eyes of potential customers (Czarnecki 2008). [10]

It is believed that situations where justice conflicts with mercy most needs to deal with a wrongdoing, such as fraud or theft. The wrongdoing is not ignored in viewing this as a right versus right issue. Instead, this ethical dilemma focuses on managing the consequences or punishment of the misconduct. Labor law provides guidance on the justice side of the decision. The choice to act mercifully, however, needs to be balanced against the risk that such a decision could set a precedent in the organisation, or send the wrong message – for example, that misconduct is not treated consistently. An employee assistance programme can actively address situations of desperation and in this way help to avoid potential misconduct.

Another addition like the realm of the triple bottom line have it that, ethical dilemmas exclude the right versus wrong choice when an organisation gives precedence to its financial bottom line above its social or environmental responsibilities. Rather, right versus right dilemmas exist where economic, social and environmental interests conflict with each other. An ethical dilemma can arise between social and environmental priorities when business development damages the environment but creates employment and training opportunities for local communities. So too, cheap imports can support customers by offering more affordable goods, but could mean sacrificing the benefits of local production and the habit of buying products manufactured at home. Resolving such conflicts successfully will continue to become more important given the increasing emphasis on the welfare of people and the environment. [9]

In making decisions related to these ethical dilemmas, an organisation needs to recognise that its decision may not be shared by other stakeholders who perhaps interpret the situation differently. This means that the company has to improve its communication about such choices. It may not persuade everyone to its view but, in the absence of its own explanation, even fewer people may understand the choice.[4]

Every human being has a moral sense and a certain personal sensitivity, also when they play a role in business or are a manager, and it does not seem that the primary purpose of business ethics is the need to teach businesspeople to distinguish between good and evil. Business ethics should be focused on attempts to analyze moral conflicts that occur in business processes and initiating creative discussions among ethicists, business practitioners, managers and economists. Such activities will make it possible for all people interested in this matter to become aware of the issues of ethical issues in business, emerging dilemmas and attempts to solve them.[10]

5. KORPORATĪVĀS SOCIĀLĀS ATBILDĪBAS (KSA) LOMA ĒTISKĀ KOMUNIKĀCIJĀ THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN ETHICAL COMMUNICATION

According to the European Commission perspective, CSR is viewed as “the responsibility of enterprises for their impacts on society” (EU, 2011b, p. 6) based on which, responsible companies should maximize the value creation for its stakeholders and identify, prevent and mitigate the adverse effects of their actions on the environment [14]. The CSR conceptualization of the European Commission highlights the importance of stakeholders, the need to create value for them as well as to respond to environmental or institutional pressures so that firms are beneficial to society. That is, corporations are obliged to show economic, environmental, philanthropic and human rights social responsibilities which are considered to be the major CSR. [10]

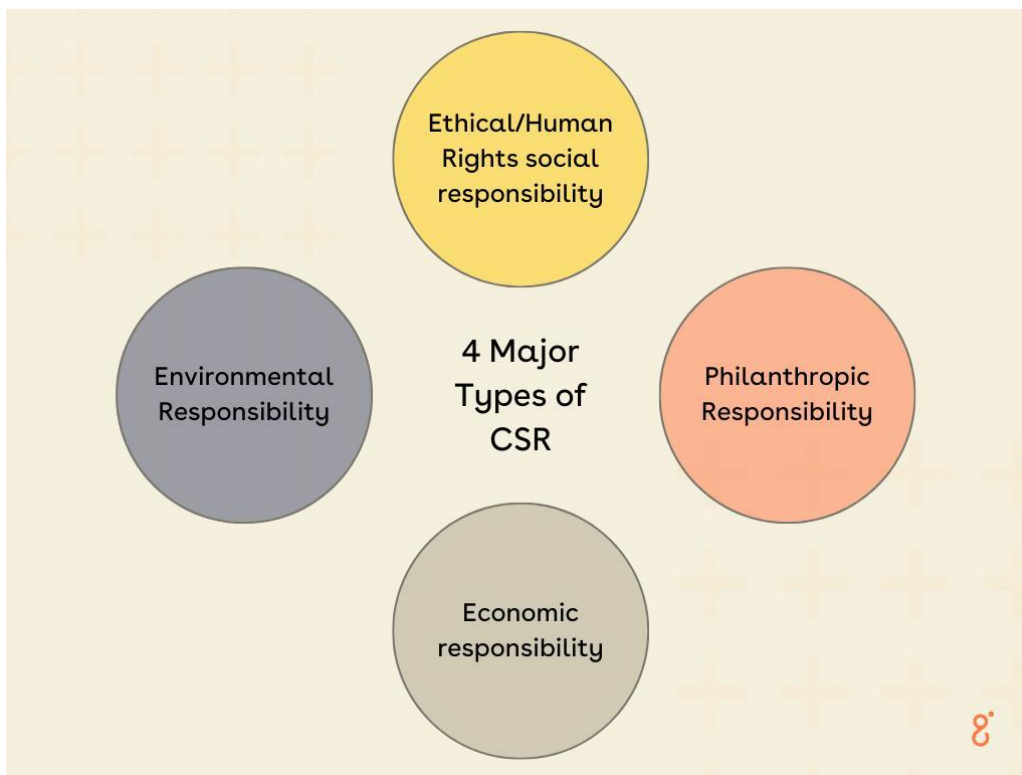


Figure 1. four major CSP

PĒTĪJUMA REZULTĀTI UN TO NOVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Previous findings shows that 3 key importance of ethical communication is very necessary in the corporate society today. They are;

- **Builds Trust and Credibility**, Ethical communication helps establish trust between a company and its stakeholders, including customers, employees, investors, and the public. When a company communicates transparently, honestly, and consistently, it strengthens its credibility and fosters long-term relationships built on mutual respect and understanding. Grunig and Hunt (1984) emphasize that ethical communication is a core component of public relations, as it helps build trust, which is critical for the credibility of an organization. Trust is fundamental to successful communication, influencing stakeholder perceptions and loyalty. Patagonia is an example of a company known for its ethical communication practices. The company has built a strong reputation for being transparent about its environmental practices, fostering trust with its customers and the broader public (Patagonia, 2020).
- **Enhances Organizational Reputation and Brand Loyalty**, Companies that consistently engage in ethical communication enhance their reputation and cultivate brand loyalty. Ethical communication that prioritizes honesty, responsibility, and integrity allows companies to differentiate themselves in the market and establish themselves as leaders in their respective industries. Beverland (2009) argues that companies with ethical communication strategies are often viewed more favorably by consumers, which can lead to increased brand loyalty and a more robust

reputation in the marketplace. Ethical behavior enhances a company's reputation, which is a critical asset for long-term success. [13]

- **Mitigates Risks and Prevents Legal Issues.** Ethical communication helps prevent misunderstandings and miscommunications that could lead to legal or financial consequences. By clearly communicating policies, expectations, and ethical standards, companies can mitigate risks, avoid conflicts, and ensure compliance with laws and regulations. The figure below further shows the importance of ethical communication.

The Importance of Ethical Communication

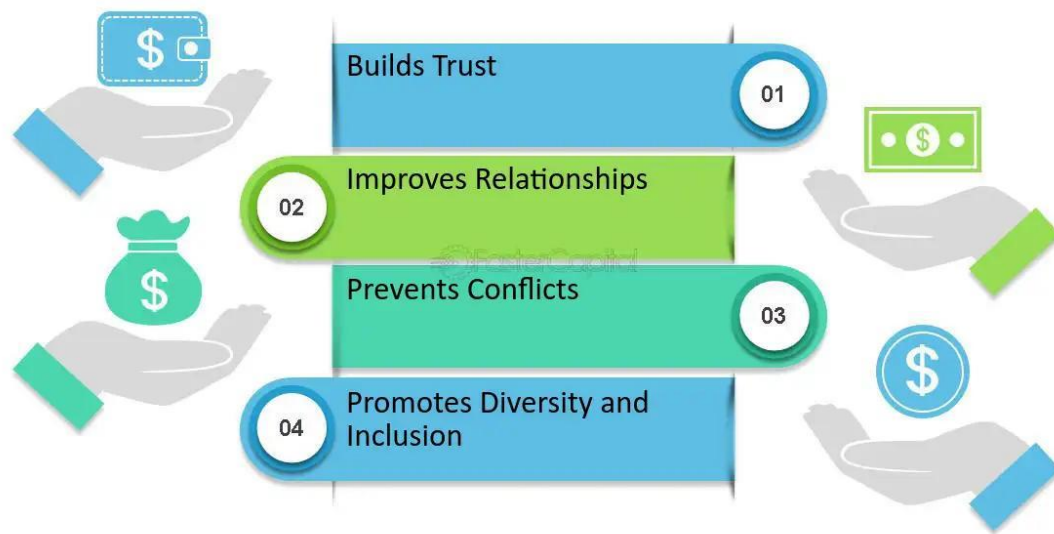
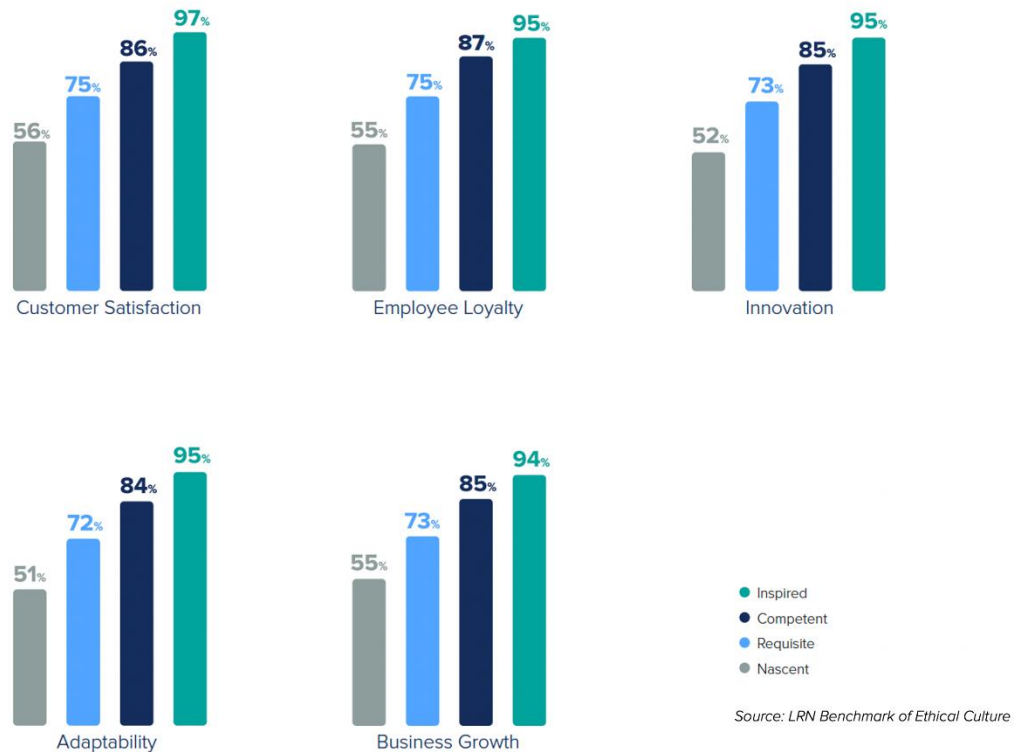


Figure 2. major importance of ethical communication.

The findings in the Benchmark of Ethical Culture report represent a strong need for companies to promote strong ethical cultures lest they lose in the competitive, stakeholder-led business environment. [12] There is a close association between strong ethical values and business performance as seen on the chart below;

Inspired cultures outperform



Data represent mean score converted to a 1-100 scale.

Figure 3. chart showing significance of ethical culture on business performance.

KOPSAVILKUMS. CONCLUSION

Ethical communication is a cornerstone of both crisis management and strategy implementation. It ensures that organizations maintain trust, act with integrity, and foster a positive relationship with stakeholders. By being transparent, honest, and empathetic during crises and strategic rollouts, companies not only mitigate risks and manage crises effectively but also create the foundation for long-term success. Ethical communication helps organizations align their actions with their values and ensures that they remain accountable to their stakeholders.

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THE IMPACT OF DIGITAL GREEN MARKETING APPROACHES ON TOURIST ACCOMMODATION PREFERENCES IN KERALA

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ANOTĀCIJA

Digitālās zaļās mārketinga metodes ir radījušas daudz pārmaiņu Keralas tūrisma nozarē, ko dažviet dēvē par “Dieva pašu valsti”. Šī pētījuma mērķis ir izpētīt šo stratēģiju ietekmi uz reģionu vēlmēm izmitināt viesus. Pašreizējā situācijā vajadzība izprast, kā digitālais mārketinga ietekmē ceļotāju izvēli par videi draudzīgu izmitināšanu, ir pētāma visiem. Tā kā šim pētījumam ir iespēja ieinteresētās puses informēt par efektīvām mārketinga stratēģijām, kas atbalsta ilgtspējīgas mārketinga stratēģijas, kurām ir arvien lielāka nozīme videi draudzīgam tūrismam, šis pētījums ir piemērots.

Atslēgvārdi: digitālais zaļais mārketinga, ietekme uz vidi, Dieva valsts, Keralas tūrisms, tūristu izmitināšanas iespējas

ABSTRACT

Digital green marketing techniques have brought a lot of change as far as the tourism industry of Kerala, which is in some places referred to as “God’s Own Country.” This research seeks to examine the implications of these strategies on the regions’ preferences of accommodation for guests. As it stands, the need to understand how digital marketing influences the choices of travelers on green lodging is the research for all. Since this research has the ability to make the stakeholders aware of efficient marketing strategies that support sustainable marketing strategies which are of increasing importance to the eco-conscious tourist, this research is appropriate.

Keywords: digital green marketing, environmental impact, god's own country, Kerala tourism, tourist accommodation preferences

IEVADS. INTRODUCTION

Kerala famously known as “The place blessed by God” is famous for its non-violent backwater, eye catching beauty and cultural heritage. The state has embraced green digital marketing trends in several years in order to promote green tourism accommodation and tourism. These strategies rely on present day technology informing travelers of eco-friendly hotels which meets today’s generation’s progressive propensity towards eco-tourism. Therefore, there is increasing awareness among tourists of their impact on the environment More and more tourists consider ecology more and more and begin to seek accommodation appropriate for them. It has been revealed that digital marketing can significantly affect their choice studies prove this [1]. This paper discusses the influence of these digital marketing strategies on the Keralan tourist’s choice in lodging, and the behavior and choice based on sustainable lodging, and the focus was on the theoretical framework and case study. Focusing on the strategy and plans of action connected with

these digital marketing tactics, this research aims at understanding how the choice of the Kerala tourists in regard to the dwelling influences their decision. Furthermore, it evaluates collected studies on consumers' preferences and behavior regarding sustainable hotels for travelling.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Both digital marketing and sustainable tourism are the theoretical foundations of this study. Whereas sustainable tourism has its focus on lowering the impacts of the tourism industry on the environment and enhancing the impacts for local people, digital marketing is a collection of online techniques, which enhances visibility and interaction with the target tourists.

1. Digital Marketing Concepts

Social media marketing, content marketing, search engine optimization and other such online marketing strategies have gradually become the sole ways of marketing for embracing sustainable tourism in the hospitality industry sector. Not only do these tactics ensure awareness about the proper sustainable housing options but they also influence the travelers as well because of the highlighted difference from the general conventional housing facilities. [1]

2. Sustainable Tourism Principles

Sustainable tourism is thus defined as an activity which positively impacts on the economic returns on the region whilst being relatively harmless to the physical surroundings. In particular, implementation of such policies as green marketing on digital platforms meets these criteria while attracting valuable segments of eco-conscious travelers.[3]

3. Real-World Uses

In an effort to promote ecotourism some of the campaign messages initiated by the Kerala Department of Tourism include: The following are examples of Porter's strategic moves: partnership with travel bloggers; Market Segment Specific Initiatives; International Market Initiatives; Innovative Marketing Techniques such as Virtual Reality to showcase environmentally sustainable lodging [4]. The aim of such programs is to ensure that there always exists a rich online pool of green hotel options.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Digital green marketing was recently confirmed about how well choices of Kerala tourists regarding the accommodation options that are available to them are. Several important conclusions were drawn from a survey given to travelers:

1. Knowledge of Eco-Friendly Options

The majority of the respondents agreed that they would be more likely to choose accommodations that frequently employed internet technologies in promoting and implementing their sustainable practices [5]. This would mean that travelers' decisions can be easily swayed through better use of digital marketing.

2. Social Media Influence

Thus, social networks can be considered as valuable sources of information that draw travelers' attention to the concept of sustainable accommodations. Interactive engaging and

enlightening visual content that pointed to the reception's sustainable endeavors and exclusive propositions inspired travelers [3].

3. Inclinations to Return

The study found recommendations showing a positive link between the willingness of travelers to revisit eco-destinations and travel perceive of digital green marketing efforts [1]. have noted that the percentage of lyricists who have interacted with the eco-friendly content mentioned willingness to revisit Kerala in future[1].

KOPSAVILKUMS. CONCLUSION

Effective digital marketing further instigates social change that amounts to awareness and sustainable behavioral patterns of the tourists hence having significant influence on the preferences of Kerala regarding its modes of lodging. Through the use of digital strategies, sustainable hotel options are promoted, and a sustainable culture in the tourism sector is achieved. Hence, stakeholders in Kerala's ongoing efforts to brand itself as a pioneer of eco-tourism must take advantage of these modern tools available in digital marketing. Effective digital marketing points to the tendency that influence the travelers' behavior towards sustainable lodgings [1]. Kerala might enhance its position as one of the most significant actors on the market of responsible tourism by stressing the themes of sustainable tourism and using the modern technical tools for marketing promotion. It is important for future research to assess the further effects of these strategies on the behavior of visitors and overall sustainability of tourism business in the area [3,4].

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EXPLORING THE IMPACT OF TOURIST PREFERENCES ON THE DEVELOPMENT OF FOOD DELIVERY APPLICATIONS IN INDIA

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ANOTĀCIJA

Pētījumā tiek analizēta tūristu uzvedības ietekme uz Indijas tiešsaistes pārtikas piegādes tirgu, izmantojot iekšējo un ārējo tirgus analīzi, salīdzinošo pieeju un aptauju, kurā piedalījās 250 respondenti no pārtikas piegādes un tūrisma sektora. Rezultāti norāda uz izaugsmes iespējām, pielāgojot lietotnes atbilstoši patērētāju vajadzībām un tūristu uzvedības tendencēm. Pētījuma ietvaros izstrādāta aplikācija "ZULU" vērsta uz vēl neizmantoto tūristu tirgu, piedāvājot inovatīvus risinājumus pārtikas piegādē, tostarp integrāciju ar citām lietotnēm, efektīvu mārketingu un lokalizētas funkcijas.

Atslēgvārdi: Patērētāju preferences, Mārketinga ietekme uz lietojumprogrammu izstrādi, Pārtikas piegāde tiešsaistē, Ilgtspējība digitālajās platformās, Tūristu uzvedība

ABSTRACT

The study investigates the influence of tourist behavior on the Indian online food delivery market. This research employs internal and external market analysis, comparative methods, and a survey of 250 respondents from the food delivery and tourism sectors. The findings highlight growth opportunities through application development tailored to consumer preferences influenced by tourist behavior. The resulting application, "ZULU," targets the untapped tourist segment in food delivery, emphasizing integration with existing apps, strategic marketing, and localized features to enhance market reach.

Keywords: Consumer Preferences, Marketing Influence on Application Development, Online Food Delivery, Sustainability in Digital Platforms, Tourist Behavior

INTRODUCTION

The study examines the need for innovation in the Indian food delivery market, focusing on tourist preferences to enhance application features and shape market dynamics. Currently, the online food delivery market is lacking in the tourism market, and there is a lack of comprehensive functionality to attract tourists to India. The existing applications in India have congested layouts, simple payment systems, and outdated information that limits the application user experiences, especially for tourism [1].

India is a rapidly growing tourist market with annual visitors of 9.23 million contributing \$4.8 billion to the GDP for the year 2023 [2], this shows immense potential for tourist-oriented application development. However, the market of India is dominated by existing players which created a monopolistic tendency which hinders innovation in the market. The food delivery sector has a projected market growth of \$43.78 billion by 2024 [3] due to the increasing number of consumers, digital shift, and experiencing change in consumer behavior. Despite this growth, website costs, data security, infrastructure, and customer dissatisfaction persist.

The research investigated the tourist's behavior and preferences toward the online food delivery application to get insights for the development of improved application features and strategy.

The research aims to study and analyze tourist behavior toward online food delivery applications in the market of India and offer recommendations for further improvement in the food delivery application development that can provide ease to the tourist in food selection and promotion of culture.

The research object is tourist behavior in the food delivery business in India. The research subject is using effective application development for online food delivery.

A mixed-method approach is adopted that is based on qualitative methods for the internal and external analysis and quantitative methods for the analysis of questionnaire and market data. The source of data is from both primary and secondary sources including the questionnaire targeting tourists and frequent users of online food delivery applications. Secondary sources are research articles, reports, and databases. Simple random sampling was used to ensure unbiased responses and identify the trends in tourist behavior that can impact the online food delivery application service's quality, efficiency, and customer satisfaction.

The hypothesis of the research pointed toward the improvement of the online food delivery application with tourist-centric features, enhancing visibility, and personalized options that will improve the user experience and improve the influence on profitability by tapping the tourist market.

The research novelty is the evaluation of tourist behavior to develop an actionable strategy to design an online food delivery application that can fill the gap in the Indian tourism market by offering enhanced features with better communication.

BASIC THEORETICAL AND PRACTICAL PROVISION

The online food delivery applications integrate with consumer behavior theories, technological frameworks, and practical strategies with analysis that can help to meet consumer needs particularly focused on tourism.

The theoretical foundation is based on consumer behavior based on the online applications that refer to the different models of technology that influence the understanding of the preferences and decision-making essentials which is according to the application selection. The factors of the behavioral changes are psychological, cultural, and geographical choices [4]. The model is the Technology Acceptance Model (TAM) which explains the consumer's perceived usefulness and ease of use drive the adoption and preferencing behavior. A user-friendly interface of the application helps to improve acceptance and appeal which helps the user to spend more time on the application [5]. Besides that, the Norm Activation Model (NAM) examines the moral responsibility of the consumers adopting sustainable and eco-friendly practices while selecting any application that is vital for the promotion of green initiatives in food delivery services that include the packaging, selection methods, corporate responsibilities, and contribution to the society [6].

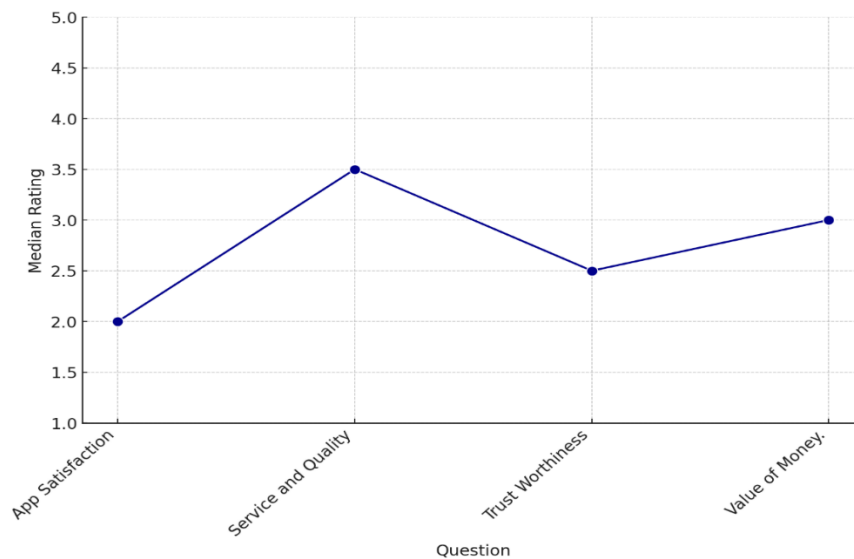
The theories supporting user engagement include the Stimulus-Organism-Response (SOR) theory that identifies the external stimuli of the application such as intuitive app designs, the impact of the application on consumer psychology, and driving favorable responses [7]. The Push-Pull-Mooring (PPM) model helps to explain the user transitions from different applications between platforms based on dissatisfaction with current services or attraction toward features of the application [8]. Consumption Value Theory (TCV) highlights the interplay functional of the application, social, and emotional values in consumer decision-making strength including affordability, social integration, and novelty [9].

The Sustainable practices in the packaging of the goods, logistics operations, and menu customization align with global trends in online food delivery applications to attract environmentally conscious tourists [10]. The tourism-driven consumer behavior also emphasizes localized options with the presence of taste, cultural inclusivity, and quality service, which is

critical for retaining international and domestic tourists toward the online food delivery application.

The practical application framework is designed based on different business models in the food delivery application which focuses on the Order-Only Model that refers to the restaurants manage delivery in which the application facilitates orders with limited resource-intensive application relies on restaurant efficiency [11]. Order-and-Delivery Model refers to the Platforms that manage logistics, offering revenue streams and drivers are integrated, ensuring prompt service [11]. Lastly, the cloud kitchen model that is centralized kitchens eliminates real estate requirements which streamlines resources for cost-effective scalability.

The market overview shows that the Indian online food delivery market is dominated by Zomato and Swiggy which hold up 90% of the Indian online delivery market [12]. The market is extended from the metro areas to smaller cities as well which is for targeting the demographic to enhance the availability for all the segments in the market. The market surveys focus on all the demographic segments in the market that show the consumers in the tourist market are focusing on the ease of use of the application, fast delivery, and application usability according to their requirements without high price sensitivity.



Img 1.1 Tourist Preferences in Food Application

The minimum order value, application features, and delivery fees have a strong influence on tourist preferences. Social media marketing is an important player in driving consumer changes and enhancing the adoption of frequent ordering. The analysis of questionnaires also shows that the tourist prioritizes the localized offerings, with variety and affordability. Multiple features that can multi-language support, AI bots, and application suability ease can help the new company to develop the market in India with the advancement in the tourism section of the application that can help to target the market more efficiently but also include the trip management strategy.

Table 2.1

SWOT Analysis of the Online Food Delivery Market in India

Strength	Weakness
Ease to Consumers	Quality Management
Variety of Options	Consumer Dissatisfaction and Delays
Timesaving	Dependency on Technology
Efficient Comparison and Selection	Cost Management

Opportunity	Threats
Rapid Growth and High Traffic High Awareness Optimization and Customization High-Efficiency proportion	High Market Competition Monopoly in Market Communication Gap for New Entrants Data Privacy Issues

The SWOT analysis shows that the strength of the sector is convenience, variety of food, time-saving, and low-cost food availability enhanced with great information, loyalty, and customization. Meanwhile, the weakness of the sector is mainly the dependency on technology, delays, quality, and operational sustainability. The opportunity in the market to leverage sustainable practices, personalization, expansion to new markets, and target the untapped market with high potential. Yet, the threats are from the high competition, data privacy, and monopolistic behavior toward new players.

Table 2.2

PEST Analysis of the Indian Market

Political	Economical
<ul style="list-style-type: none"> • Strict regulations for food safety • Licensing for the food business • Low Tax Rate in Food Business 	<ul style="list-style-type: none"> • High Purchasing Power • Frequent Changes in Fuel Prices • High Unemployment rate
Social	Technological
<ul style="list-style-type: none"> • High Urbanization rate • Strong Cultural impact on food Selection • Strong Utilization of Online Application 	<ul style="list-style-type: none"> • High-End Technical Facilities • Strong Data Analytics and Data Collection • High Utilization of Online Payment

The Pest analysis shows that the regulation is strict with food safety, licensing, and tax policies while the economic rise in disposable income plays a positive role in the growth of the industry which can also impact the fuel price volatility that reduces consumer spending and increase cost. Urbanization and changes in consumer behavior tend to drive the market more rapidly as technological advancement and utilization is also increasing in the country [13].

To summarize, the analysis and theory highlight the dynamic nature of India's online food delivery market that emphasizes the need for a tailored strategy that can address consumer preferences specifically for the tourist market by technological advancements, and sustainable practices. These insights can help the companies to enhance their competitiveness and capture new market segments.

RESEARCH RESULTS AND THEIR EVALUATION

The development of the new application “ZULU” will target the untapped market of tourism in India. The application will have a unique proposition that addresses market challenges, tourist preferences, and an innovative informational panel designed to boost the consumer footprint in the application.

The Zulu application will be offering tourist-centric features with advanced functionality based on AI-driven chatbots that provide 24/7 support, and the consumers can personalize

recommendations, Localized menus, cultural integrity, meal scheduling, and location-based restaurant recommendations for tourists. The marketing of the application will be Leverage from different platforms like Instagram, Facebook, and TikTok that will attract users, especially through influencer collaborations.

The application interface will be integrated with easy onboarding with multiple sign-up options, intuitive navigation, and real-time tracking of orders. Besides that, there will be secure payment gateways, multiple payment options, and a robust rating system to enhance the credibility of the application and restaurants.

The Zulu's interface includes:

- A homepage that will emphasize user preferences with restaurant rankings, maps, and delivery time estimates.
- A tourist selection option on the home page that will be featured with local cuisines and cultural themes.
- Detailed order processes and live tracking for seamless user experience.
- Budgeting tools like spending trackers and reminders to manage costs.

The total cost for Zulu's development will be including application design, infrastructure, marketing, and operational expenses that are estimated at €154,000–€224,000 based on the location and change in the prices. Key cost drivers of the development include UI/UX design, server setup, salaries, and promotional campaigns.

Zulu is designed as an innovative online food delivery solution that helps to attract tourists, combining advanced features, localized cuisines, and effective marketing to establish India's dynamic market.

CONCLUSION

The consumers consider the quality and dependability of service to be paramount. Tourists require fast food delivery solutions, advanced features, and especially multiple options at once. Growing disposable incomes and the penetration of globalization have then dramatically increased the popularity of OFD apps among a larger population. The perceived reliability of such services has room for improvement. Users discontented on issues like data integrity, consistency of services, and price transparency have shown areas that OFD providers could work on to gain the trust of users. Additionally, the research points out the effect of marketing and social media in influencing the decisions of customers. The evaluation indicates that tourists have a good grasp of the market and know how to shop in a better way. The price sensitivity is, however, still high implying that promotional deals, discounts, and loyalty programs will still attract users and enable retention. Engaging users through targeted campaigns that align with their needs can enhance interactions and chances of conversion. The OFD companies must seek technological advancements including artificial intelligence and machine learning to enhance technology-assisted personal recommendations and customer support services. Indian OFD market in the overview is potentially great due to the advancement in digitalization, and demand for consumers. While trust issues present a threat, it is possible to enhance service provision, and target marketing practices on specific groups of people, and that way OD platforms will flourish in modern times.

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TIESĪBU ZINĀTNE

LEGAL SCIENCE

KOMISIJAS INTEREŠU KONFLIKTS PUBLISKAJOS IEPIRKUMOS

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ANOTĀCIJA

Darbā tiek analizēta būtiska problēma, kas var ietekmēt publisko iepirkumu procesa godīgumu, caurspīdīgumu un efektivitāti – iepirkuma komisijas locekļu interešu konflikts.

Autore izpētīja publiskā iepirkuma būtību, iepirkuma procedūras nepieciešamību un iepirkuma komisijas darbu. Izklāstīja ieteikumus par to, kā komisijai nodrošināt efektīvu darbību un spēju ne tikai identificēt, bet arī novērst problēmsituācijas, kas varētu rasties iepirkuma procesa laikā un pieņemt optimālus lēmumus sabiedrības interesēs, lai novērstu jebkādas šaubas par tās lēmumu taisnīgumu un iepirkuma procesa caurspīdīgumu.

Darbā īpaša uzmanība tiek pievērsta interešu konflikta ietekmei uz iepirkuma procesa rezultātu, interešu konflikta būtība un analizētas iespējamās sekas, kas rodas no nepareizas vai nepietiekamas šīs problēmas apzināšanās. Sniegt pārskatu par to, kā interešu konflikts var apdraudēt publisko iepirkumu procesu, kā arī piedāvāt praktiskus risinājumus, lai novērstu šādu situāciju rašanos un veicinātu lielāku iepirkumu procesu caurskatāmību un taisnīgumu.

Atslēgvārdi: interešu konflikts, iepirkumu komisija, publiskie iepirkumi

ABSTRACT

The work analyzes a significant problem that can affect the fairness, transparency and efficiency of the public procurement process - the conflict of interest of procurement commission members.

The author studied the nature of public procurement, the need for the procurement procedure and the work of the procurement commission. Presented recommendations on how to ensure the commission's effective operation and ability not only to identify, but also to prevent problematic situations that could arise during the procurement process and to make optimal decisions in the public interest, in order to eliminate any doubts about the fairness of its decisions and the transparency of the procurement process.

The work pays special attention to the impact of the conflict of interest on the outcome of the procurement process, the nature of the conflict of interest and analyzes the possible consequences arising from incorrect or insufficient awareness of this problem. Provide an overview of how a conflict of interest can threaten the public procurement process, as well as offer practical solutions to prevent such situations from occurring and promote greater transparency and fairness in procurement processes.

Keywords: conflict of interest, procurement commission, public procurement

IEVADS. INTRODUCTION

Katram iedzīvotājam ir svarīgi zināt, kā pašvaldības izlieto nodokļu maksātāju naudu, tādēļ ir izveidots publisko iepirkumu regulējums, kas nosaka skaidrus noteikumus un prasības, kā valsts un pašvaldību iestādes veic iepirkumus. Šobrīd, nepārtraukti tiek uzlabota publisko iepirkumu sistēma, taču vēl joprojām, nereti sabiedrībā un politiskajās aprindās izskan viedokļi, ka publisko iepirkumu joma saistāma ar dažādiem krāpšanas riskiem un problēmām.

Publisko iepirkumu sistēma Latvijā tiek attīstīta un pilnveidota jau kopš valsts pastāvēšanas pirmsākumiem, tajā skaitā nepārtraukti tiek pilnveidots piedāvājumu vērtēšanas tiesiskais regulējums, kas ir viens no svarīgākajiem iepirkuma procedūras posmiem, jo tieši vērtēšanas rezultātā tiek pieņemts lēmums par iepirkuma procedūras uzvarētāju [1, 6].

Publisko iepirkumu procedūra ir ļoti nozīmīgs process, ar kura palīdzību valsts un pašvaldību iestādes iegādājas preces, pakalpojumus, lai nodrošinātu sabiedrības vajadzības un valsts

ekonomisko izaugsmi. Taču šī procesa efektivitāte un godīgums lielā mērā ir atkarīgs no iepirkuma komisijas kompetences, objektivitātes un tās locekļu atbildības izpratnes. Iepirkumu komisijai ir ļoti liela atbildība, tā nodrošina, lai šis process būtu likumīgs, godīgs un caurskatāms, tādējādi uzturot sabiedrības uzticību valsts pārvaldes darbībai.

Iepirkumu komisijas kompetences trūkumi, kā arī iespējamās interešu konflikta situācijas var būtiski ietekmēt iepirkuma rezultātu, radot nevēlamus riskus, tostarp korupciju un konkurences principu pārkāpumus. Lai nodrošinātu, ka iepirkuma komisija darbojas sabiedrības interesēs, Latvijas normatīvais regulējums nosaka, par pienākumu komisijas locekļiem pildīt savus pienākumus objektīvi, neatkarīgi un saskaņā ar valsts interesēm. Tas nozīmē, ka ir svarīgi ieviest efektīvus interešu konflikta novēršanas mehānismus, kas palīdzētu komisijas locekļiem savlaicīgi identificēt un novērst iespējamus konfliktus.

Pētījuma mērķis ir analizēt interešu konflikta problemātiku Iepirkumu komisijas darbā, lai izprastu priekšnoteikumus tā novēršanai, kas veicinātu Iepirkumu komisijas objektivitāti un neatkarību. Mērķa sasniegšanai tika izvirzīti sekojoši uzdevumi: izpētīt iepirkuma principus un procedūru, kā arī analizēt interešu konfliktu iepirkumu komisijas darbā un tā novēršanas priekšnoteikumus. Pētījumā tiek izmantotas sekojošas zinātniskas metodes: aprakstošā metode, salīdzinošā metode un analīze.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

1. Publisko iepirkumu pamatprincipi

Publiskais iepirkums ir process, kurā valsts vai pašvaldības iestādes, uzņēmumi vai citas publiskas institūcijas iegādājas preces, pakalpojumus vai būvdarbus no privātā sektora uzņēmumiem. Publisko iepirkumu norisi galvenokārt reglamentē Publisko iepirkumu likums un Sabiedrisko pakalpojumu sniedzēju iepirkumu likums, no minētajiem normatīvajiem aktiem secināmi publiskā iepirkuma pamatprincipi, tomēr papildus šiem, ir arī vairāki Ministru kabineta noteikumi, Eiropas Savienības direktīvas un regulas, kuras ir jāņem vērā realizējot publisko iepirkumu.

Ņemot vērā Publisko iepirkumu likuma (turpmāk – PIL) 2.pantu, galvenie publiskā iepirkuma mērķi ir:

- 1) Atklātība un caurskatāmība;
- 2) Konkurence, vienlīdzīgums;
- 3) Efektivitāte un ekonomija [2].

Šie principi paredz, ka publiskie finanšu līdzekļi ir jāizlieto likumīgi un atbilstoši sabiedrības interesēm, nepieļaujot šo resursu izšķērdēšanu, nelietderīgu izmantošanu, korupciju.

Latvijā publiskā iepirkuma uzraudzību un kontroli nodrošina Iepirkumu uzraudzības birojs (turpmāk – IUB), kas ir Finanšu ministrijas padotības iestāde, kuras darbības mērķis ir valsts pārvaldes funkciju īstenošana iepirkuma procedūru uzraudzībā.

Iepirkumiem ir liela ietekme arī uz ES strukturālajiem un investīciju fondiem, jo gandrīz puse šo līdzekļu tiek izlietota, izmantojot publiskā iepirkuma līgumus. Pārdomāta līgumu slēgšana palīdz par ieguldīto naudu saņemt labāko rezultātu no šiem ES fondiem. Iepirkums ir svarīgs arī Eiropas uzņēmumiem, kas izmanto vienotā tirgus priekšrocības, piedaloties iepirkuma procedūrās pašu valstī, kā arī pārējās ES valstīs. Mūsu valstu sabiedrību un ekonomiku ievērojami ietekmē tehnoloģiskais progress un digitalizācija, demogrāfiskās pārmaiņas un arvien ciešāk savstarpēji savienoti tirgi. Globalizētā pasaulē vienotā tirgus radītā ekonomiskā integrācija joprojām ir galvenais labklājības un konkurences virzītājspēks un tādējādi mūsu labākā aizsardzība [3].

Publisko iepirkumu stratēģiska plānošana un atbalsts tehnoloģiskajai attīstībai veicina ne tikai ES ekonomikas ilgtspēju un konkurētspēju, bet arī palīdz dalībvalstīm maksimāli izmantot ES fondu sniegtās iespējas, nodrošinot ilgtermiņa labklājību un stabilitāti Eiropas vienotajā tirgū.

2. Iepirkuma procedūra

Publiskais iepirkuma process sastāv no dažādiem posmiem, kuros pasūtītājam ir pienākums veikt normatīvajos aktos noteiktās darbības, lai sasniegtu publiskā iepirkuma procesa mērķi. Iepirkuma procedūru veic saskaņā ar PIL un Ministru kabineta noteikumiem Nr. 107 "Iepirkuma procedūru un metu konkursu norises kārtība". Šie noteikumi paredz iepirkuma procedūras norises kārtību un piemērošanas noteikumus.

Iepirkuma plānošana un vajadzību apzināšana ir vissvarīgākais posms veiksmīgu iepirkumu realizācijai, kā arī katra atsevišķā iepirkuma mērķa sasniegšanai. Katra iepirkuma plānošana sākas ar vajadzības izprašanu. Plānojot iepirkumu, vispirms ir jāsaprot kāds būs iepirkuma priekšmets, ko nepieciešams ierīkt, kāds būs līguma veids (pakalpojumi, piegādes vai būvdarbi), un, protams, līgumcena, pieejamais finansējums iepirkuma realizēšanai. Paredzamo līgumcenu nosaka, lai izvēlētos atbilstošu iepirkuma veidu vai piemērojamo procedūru.

Atbilstošas iepirkuma procedūras izvēle - visiem iepirkumiem tiek piemērota atbilstoša procedūra, tai skaitā piemēroti atbilstoši normatīvie akti noteiktai iepirkumu jomai. PIL 8.panta 1.punktā ir atrunāti procedūru veidi: atklāts konkurss, slēgts konkurss, konkursa procedūra ar sarunām, konkursa dialogs, inovācijas partnerības procedūra un sarunu procedūra [2].

Iepirkuma komisijas izveide un darbība - iepirkuma komisiju izveido pasūtītājs, nodrošinot tās atbilstību regulējumā noteiktajām prasībām par komisijas sastāvu un kompetenci. Iepirkuma komisija ievēro tai noteiktos darbības pamatprincipus un lēmumu pieņemšanas kārtību. Iepirkuma komisija protokolē iepirkuma procesa gaitu.

Nepieciešamās preces, pakalpojuma (objekta) specifikācijas un nolikuma izstrāde - šo procesu parasti veic iestādes atbildīgās personas un speciālisti. Visbiežāk jurists - iepirkumu speciālists sadarbojoties ar ekspertiem sagatavo iepirkuma nolikumu un nodod to saskaņošanai Iepirkuma komisijai.

Iepirkuma izsludināšana - lai iepirkums tiktu izsludināts, tajās iepirkuma metodēs un procedūrās, kur regulējums to paredz, Publikāciju vadības sistēmā (pvs.iub.gov.lv) jāpublicē paziņojums par līgumu un jānodrošina pieeja iepirkuma dokumentiem pircēja profilā Elektronisko iepirkumu sistēmā (eis.gov.lv).

Kandidātu un pretendentu atlase un piedāvājuma izvēle - Pieteikumus vai piedāvājumus atver vienlaikus pēc piedāvājumu iesniegšanas termiņa beigām. Kandidātus vai pretendentes atlasa un iesniegumu vai piedāvājumu atbilstību pārbauda saskaņā ar iepirkuma dokumentos noteiktajām prasībām, un līguma slēgšanas tiesības piešķir saimnieciski visizdevīgākajam piedāvājumam (vai piedāvājumiem). Pieteikumu vai piedāvājumu vērtēšanas laikā līdz rezultātu paziņošanai par līguma slēgšanas tiesību piešķiršanu informāciju par vērtēšanas procesu nesniedz [4].

Līguma ar izvēlēto piegādātāju noslēgšana, t.sk. sagatavošana, pārbaude - iepirkuma rezultātā slēdz iepirkuma līgumu vai vispārīgo vienošanos. Iepirkuma līgums nosaka tiesiskās attiecības starp pasūtītāju vai pasūtītājiem un piegādātāju vai piegādātājiem, un tajā iekļaujamo informāciju noteic publisko iepirkumu regulējums.

Līguma izpildes uzraudzība - Preču un pakalpojumu saņemšana, norēķinu veikšana.

Tiesību aktiem, kas regulē publisko iepirkumu norisi, jānodrošina, lai iepirkuma procedūras nav pārlietu sarežģītas, un jārada iespēja uzņēmumiem godīgas konkurences ceļā saņemt valsts pasūtījumus. Taču sabiedrībā publiskie iepirkumi ilgstoši radījuši negatīvu viedokli par valsts pārvaldi, kas neveicina ne uzņēmēju pienākumu maksāt nodokļus, ne arī vēlmi piedalīties mūsu valsts iepirkumos [1, 268].

Galvenais priekšnoteikums - atklātība publisko iepirkumu procedūrā. Līdz ar to realizējot iepirkuma procedūru pasūtītājs atbilstoši regulējumam, informāciju par iepirkumu publicē Elektronisko iepirkumu sistēmā (turpmāk - EIS) un Publikāciju vadības sistēmā (turpmāk - PVS).

3. Iepirkuma komisijas locekļa interešu konflikts un tā novēršanas priekšnoteikumi

Iepirkuma komisijas darbības mērķis ir īstenot iepirkumu procedūras, tā lai tās atbilstu publiskos iepirkumus reglamentējošām normatīvām prasībām, tostarp iestāžu iekšējiem normatīvajiem aktiem, un lai to rezultātā sekmētu iepirkumiem paredzēto līdzekļu racionālu, efektīvu un tiesiski korektu izlietošanu. Iepirkuma komisija nodrošina atbilstošu iepirkuma dokumentācijas pārbaudi, piedāvājumu izvērtēšanu un lēmumu pieņemšanu.

Iepirkuma komisija nodrošina iepirkuma dokumentu izstrādāšanu, protokolē iepirkuma procesa gaitu un ir atbildīga par iepirkuma procedūras norisi. Iepirkuma komisija atlasa un vērtē pretendētus un to iesniegtos piedāvājumus saskaņā ar Publisko iepirkumu likumu, iepirkuma procedūras dokumentiem, kā arī cietiem normatīvajiem aktiem un iepirkuma komisijas lēmums ir saistošs pasūtītājam, ja tiek slēgts līgums. Iepirkuma komisijas priekšsēdētājs organizē un vada komisijas darbu, nosaka komisijas sēžu vietu, laiku un kārtību, sasauca un vada komisijas sēdes [1, 131; 132].

Iepirkuma komisijas locekļi ir valsts amatpersonas likuma "Par interešu konflikta novēršanu valsts amatpersonu darbībā" 4. panta pirmās daļas 24. punkta izpratnē,[5] līdz ar to publisko iepirkumu komisijas locekļiem ir pienākums iesniegt valsts amatpersonas deklarācijas. Iepirkuma komisijas loceklis ir uzskatāms par personu, kurai, pildot amata pienākumus valsts vai pašvaldības institūcijās, saskaņā ar normatīvajiem aktiem ir tiesības izdot administratīvos aktus, kā arī veikt uzraudzības, kontroles, izziņas vai sodīšanas funkcijas attiecībā uz personām, kas neatrodas to tiešā vai netiešā pakļautībā, vai tiesības rīkoties ar valsts vai pašvaldības mantu, tai skaitā finanšu līdzekļiem.

Interešu konflikts ir situācija, kurā valsts amatpersona, pildot valsts amatpersonas amata pienākumus, pieņem lēmumu vai piedalās tā pieņemšanā, veic citas ar amatu saistītas darbības, kas ietekmē vai var ietekmēt šīs valsts amatpersonas, tās radnieku vai darījumu partneru personiskās vai mantiskās intereses. Valsts amatpersona, nonākot interešu konflikta situācijā, ir spiesta izdarīt izvēli starp publiskām jeb sabiedrības interesēm un savām personiskajām interesēm. Minētais rada korupcijas risku, taču ne katrs interešu konflikts pāraug korupcijā, ja tas savlaicīgi tiek konstatēts un novērsts [6].

PIL 25.pants nosaka, ka iepirkuma procedūras dokumentu sagatavotājs (pasūtītāja amatpersona vai darbinieks), iepirkuma komisijas locekļi, iepirkuma komisijas sekretārs un eksperti nedrīkst pārstāvēt kandidāta vai pretendenta intereses, tostarp tiem nedrīkst būt tieša vai netieša finansiāla, ekonomiska vai cita veida personiska ieinteresētība, kas var ietekmēt personas objektivitāti un neatkarību attiecībā uz konkrēto iepirkumu, kā arī tie nedrīkst būt saistīti ar kandidātu vai pretendentu [2].

Interešu konflikta pazīmes iepirkuma komisijā var būt:

Personiskas attiecības ar piegādātāju – ja komisijas loceklis ir radniecīgās vai draudzīgās attiecībās ar iepirkuma pretendentu vai piedāvājuma iesniedzēju.

Finansiālas intereses – ja komisijas loceklis ir saistīts ar iepirkuma kandidāta uzņēmumu, piemēram, kā akcionārs, darbinieks vai konsultants.

Iepriekšēja profesionāla saistība – ja komisijas loceklis nesen strādājis vai bijis citādi saistīts ar iepirkuma dalībnieku, piemēram, kādā projektā vai uzņēmumā.

Potenciāls ieguvums no rezultāta – ja komisijas loceklim vai viņa tuviniekiem ir potenciāls ieguvums no konkrētā iepirkuma iznākuma, piemēram, ar piegādātāju noslēgts privāts līgums.

Pasūtītājam ir liela loma interešu konflikta situāciju izvērtēšanā un tam ne tikai uzsākot iepirkuma procesu, bet visā tā norises laikā ir jāpārbauda, vai nepastāv iespējami interešu konflikti, un ir jāveic pasākumi, lai nepieļautu un atklātu interešu konfliktus, kā arī novērstu to sekas.

Saskaņā ar PIL 25.panta trešo daļu iepirkuma komisijas locekļiem, ekspertiem, komisijas sekretāram un iepirkuma dokumentu sagatavotājam, sākot darbu pie iepirkuma dokumentu izstrādes, kā arī pēc tam, kad kļuvuši zināmi konkrētā iepirkuma kandidāti vai pretendenti, jāparaksta *apliecinājums par neieinteresētību*, ka tie nepārstāv konkrētu piegādātāju intereses un nav ieinteresēti to izvēlē. Kā arī nav saistīti ar kandidātu vai pretendentu PIL 25. panta pirmās vai otrās daļas izpratnē.

PIL 42.panta pirmās daļas 4.punktā ir noteikts izslēgšanas nosacījums – pasūtītājs izslēdz kandidātu vai pretendentu no dalības iepirkuma procedūrā, ja iepirkuma dokumentācijas sagatavotājs (pasūtītāja amatpersona vai darbinieks), iepirkuma komisijas loceklis vai eksperts ir saistīts ar kandidātu vai pretendentu minēta likuma 25.panta pirmās un otrās daļas izpratnē vai ir ieinteresēts kāda kandidāta vai pretendenta izvēlē un pasūtītājam nav iespējams novērst šo situāciju ar mazāk kandidātu vai pretendentu ierobežojošiem pasākumiem.

Ja tiek konstatēts interešu konflikts, tas ir jānovērš. Atkarībā no tā, attiecībā uz kuru personu tiek konstatēts interešu konflikts, pasūtītāja rīcība interešu konflikta novēršanai var atšķirties [7].

Korupcijas novērošanas un apkarošanas biroja ieskatā iekšējās kontroles sistēmas pilnveidošana ir viens no efektīvākajiem veidiem, kā mazināt korupcijas riskus valsts un pašvaldību institūcijās. Pasūtītāja atbildība iepirkuma procesā izpaužas ne tikai kā iepirkuma pārraudzība, bet arī kā darbs veicinot komisijas locekļu kompetences pilnveidošanu, piedāvājot regulāras apmācības par interešu konflikta novēršanu un iekšējās kontroles stiprināšanu.

Secināms, ka iepirkuma komisijas locekļi, būdami valsts amatpersonas, uzņemas ļoti lielu atbildību, kas prasa augstu profesionālo un ētisko standartu ievērošanu, jo par pārkāpumiem publisko iepirkumu jomā ir paredzēta administratīvā atbildība.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Iepirkumu komisijas nozīme: Iepirkuma komisijas uzdevums ir ne tikai nodrošināt iepirkuma procedūru atbilstību normatīvajiem aktiem, bet arī ievērot augstus profesionālos un ētiskos standartus, lai novērstu interešu konfliktus un garantētu lēmumu objektivitāti un caurspīdīgumu. Kompetenta un atbildīga komisija ir galvenais iepirkuma procesa likumības un efektivitātes nodrošināšanā.

Interešu konflikta ietekme: Interešu konflikta situācijas var mazināt sabiedrības uzticību iepirkumu procesam un radīt korupcijas riskus. Nepietiekama konflikta atpazīšana var novest pie iepirkuma rezultātu neobjektivitātes un valsts līdzekļu neefektīvas izlietošanas.

Interešu konflikta novēršanas priekšnoteikumi: Regulāras Iepirkumu komisijas locekļu apmācības un iekšējo kontroles sistēmu pilnveidošana. Nepieciešamība ieviest stingrākus pārbaudes mehānismus visos iepirkuma posmos, ieskaitot kandidātu atlasī un lēmumu pieņemšanu. Apliecinājumu par neieinteresētību parakstīšana un pasūtītāja atbildība identificējot konfliktus iepirkuma gaitā.

Praktiskie risinājumi: Semināru un informatīvo kampaņu organizēšana, lai komisijas locekļi apzinātos, kā atpazīt un novērst interešu konflikta riskus. Iepirkumu komisijas sastāvā iesaistīt tikai kvalificētus un objektīvus dalībniekus, kas nodrošina iepirkuma procedūru godīgumu. Pētījuma rezultāti apstiprina, ka interešu konflikta novēršana un caurspīdīga komisijas darbība ir būtisks priekšnosacījums, lai sabiedrība uzticētos publisko iepirkumu procesiem.

KOPSAVILKUMS. CONCLUSION

Kompetentai Iepirkuma komisijai ir ļoti būtiska nozīme iepirkuma procedūrā, komisijas uzdevums ir ne tikai pārvaldīt iepirkuma procesu atbilstoši normatīvajiem aktiem, bet arī ievērot augstus profesionālos un ētiskos standartus, kas nepieciešami, lai novērstu iespējamās interešu konfliktu situācijas un garantētu lēmumu objektivitāti un caurskatāmību.

Iepirkuma komisijas locekļu darbībā liela nozīme ir interešu konflikta novēršanas pasākumiem, jo komisijas locekļi, kā valsts amatpersonas, ir atbildīgas par likumīgu iepirkuma procesu. Normatīvie regulējumi paredz, ka komisijas locekļiem amata pienākumus jāveic objektīvi, neatkarīgi un saskaņā ar valsts interesēm. Tādējādi tiek nodrošināta godīga konkurence starp pretendentiem un izslēgtas iespējas, kas varētu graut sabiedrības uzticību publiskajiem iepirkumiem.

Interesu konflikta novēršana publiskajos iepirkumos ir ne tikai komisijas locekļu, bet arī pasūtītāja pienākums, tam jāuzrauga iepirkuma procesa caurskatāmību un jāveic savlaicīga interešu konflikta identificēšana visā iepirkuma gaitā.

Viens no risinājumiem būtu nodrošināt komisijas locekļiem regulārus seminārus un apmācības par interešu konflikta novēršanas aspektiem, kas palīdzētu viņiem savlaicīgi atpazīt veidojošos interešu konflikta situāciju vai korupcijas riskus. Iepirkumu komisijā iekļautajām personām ir jābūt informētām par to, kādos gadījumos ir konstatējams interešu konflikts (tai skaitā, nav nekādu faktu vai apstākļu pagātnē, tagadnē vai, iespējams, tuvākajā nākotnē, kas ļautu apšaubīt šīs personas objektivitāti). Iekšējās kontroles sistēmas pilnveidošana ir viens no efektīvākajiem veidiem, kā mazināt interešu konflikta un korupcijas riskus valsts un pašvaldību institūcijās.

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VARDARBĪBAS ĢIMENĒ NOVĒRŠANAS UN APKAROŠANAS TIESISKAIS REGULĒJUMS

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ANOTĀCIJA

Latvijas Republikas Satversmē noteikts, ka ikvienam cilvēkam ir tiesības uz dzīvību, brīvību, neaizskaramību, godu un cieņu. Vardarbības ģimenē rezultātā šīs konstitūcijā nostiprinātās pamatvērtības netiek ievērotas, radot būtisku kaitējumu vardarbībā cietušajām personām.

Raksta mērķis ir rast skaidrojumu vardarbības ģimenē izpausmju veidiem. Veikt izpēti par vardarbības ģimenē izplatību Latvijā, pētīt tiesisko regulējumu saistībā ar Latvijā paredzēto atbildību par vardarbību ģimenē un to, kāda aizsardzība ir paredzēta vardarbībā cietušajām personām.

Lai sasniegtu izvirzīto mērķi pētīta un analizēta informācija par oficiālās statistikas datiem un tiesu praksi, tā pat arī iegūta informatīva, skaidrojoša informācija juridiskajā un psiholoģiskajā literatūrā un interneta vidē.

Darba rezultātā iegūta padziļināta informācija par vardarbības ģimenē izpausmju veidiem un tiesisko regulējumu vardarbības novēršanā, gūts apstiprinājums tam, ka vardarbība ģimenē ir ievērojami izplatīta Latvijā, un tā var radīt nopietnas sekas nākotnē.

Atslēgvārdi: administratīvās tiesības, krimināltiesības, vardarbībā cietušo aizsardzība, vardarbība ģimenē

ABSTRACT

The Constitution of the Republic of Latvia stipulates that every person has the right to life, liberty, integrity, honor and dignity. As a result of domestic violence, these fundamental values enshrined in the constitution are not respected, causing significant harm to victims of violence.

The purpose of the article is to find an explanation for the types of manifestations of domestic violence. To conduct research on the prevalence of domestic violence in Latvia, to study the legal framework in relation to the liability for domestic violence provided for in Latvia and what protection is provided for victims of violence.

In order to achieve the stated goal, information on official statistics and case law is studied and analyzed, as well as informative, explanatory information in legal and psychological literature and the Internet environment has been obtained.

As a result of the work, in-depth information has been obtained on the types of manifestations of domestic violence and the legal framework for the prevention of violence, confirmation has been obtained that domestic violence is significantly common in Latvia and it may have serious consequences in the future.

Keywords: administrative law, criminal law, protection of victims of violence, domestic violence

IEVADS. INTRODUCTION

Latvijas Republikas Satversmē ir nostiprinātas tiesības uz tādām cilvēku pamatvērtībām kā dzīvība, brīvība, neaizskaramība, gods un cieņa.[1] Neskatoties uz konstitūcijā nostiprinātajām pamattiesībām, bieži vien tās netiek ievērotas. Ne tikai plašākā sabiedrībā, bet arī ģimenēs starp tuviem cilvēkiem tiek novēroti tiesību aizskārumi vardarbības formā. Bieži vien tiesību aizskārumi vērsti pret personu fizisko un mentālo veselību, vienlaicīgi aizskarot arī godu un cieņu.

Neskatoties uz to, ka vardarbības fenomens radies tālā pagātnē, mūsdienās šī parādība joprojām ir izplatīta un novērojama arī ģimenēs. No vardarbības ģimenē cieš gan sievietes, gan vīrieši, gan arī bērni. Vardarbība var tikt īstenota neatkarīgi no tā, kāds ir vardarbībā iesaistīto sociālais statuss, izglītība, vecums, reliģiskie uzskati vai ieņemamais amats.

Raksta mērķis ir rast skaidrojumu vardarbības jēdzienam un veidiem. Veikt izpēti par vardarbības ģimenē izplatību Latvijā un tiesisko regulējumu saistībā ar Latvijā paredzēto atbildību par vardarbību ģimenē, un to, kāda aizsardzība ir paredzēta vardarbībā cietušajiem.

Darba izstrādē izmantota juridiskā un psiholoģiskā literatūra, normatīvie akti, tiesu prakse, interneta resursi, tostarp informāciju no Centrālās statistikas pārvaldes Oficiālā statistikas portāla.

Darba izstrādē ir izmantotas tādas pētījuma metodes kā analītiskā – pētot un analizējot vardarbības ģimenē izplatību Latvijā, cietušās personas aizsardzību un varmākas atbildību no tiesiskā regulējuma puses. Indukcijas – izdarot secinājumus, vispārīgus atzinumus, izmantojot autores zināšanas par konkrēto tēmu.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Vardarbība ģimenē ir sarežģīta un vairumos gadījumu noklusēta problēma Latvijas iedzīvotāju vidū. Bieži vien vardarbības fakti tiek noklusēti, lai izvairītos no atkārtotas vardarbības, sociāla spiediena, līdzilvēku nosodījuma, vai emocionālās un ekonomiskās atkarības no vardarbīgās personas puses. Saikni starp upuri un varmāku raksturo ģimeniskās, emocionālās un tuvības attiecības. Tāpat arī vardarbībai ģimenē ir raksturīga atkārtotība, un bieži tā tiek īstenota ilgstoši.

Ar terminu “vardarbība ģimenē” apzīmē visus fiziskas, seksuālas, psiholoģiskas vai ekonomiskas vardarbības aktus, kas notiek ģimenē vai mājās, vai starp bijušajiem vai esošajiem laulātajiem vai partneriem neatkarīgi no tā, vai varmāka dzīvo vai ir dzīvojis vienā dzīvesvietā ar upuri. [9] Vardarbības ģimenē cietušie bērni var būt gan paši vardarbības upuri, vai arī kā vardarbības starp pieaugušajiem liecinieki.

Fiziskas vardarbības rezultātā gūtie miesas bojājumi, kas kvalificējami saskaņā ar Krimināllikumā paredzētajām noziedzīgā nodarījuma sastāva pazīmēm, tiesu praksē novērojami dažādās izpausmēs, piemēram, 2024.gada 10.oktobra Kurzemes rajona tiesas spriedumu Lietā Nr. K69-0641-24/19, norādīts, ka persona divas reizes ar nazi iedūra brāļa mugurā kreisās lāpstiņas rajonā un vēderā, nodarot brālim smagus miesas bojājumus, kas bīstami dzīvībai. [14]

Rīgas rajona tiesas 2013.gada 28.oktobra spriedumā lietā Nr. K28-0590-13/8 norādīti fiziska vardarbības izpausmes veidi, kas vērsti pret bērnu no varmākas puses, proti, bērnam izdarīti sitieni ar dūri pa galvu, ķermeni, ekstremitātēm; sitieni pa seju un ķermeni pielietojot priekšmetus, tādejādi radot psihiskas ciešanas, fiziskas sāpes un miesas bojājumus. [15]

Psiholoģisko jeb emocionālo vardarbību raksturo dažāda veida draudi, ņirgāšanās, goda aizskaršana un personiskās cieņas pazemošana, tostarp vardarbīga izturēšanās pret bērna tuviniekiem viņa klātbūtnē u.tml.[8] Pret bērnu vērstā vardarbība var izpausties arī kā apvainošana, likšana justies vainīgam, izsmiešana, kritizēšana, apsūkāšana, kliegšana uz bērnu, atraidīšana, atteikšanās sniegt palīdzību, ignorēšana u.tml. [9] Būtiski pieminēt, ka psiholoģiskā vardarbība bieži vien ir savienojama ar fizisku vardarbību.

Seksuālā vardarbība skaidrojama kā jebkura seksuāla rakstura darbība un mēģinājumi īstenot seksuālu aktu (dzimumakts, ķermeņa aizskaršana, seksuāla ekspluatācija, bērna pakļaušana pieaugušo seksualitātei). [8] Seksuālās vardarbības veicējs var būt jebkura persona neatkarīgi no viņa attiecībām ar cietušo. Jāpiebilst, ka seksuālā vardarbība var notikt arī starp laulātajiem vai intīmajiem partneriem.

Par ekonomisko vardarbību ģimenē tiek sauktas tādas darbības, kas vērstas uz tuvinieka, ģimenē dzīvojošā finansiālajiem līdzekļiem vai ietekmi uz tiem, izmantojot dažādas manipulācijas. [10] Šādas vardarbības izpausme var būt kā ienākumu slēpšana, cietušā ienākumu atņemšana,

cenšanās nepieļaut, lai cietušais gūtu ienākumus, naudas došana, ja cietušais ir izpildījusi kādas prasības u.c. līdztekus minētajam var tikt pielietots arī spēks. [13]

Ekonomiskas vardarbības izpausmes vērojamas 2024.gada 30.augusta Vidzemes rajona tiesas lēmumā par pagaidu aizsardzību pret vardarbību lietā Nr.3-12/10002-24/36, kurā norādīts, ka pret personu A vērsta ekonomiska vardarbība no dzīvesbiedra puses, kas izpaudusies kā naudas līdzekļu t.i. bankas kartes atņemšana un aizliegšana personai A rīkoties ar naudas līdzekļiem pēc saviem ieskatiem, tostarp aizliegšana izvēlēties un iegādāties pārtikas produktus un higiēnas preces. [16]

Centrālās statistikas pārvaldes 2021.gada aptaujas “Ar dzimumu saistītas vardarbības apsekojums” dati liecina, ka fizisku un emocionālu vardarbību visbiežāk ir piedzīvojušas sievietes no vīriešiem, kas bijuši intīmie partneri. Seksuālo vardarbību sievietes dzīves laikā no partneru puses pieredzējušas reti salīdzinājumā ar cita veida vardarbībām, savukārt seksuālā vardarbība pret vīriešiem no partneru puses bijusi ļoti retos gadījumos. Vardarbību māsaimniecības locekļu starpā gandrīz četras reizes biežāk piedzīvojušas sievietes salīdzinājumā ar vīriešiem. Pret meitenēm un zēniem bērnībā fiziskā vardarbība visbiežāk vērsta no tēva puses. [12]

Lai aizsargātu vardarbībā cietušos un novērstu vardarbības draudus, kas vērsti ģimenē ir paredzēta gan administratīvā atbildība, gan kriminālatbildība. “Administratīvo sodu likums par pārkāpumiem pārvaldes, sabiedriskās kārtības un valsts valodas lietošanas jomā” 12. pantā noteikts, ka par maznozīmīga miesas bojājuma nodarīšanu, ja tas izdarīts pret personu, ar kuru pārkāpējs ir pirmajā vai otrajā radniecības pakāpē, vai pret laulāto vai bijušo laulāto, vai pret personu, ar kuru pārkāpējs ir vai ir bijis pastāvīgās intīmās attiecībās, vai pret personu, ar kuru pārkāpējam ir kopīga (nedalīta) saimniecība, piemēro naudas sodu no astoņdesmit sešām līdz simt četrdesmit naudas soda vienībām. [2]

2024. gada 4. jūlijā stājās spēkā jaunie grozījumi Krimināllikumā saistībā ar vardarbības novēršanu. Krimināllikums tika papildināts ar jaunu 174.¹ pantu “Cietsirdība un vardarbība pret tuvinieku”. [5] Krimināllikuma 174.¹ panta ieviešana paredz iespēju saukt pie kriminālatbildības varmāku ne tikai par fizisku ciešanu nodarīšanu tuviniekam, bet arī par personas cieņas aizskaršanu un psiholoģisku ietekmēšanu, kas apdraud šīs personas mentālo veselību.

Normatīvajos aktos ir noteikta kārtība, kā tiek īstenota personu aizsardzība situācijās, kad personai tiek radīti vardarbības draudi. Proti, gadījumos, kad pret personu vērsta vardarbība un ir apdraudēta šīs personības veselība un drošība policijas darbiniekam saskaņā ar likuma “Par policiju” 12.¹ pantu ir pienākums novērst vardarbības draudus un ir tiesības pieņemt lēmumu par tūlītēju varmākas nošķiršanu, lai aizsargātu personu. [6]

Lai novērstu vardarbības draudus ģimenēs un starp tuviniekiem, kopš 2014. gada Civilprocesa likumā ir ieviests pagaidu aizsardzība pret vardarbību institūts. Pagaidu aizsardzība pret vardarbību dod iespēju no vardarbības un vajāšanas cietušajām personām pēc savas iniciatīvas vērsties tiesā un lūgt tiesu noteikt ierobežojumus personai, kura vērš vardarbību. [4]

Pavisam nesen, 2024.gada 07.novembrī, Saeima galīgajā lasījumā pieņēma grozījumus Kriminālprocesa likumā, kuri paredz, ka varmācīgajai personai varēs piemērot drošības līdzekļa izpildes elektronisko uzraudzību. Elektroniskā uzraudzība ir intensīvas kontroles pasākumi, kurus nosaka tiesa, lai ierobežotu brīvu pārvietošanos varmākam. Elektroniskās uzraudzības piemērošanu Latvijā paredzēts uzsākt ar 2025.gada 1.jūliju. [11]

PĒTĪJUMU REZULTĀTI UN NOVĒRTĒŠANAS. RESULTS OF RESEARCH AND EVALUATION

Atšķirībā no citiem vardarbības veidiem fiziskā vardarbība ir visvieglāk identificējama vardarbības veids, jo izpaužas kā aktīvas un apzinātas darbības, kas vērstas attiecībā pret upuri.

Fiziskās vardarbības upuriem visbiežāk ir vizuāli redzamas pazīmes un veselības problēmas, kas var liecināt par notikušu fizisko vardarbību. Vardarbības upuri var būt gan bērni, gan sievietes, gan vīrieši, un šāda vardarbība var izpausties ar daudz un dažādām darbībām.

Vardarbības ģimenē tendence Latvijā ir ievērojami izplatīta problēma. Lai arī likumdevējs ir izstrādājis vairākus vardarbības mehānismus vardarbības mazināšanai, kā, piemēram, rīcību vardarbīgās situācijās, pagaidu aizsardzības pret vardarbību līdzekļus, vardarbības problēmai nepieciešams pievērs pastiprinātu uzmanību un lemt par dažādiem iespējamajiem veidiem vardarbības ģimenē risināšanā.

Iespējams, ka ar elektroniskās uzraudzības ieviešanu varētu samazināties atkārtoti vērsti vardarbības gadījumi, jo elektroniskās uzraudzības ierīces fiksētie pārkāpumu, varēs tikt izmantoti kā pierādījumi varmākas rīcībai. Praksē novērots, ka varmākas bieži vien savus pārkāpumus neatzīst un atsevišķās situācijās varmākas pārkāpumus ir visai grūti pierādīt. Protams, ne visus varmākas elektroniskā uzraudzība spēs atturēt no atkārtotas vardarbības pret aizsargāto personu, tāpēc būtiski ir noteikt kārtību un kritērijus kādām vardarbīgajām personām var piemērot elektronisko uzraudzību.

SECINĀJUMI. CONCLUSIONS

Rakstā “Vardarbības ģimenē novēršanas un apkarošanas tiesiskais regulējums” sniegts skaidrojums vardarbības jēdzienam un veidiem, veikta izpēte par vardarbības ģimenē tendenci un izplatību Latvijā, pētīts tiesiskais regulējums par paredzēto atbildību varmākam un to, kāda aizsardzība tiek nodrošināta vardarbībā cietušajiem.

Nākas secināt, ka vardarbība ģimenē ir nopietna problēma, un pret to ir jāieņem stingra nostāja un jāreaģē kritiski. Vardarbība ģimenē būtiski ietekmē gan atsevišķus indivīdus, gan grauj sabiedrību kopumā. Autore izvirza priekšlikumu, ka, lai apzinātu reālo situāciju valstī saistībā ar vardarbībā ģimenē cietušajiem, nepieciešams izveidot vienotu elektronisko sistēmu tās uzskaitēi, kas apvienotu dažādu iestāžu informāciju vienuviet par konstatētajiem vardarbības faktiem ģimenēs.

Raksta autore uzskata, ka ņemot vērā, ka 2024. gada 4.jūlijā stājās spēkā jaunie grozījumi Krimināllikumā, papildinot to ar jaunu 174.¹ pantu “Cietsirdība un vardarbība pret tuvinieku”, no “Administratīvo sodu likuma par pārkāpumiem pārvaldes, sabiedriskās kārtības un valsts valodas lietošanas jomā” būtu izslēdzama 12.panta otrā daļa, kas paredz administratīvo atbildību par maznozīmīgu miesas bojājumu nodarīšanu, ja tas izdarīts pret personu, ar kuru pārkāpējs ir pirmajā vai otrajā radniecības pakāpē, vai pret laulāto vai bijušo laulāto, vai pret personu, ar kuru pārkāpējs ir vai ir bijis pastāvīgās intīmās attiecībās, vai pret personu, ar kuru pārkāpējam ir kopīga (nedalīta) saimniecība, jo pēc būtības šis administratīvais pārkāpums satur Krimināllikuma 174.¹ pantā paredzētās noziedzīgā nodarījuma sastāva pazīmes.

Būtiski norādīt, ka svarīgi ir plaši diskutēt par vardarbības tēmu sabiedrībā un iedrošināt gan cietušos, gan līdzcilvēkus ziņot par vardarbības gadījumiem ģimenēs, jo neziņošana par vardarbību, vai tās slēpšana padara šo problēmu vēl grūtāk risināmu.

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ANOTĀCIJA

Rakstā ir izskatīti jautājumi par īpaši aizsargājamo cietušo kriminālprocesuālo statusu un tā realizēšanu, analizējot tiesības un mehānismus, kas tiek nodrošināti šīm personām kriminālprocesā. Tēma ir aktuāla, ņemot vērā mūsdienu sabiedrības pieaugošo interesi par cietušo tiesību aizsardzību un emocionālās labklājības nozīmi, īpaši personām, kas ir cietušas no noziedzīgiem nodarījumiem.

Pētījuma mērķis ir novērtēt īpaši aizsargājamo cietušo statusa efektivitāti un analizēt cietušo tiesību īstenošanu, identificējot izaicinājumus un iespējas uzlabot esošās normas un praksi.

Pētījuma gaitā tika izstrādāti priekšlikumi.

Atslēgvārdi: Kriminālprocesa likums, kriminālprocesa dalībnieks, īpaši aizsargājamais cietušais; īpaši aizsargājamā cietušā tiesības un pienākumi

ABSTRACT

The article examines issues related to the criminal procedural status of specially protected victims and its implementation, analyzing the rights and mechanisms provided to these individuals in criminal proceedings. The topic is relevant given modern society's growing interest in the protection of victims' rights and the importance of emotional well-being, especially for individuals who have suffered from criminal offenses.

The aim of the study is to assess the effectiveness of the status of specially protected victims and analyze the enforcement of victims' rights by identifying challenges and opportunities to improve existing regulations and practices.

The study's findings were summarized, and proposals were developed.

Keywords: Criminal Procedure Law, participant in criminal proceedings, specially protected victim, rights and obligations of the specially protected victim

IEVADS. INTRODUCTION

Satversme nosaka, ka ikviena tiesības uz dzīvību aizsargā likums.[1]

Kriminālprocesa sistēma ir neatņemama valsts tiesiskuma sastāvdaļa, kas nodrošina sabiedrības drošību un taisnīgumu. Īpaši aizsargājamā cietušā statuss ir attiecīgs regulējums, kas paredz aizsargāt personas tiesības un intereses, kuras ir cietušas no noziedzīgiem nodarījumiem. Šīs personas, bieži vien ievainojamas vai atkarīgas no apkārtējās vides, prasa papildu aizsardzību, lai nodrošinātu ne tikai viņu fizisko drošību, bet arī emocionālo un psiholoģisko stabilitāti. Tādēļ ir būtiski izprast, kā šis statuss tiek īstenots un kādas tiesības tiek piešķirtas īpaši aizsargājamiem cietušajiem, lai varētu efektīvi atbalstīt viņu tiesību realizāciju un mazināt papildus traumatizāciju kriminālprocesa laikā.

Šis pētījums ir īpaši aktuāls mūsdienu sabiedrībā, kurā arvien vairāk tiek pievērsta uzmanība cietušo tiesību aizsardzībai un viņu psiholoģiskajai labklājībai. Ir svarīgi analizēt esošās normas un

praksi, kas saistīta ar īpaši aizsargājamo cietušo statusu, un identificēt iespējamās problēmas, kā arī uzlabojumu jomas.

Raksta izstrādes gaitā tika izmantotas turpmāk norādītās izpētes metodes: dialektiskās izziņāšanas, salīdzinoši tiesiskā, loģiskā un juridiskā, statistiskā, konkrēti socioloģiskā metode.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISIONS

Saskaņā ar Kriminālprocesa likuma 95. pantu, cietušais var būt fiziskā vai juridiskā persona, kurai ar noziedzīgu nodarījumu radīts kaitējums, proti, morāls aizskārums, fiziskas ciešanas vai mantisks zaudējums. Par cietušo kriminālprocesā nevar būt persona, kurai morāls aizskārums nodarīts kā noteiktas sabiedrības grupas vai daļas pārstāvim. Savukārt, ja persona ir mirusi, cietušais kriminālprocesā var būt kāds no mirušā tuviniekiem.[2]

Kriminālprocesā cietušajam tiek piešķirts noteikts tiesiskais statuss, kas ļauj viņam piedalīties procesā gan kā iesaistītajam, gan kā informācijas sniedzējam. Viņa tiesību apjoms un iespējas iesaistīties procesā var atšķirties, ņemot vērā noziedzīgā nodarījuma būtību un cietušā vajadzības. Cietušajam tiek nodrošinātas tiesības saņemt informāciju par procesa norisi un viņa tiesībām, līdzdalību izmeklēšanā, izteikt viedokli un sniegt liecības, kā arī tiesības uz drošību un privātuma aizsardzību. Krūzkopa norāda, ka šīs tiesības ir būtiskas, lai cietušais varētu aktīvi aizstāvēt savas intereses un piedalīties taisnīguma sasniegšanā.[3]

Kriminālprocesa likuma 96.¹ panta izpratnē īpaši aizsargājams cietušais ir sekojoša persona: nepilngadīgais; persona, kura garīga rakstura vai cita veselības traucējuma dēļ pati nespēj izmantot savas procesuālās tiesības; persona, kura cietusi no noziedzīga nodarījuma, kas vērstas pret personas tikumību vai dzimumneaizskaramību, vai no cilvēku tirdzniecības; persona, kura cietusi no noziedzīga nodarījuma, kas saistīts ar vardarbību vai vardarbības piedraudējumu un ko izdarījis cietušā tuvinieks, bijušais laulātais vai persona, ar kuru cietušais ir vai ir bijis pastāvīgās intīmās attiecībās; persona, kurai noziedzīga nodarījuma rezultātā, iespējams, radīti smagi miesas bojājumi vai psihiski traucējumi; persona, kura cietusi no noziedzīga nodarījuma, kas, iespējams, veikts rasistisku, nacionālu, etnisku vai reliģisku motīvu dēļ.

Īpaši aizsargājamā cietušā statuss kriminālprocesā ir piešķirts, lai nodrošinātu papildu aizsardzību tiem cietušajiem, kuri ir īpaši ievainojami un var tikt pakļauti atkārtotam apdraudējumam vai iebiedēšanai no noziedzīgā nodarījuma izdarītāja vai citiem. Latvijā šāds statuss ir paredzēts konkrētām personu grupām, kurām ir nepieciešams īpašs tiesību aizsardzības režīms, kas palīdz nodrošināt ne tikai viņu drošību, bet arī efektīvu iesaisti kriminālprocesā. Šī statusa mērķis ir aizsargāt cietušo psiholoģisko un fizisko veselību, vienlaikus atvieglojot viņu līdzdalību kriminālprocesā bez papildu stresa un bailēm.

Saskaņā ar Kriminālprocesa likumu īpaši aizsargājama cietušā statuss tiek piešķirts personām, kas nav sasniegušas pilngadību, garīga vai cita veselības traucējuma dēļ pašas nespēj aizstāvēt savas procesuālās tiesības, kā arī personām, kuras cietušas no smaga noziedzīga nodarījuma, piemēram, seksuāla rakstura vai vardarbības nozieguma.

Īpaši aizsargājamajam cietušajam tiek nodrošinātas gan vispārējas tiesības, kas piešķirtas visiem cietušajiem, gan papildu aizsardzības mehānismi, kuri mērķēti tieši uz viņu drošības un labklājības saglabāšanu. Šis statuss nosaka, ka cietušajam jābūt aizsargātam no iespējamām nelabvēlīgām sekām, piemēram, no uzbrukumiem vai draudiem, kas var rasties kriminālprocesa laikā.

Ņemot vērā raksta apjomu, nav iespējams detalizēti, vispusēji analizēt visas īpaši aizsargājamā cietušā tiesības un to realizāciju. Uzskatam par nepieciešamo izklāstīt īpaši aizsargājama cietušā tiesību realizāciju šādā veidā.

Īpaši aizsargājamajiem cietušajiem tiek nodrošinātas tiesības sniegt liecību īpašos apstākļos, kas novērs papildu traumu vai atkārtotu traumatizāciju. Tā, piemēram, ja cietušais ir nepilngadīgs vai cieš no psiholoģiskām traumām, izmeklēšana un tiesa var paredzēt, ka liecības tiks sniegtas slēgtā sēdē vai videokonferencē. Šāda pieeja ir vērsta uz to, lai mazinātu psiholoģisko slogu un radītu drošāku vidi.[4]

Īpaši aizsargājamajam cietušajam ir tiesības saņemt visaptverošu informāciju par viņu tiesībām un procesa norisi, kā arī par iespējamiem apdraudējumiem. Tas ietver informāciju par procesuālajiem posmiem, viņu lomu tajos un pieejamajiem atbalsta mehānismiem, kas palīdz viņiem saprast savas iespējas un pienākumus.[5]

Īpaši aizsargājamajam cietušajam ir tiesības pieprasīt un saņemt kompensāciju par nodarīto kaitējumu, kas aptver gan materiālos zaudējumus, gan morālo kaitējumu. Kompensācijas saņemšana ir būtisks elements cietušo aizsardzībā, jo tas sniedz zināmu taisnīguma sajūtu un palīdz mazināt materiālās un emocionālās sekas.[6]

Īpaši aizsargājamajam cietušajam ir arī tiesības uz aizstāvību, kas nozīmē, ka viņam var būt piešķirts advokāts, kurš sniedz palīdzību un pārstāv viņu intereses kriminālprocesā.

Īpaši aizsargājamajam cietušajam bieži vien tiek nodrošināta iespēja izvēlēties pārstāvi, kas var viņu aizstāvēt un atbalstīt kriminālprocesa laikā. Pārstāvis var būt ģimenes loceklis, uzticības persona vai advokāts, un viņš ir tiesīgs piedalīties izmeklēšanas darbībās cietušā vārdā.

Zinātnieks Van Boven norāda, ka, lai efektīvi realizētu šīs tiesības, ir svarīgi ne tikai tiesību akti, bet arī praktiskie pasākumi.[7]

Tiesību realizēšana ietver arī cietušo informēšanu par viņu tiesībām un iespējām pieprasīt aizsardzību, kā arī par iespējamiem tiesiskajiem līdzekļiem, lai uzlabotu viņu situāciju.[8]

Īpaši aizsargājamā cietušā tiesību realizēšana ir būtisks solis ceļā uz efektīvāku un cilvēku cienīgu tiesu sistēmu.

KOPSAVILKUMS. CONCLUSION

Pētījuma gaitā ir secināts, ka īpaši aizsargājamiem cietušajiem ir tiesības uz informāciju par viņu tiesībām un procesuālo statusu, taču šī informācija bieži vien nav pietiekami skaidra un pieejama.

Nepieciešami izstrādāt skaidrus un viegli saprotamus informatīvos materiālus, kas izskaidro cietušo tiesības un pienākumus, kā arī nodrošināt, ka šie materiāli ir pieejami visās tiesu un izmeklēšanas iestādēs, kā arī cilvēkiem bez juridiskas izglītības. Kriminālprocesa likumā jāveic grozījumi, lai noteiktu pienākumu tiesām un izmeklēšanas iestādēm regulāri nodrošināt skaidrus un pieejamus informatīvos materiālus.

Ir nepieciešams nodrošināt profesionālu psiholoģisko atbalstu cietušajiem, kas palīdzētu viņiem tikt galā ar emocionālo slogu un sagatavoties procesuālajām darbībām, kā arī izstrādāt skaidras vadlīnijas par cietušo pārstāvju lomu un atbildību, kā arī veicināt to apmācību un profesionālo izaugsmi, lai uzlabotu cietušo aizsardzību.

Vēl būtu lietderīgi pilnveidot tiesu un izmeklēšanas iestāžu procedūras, lai uzlabotu komunikāciju starp cietušajiem un procesa virzītājiem. Lai to izdarītu, nepieciešams papildināt Kriminālprocesa likumu ar pantu, kas nosaka procesuālo darbību efektivitāti un ātrumu, kas kalpos par pamatu izmeklēšanas iestāžu procedūru pilnveidei.

Viss augstākminētais sekmēs īpaši aizsargājamā cietušā tiesību un cilvēktiesību ievērošanu.

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TIESĪBAS TIKT AIZMIRSTAM PĒC VISPĀRĪGĀS DATU AIZSARDZĪBAS REGULAS

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ANOTĀCIJA

Raksts pēta privātuma statusu saistībā ar Vispārīgās datu aizsardzības regulas (VDAR) ieviešanu, koncentrējoties uz tiesībām tikt aizmirstam – vienu no pretrunīgākajiem tās elementiem. Tiesības dzēst personas datus, kas nostiprinātas VDAR 17. pantā, ļauj indivīdiem kontrolēt savu digitālo identitāti, īpaši gadījumos, kad vecā informācija kaitē reputācijai. Rakstā tiek apsvērts, kā tiesības tikt aizmirstam var saprast un piemērot nākotnē, ņemot vērā Eiropas Savienības politikas veidotāju plānus un iniciatīvas. Rakstā tiek apskatīta proporcionalitātes principa nozīme, izvērtējot tiesību tikt aizmirstam, vārda brīvības un citu aizsargājamo tiesību līdzsvaru, tiek analizēta šo tiesību mijiedarbība ar vārda brīvību, kā arī samērīgums un juridiskais līdzsvars Eiropas Savienībā.

Atslēgvārdi: cilvēktiesības, datu aizsardzība, personas dati, tiesības uz privātumu, vārda brīvība

ABSTRACT

The work examines the status of privacy in the context of the implementation of the General Data Protection Regulation (GDPR), focusing on the right to be forgotten, one of its most controversial elements. The right to erasure of personal data, enshrined in Article 17 of the GDPR, allows individuals to take control of their digital identity, especially in cases where old information is damaging to their reputation. The work considers how the right to be forgotten can be understood and applied in the future, taking into account the plans and initiatives of European Union policymakers. The work discusses the importance of the principle of proportionality, evaluating the balance of the right to be forgotten, freedom of speech and other protected rights, analyzes the interaction of these rights with freedom of speech, as well as proportionality and legal balance in the European Union.

Keywords: data protection, freedom of expression, human rights, personal data, right to privacy

IEVADS. INTRODUCTION

Privātums un tiesības tikt aizmirstam ir cilvēka pamattiesības, kas ir definētas kā jēdziens, kas atbilst tehnoloģiju attīstības dinamikai un digitālajam ilgumam. Šis jēdziens ir pilnveidots paralēli debatēm par piekļuvi informācijai un tās kontroli, kas ir orientētas uz tiesību zināt, sabiedrības interešu un drošības pieaugumu. Vispārīgās datu aizsardzības regulas (VDAR), kas stājās spēkā 2018. gada 25. maijā, sniedz skaidrāku tiesību tikt aizmirstam formulējumu, nodrošinot īstenošanas režīmu kā vienu no vispretrunīgākajiem VDAR noteikumu jautājumiem, nostādot to pirms nedrošības aizmirstības mērķu sasniegšanā dažādu juridisko un praktisko risinājumu dēļ [1].

Vispārīgās datu aizsardzības regulas (VDAR) 17. pantā ir nostiprinātas tiesības tikt aizmirstam, ļaujot datu subjektam pieprasīt savu datu dzēšanu, ja tie vairs nav vajadzīgi vai ja pastāv citi noteikti apstākļi. Tomēr šīs tiesības nav absolūtas, un tām ir izņēmumi, kas jāvērtē katrā gadījumā atsevišķi.

Pētījuma mērķis ir apsvērt, kā tiesības tikt aizmirstam var saprast un piemērot, ņemot vērā Eiropas Savienības politikas veidotāju plānus un iniciatīvas. Mērķa sasniegšanai tiek apskatīta proporcionalitātes principa nozīme, izvērtējot tiesību tikt aizmirstam, vārda brīvības un citu

aizsargājamo tiesību līdzsvaru, tiek analizēta šo tiesību mijiedarbība ar vārda brīvību, kā arī samērīgums un juridiskais līdzsvars Eiropas Savienībā.

Pētījumā tiek izmantotas sekojošas zinātniskas metodes: teorētiskā un normatīvā analīze, speciālās juridiskās, salīdzinošās juridiskās, vēsturiskās un citas zinātniskā materiāla un praktiskās pieredzes vispārīnāšanas metodes.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

VDAR būtiski paplašina un modernizē personas datu aizsardzību, ieviešot stingrākus noteikumus un lietotāju tiesības. Salīdzinot ar Direktīvu 95/46/EK [2], VDAR pievēršas jauniem izaicinājumiem, kas saistīti ar tehnoloģiju attīstību, un ievieš vienotu datu aizsardzības standartu Eiropas Savienības (ES) dalībvalstīs [3]. VDAR stiprina indivīdu tiesības, piemēram, pieprasīt datu dzēšanu, pārnesamību un iebilst pret datu apstrādi, vienlaikus paredzot stingras sankcijas par tās noteikumu pārkāpšanu.

VDAR ievieš tiesības tikt aizmirstam, kas ļauj indivīdiem pieprasīt savu personas datu dzēšanu, ja dati vairs nav nepieciešami vai apstrāde notiek bez tiesiska pamata. Šīs tiesības ietver organizāciju pienākumu informēt trešās puses par datu dzēšanu, tomēr tās līdzsvarotas ar sabiedrības tiesībām piekļūt informācijai un vārda brīvību.

Google Spānijas lieta bija pagrieziena punkts tiesību tikt aizmirstam attīstībā [4]. Šajā lietā ES Tiesa atzina interneta meklētājprogrammas par datu pārziņiem, nosakot, ka tās ir atbildīgas par personas datu dzēšanu pēc pieprasījuma, ja šie dati ir neatbilstoši, novecojuši vai pārmērīgi. Lieta akcentēja līdzsvara nepieciešamību starp datu aizsardzību un informācijas pieejamību [5].

VDAR 17. pants nostiprina tiesības tikt aizmirstam, vienlaikus izvirzot izņēmumus, piemēram, ja datu apstrāde ir nepieciešama vārda brīvības īstenošanai. Tiesa arī norādījusi, ka šīs tiesības nav absolūtas un jāvērtē kontekstā ar sabiedrības interesēm un indivīda privātumu.

Tomēr tiesības tikt aizmirstam ir izpelnījušās kritiku, īpaši attiecībā uz to ietekmi uz vārda brīvību un demokrātijas aizsardzību. Meklētājprogrammu operatoru pienākums dzēst saites ir radījis diskusijas par juridisko un tehnoloģisko iespējamību pilnībā izpildīt šos noteikumus, kā arī par potenciālu ietekmi uz informācijas brīvu plūsmu [6]. Neskatoties uz šo kritiku, tiesību tikt aizmirstam kodifikācija ir nozīmīgs solis indivīda privātuma stiprināšanā digitālajā laikmetā.

Ir pamats secinājumam, ka VDAR ieviešana un tiesību tikt aizmirstam nostiprināšana būtiski ietekmē datu aizsardzības praksi un privātuma aizsardzību ES, vienlaikus radot juridiskus un praktiskus izaicinājumus, kas joprojām tiek risināti.

PĒTĪJUMA REZULTĀTI UN TO IZVĒRTĒJUMS. RESEARCH RESULTS AND THEIR EVALUATION

Eiropas Kopienų Tiesas spriedums lietā *Google Spānija* par tiesībām tikt aizmirstam ir raisījis diskusijas par cenzūras privatizāciju, ļaujot interneta meklētājprogrammām dzēst saites uz saturu, kas satur personas datus. Kritiķi uzsver, ka tas var apdraudēt vārda brīvību, bet, lai šo kritiku pamatotu, ir jāizvērtē, vai šādu dzēšanu var uzskatīt par cenzūru. Personas datu aizsardzība, piemēram, tiesības tikt aizmirstam, var attaisnot piekļuves ierobežošanu, īpaši gadījumos, kad informācija ir bīstama vai satur sensitīvus datus [7].

Google Spānijas lietā tiesa noteica, ka tiesības uz privātumu un datu aizsardzību prevalē pār sabiedrības interesēm piekļūt informācijai un pār operatora ekonomiskajām interesēm. Tas radījis bažas par to, ka tiesas spriedums nav pietiekami līdzsvarojis šīs tiesības, ignorējot ES Pamattiesību hartas 11. pantā noteiktās vārda un informācijas brīvības [8]. Nepietiekamās

vadlīnijas apgrūtina interneta meklētājprogrammu sniedzēju spēju pareizi noteikt, kāda informācija ir jādzēš.

Sprieduma piemērošanā ir nepieciešams proporcionalitātes tests starp datu aizsardzību un vārda brīvību. Valstij, nevis privātiem uzņēmumiem, būtu jālemj par to, kāda privāta informācija ir svarīga sabiedrībai. Tomēr šāda pieeja neatbilst *Google Spānijas* lietas principiem, kur meklētājprogrammu sniedzēji tiek uzskatīti par datu pārziņiem, kuriem jāievēro VDAR prasības. Eiropas Datu aizsardzības kolēģijas detalizētākas vadlīnijas ir nepieciešamas, lai nodrošinātu tiesību līdzsvaru un novērstu nepamatotu cenzūru.

KOPSAVILKUMS. CONCLUSION

VDAR ir būtisks solis privātuma aizsardzības stiprināšanā, īpaši tiešsaistē, tomēr tas balstās uz iepriekšējiem ES tiesību aktiem, piemēram, Direktīvu 95/46/EK. Tas aizsargā datu subjektu tiesības pret ļaunprātīgu viņu datu izmantošanu, tomēr ar to vien nepietiek, lai pilnībā nodrošinātu informācijas privātumu tiešsaistē. Tiesības tikt aizmirstam, kas izriet no *Google Spānijas* lietas, tagad ir iekļautas VDAR 17. pantā un nodrošina datu subjektiem lielāku kontroli pār viņu personisko informāciju, tomēr tās bieži nonāk konfliktā ar tiesībām uz vārda brīvību.

Tiesību tikt aizmirstam piemērošana interneta meklētājprogrammu pakalpojumu sniedzējiem apdraud gan preses brīvību, ierobežojot satura izplatīšanu, gan indivīdu tiesības meklēt informāciju. Lai gan šīs tiesības aizsargā privātumu, tās prasa rūpīgu līdzsvara testu, kas bieži tiek veikts nepietiekami. Eiropas Kopienų Tiesa piešķir prioritāti datu aizsardzībai, atzīstot tās nozīmīgumu, tomēr abas tiesības – datu aizsardzība un vārda brīvība – ir būtiskas demokrātiskā sabiedrībā, un tām jābūt līdzvērtīgi aizsargātām.

Lai mazinātu iespējamo cenzūru, nepieciešamas labākas vadlīnijas tiesību piemērošanā. Eiropas datu aizsardzības kolēģija un citas institūcijas ir aicinātas veicināt integrētu privātuma aizsardzību, nodrošinot skaidras vadlīnijas datu pārziņiem. Eiropas politikas veidotājiem jārada sistēmas un dialogs ar interneta uzņēmumiem, lai privātuma aizsardzība kļūtu praktiska, nevis teorētiska norma.

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SPECIĀLAIS IZMEKLĒŠANAS EKSPERIMENTS

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ANOTĀCIJA

Rakstā tiek apskatītas Kriminālprocesa likumā noteiktās speciālās izmeklēšanas darbības un detalizētāk izpētīta viena no tām - speciālais izmeklēšanas eksperiments. Raksta mērķis ir izpētīt speciālo izmeklēšanas darbību vispārīgos jautājumus un detalizētāk izpētīt speciālā izmeklēšanas eksperimenta īstenošanas nosacījumus un piemērošanai praksē.

Tiek apskatīts speciālo izmeklēšanas darbību tiesiskais regulējums, tas ir Latvijas Republikas Satversme, Latvijas Republikas likumi, tiesu prakse un judikatūra, kā arī pieejamā tematiskā literatūra, zinātniskie raksti.

Pēc pētījuma veikšanas tiek apkopoti darba autores secinājumi un izvirzīti priekšlikumi speciālo izmeklēšanas darbību tiesiskā regulējuma efektīvākai piemērošanai.

Atslēgvārdi: kriminālprocesa izmeklēšana, Kriminālprocesa likums, Speciālās izmeklēšanas darbības, Speciālais izmeklēšanas eksperiments

ABSTRACT

The article examines the special investigative actions stipulated in the Criminal Procedure Law, with a detailed focus on one of them – the special investigative experiment. The aim of the article is to explore general issues related to special investigative actions and to examine in detail the conditions for implementing the special investigative experiment and its application in practice.

The legal framework of special investigative actions is reviewed, including the Constitution of the Republic of Latvia, the laws of the Republic of Latvia, court practice and jurisprudence, as well as available thematic literature and scientific articles.

Based on the conducted research, the author summarizes conclusions and puts forward proposals for more effective application of the legal framework regulating special investigative actions.

Keywords: criminal procedure investigation, Criminal Procedure Law, special investigative actions, special investigative experiment

IEVADS. INTRODUCTION

Speciālās izmeklēšanas darbības Latvijā tika pieņemts ar KPL, kurš stājās spēkā 2005.gada 1.oktobrī, speciālo izmeklēšanas darbību veikšana ir reglamentēta 11.nodaļā, savukārt KPL 225.pantā ir reglamentēts speciālā izmeklēšanas eksperiments.

Tēma ir aktuāla, jo strauji attīstoties mūsdienu tehnoloģijām arvien straujāk attīstās arī noziedzīgo nodarījuma izdarītāju prāti, rīki, kā arī paši noziedzīgie nodarījumi kļūst sarežģītāki, grūtāk izmeklējami un atklājami ar parastajām izmeklēšanas darbībām. Tādēļ, nereti, noziedzīgie nodarījumi netiek atklāti un to izdarītāji netiek sodīti. Šādos gadījumos būtiski izmeklēšanā palīdz KPL 11.nodaļā paredzētās speciālās izmeklēšanas darbības, jo tās tiek veiktas slepeni noziedzīgu nodarījumu veicējiem nezinot. Neskatoties uz to, ka KPL mērķis nosaka tādu kriminālprocesa kārtību, kas nodrošina efektīvu KL normu piemērošanu un krimināltiesisko attiecību taisnīgu noregulējumu bez neattaisnotas iejaukšanās personas dzīvē [3], tomēr speciālo izmeklēšanas darbību pielietošana kriminālprocesa ietvaros, būtiski palielina noziedzīga nodarījuma atklāšanas iespējamību un veicina izmeklēšanas efektivitāti un tām ir būtiska loma kvalitatīvai kriminālprocesa izmeklēšanai un atklāšanai. Līdz ar to ir iespējams efektīvāk nodrošināt sabiedrības drošības intereses un sekmēt savlaicīgu pirmstiesas izmeklēšanas pabeigšanu

saprātīgos termiņos kā arī dot iespēju novērst jaunu noziedzīgu nodarījumu izdarīšanas iespējamību.

Darba mērķa sasniegšanai izmantotas:

- analītiskā metode, lai analizētu literatūras avotus un tiesību aktus;
- aprakstošā metode, lai veiktu tiesību normu, teorētiskās bāzes, literatūras un tiesu prakses izpēti;
- pētišanas metode, analizējot tiesu prakses materiālus.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Speciālo izmeklēšanas darbību nosaukumā jau ir pausta to galvenā būtība, tas, ka šīs izmeklēšanas darbības tiek veiktas slēpti, jeb tās tiek veiktas, neinformējot kriminālprocesā iesaistītās personas, kuras iespējams varētu sniegt noderīgu informāciju vai ziņas kriminālprocesā par pierādāmajos apstākļos ietvertajiem faktiem.

Kriminālprocesa likumā nav dots “Speciālo izmeklēšanu darbību” jēdziena skaidrojums. Latvijas zinātnieks Anrijs Kavaliers ir piedāvājis šādu definīciju: „Speciālās izmeklēšanas darbības ir Latvijas KPL paredzētie pasākumi, kurus procesos par mazāk smagiem, smagiem vai sevišķi smagiem noziegumiem, pamatojoties uz izmeklēšanas tiesneša lēmumu, veic tādējādi, ka tās objekts (persona ar kuru vai pret kuru to dara) to nezina, nolūkā noskaidrot konkrētajā kriminālprocesā pierādāmos apstākļus, gadījumos, kad to nevar izdarīt ar citu izmeklēšanas darbību palīdzību vai tas ir būtiski apgrūtināti”.[4]

Speciālo izmeklēšanas darbību mērķis ir iegūt nepieciešamās ziņas par tādiem faktiem, kas attiecas uz pierādījumu apstākļiem kriminālprocesā,[6] kā arī, ne tikai vākt pierādījumus par pagātnē izdarītu noziedzīgu nodarījumu, bet arī steidzami novērst, t.i. apturēt tāda nozieguma, kas būtu apdrauds sabiedrības drošībai, īstenošanu, tā sagatavošanas vai mēģinājumu stadijā.[6]

Atšķirībā no citām izmeklēšanas darbībām tās notiek neinformējot izmeklēšanas darbībā iesaistītās personas un tās ir slepenas. To veikšanas obligātais priekšnosacījums ir jau konkrēto nostiprināto ziņu esamība krimināllietas materiālos, un to var veikt tikai pret noziedzīgā nodarījumā iesaistīto personu par kuru krimināllietas materiālos ir nostiprināta informācija, un jāpiemin, ka nenostiprināta un nepārbaudīta informācija nav uzskatāma par pietiekamu, lai veiktu speciālās izmeklēšanas darbības.

Speciālās izmeklēšanas darbības veic kriminālprocesa ietvaros un tās drīkst veikt tikai tad, kad kriminālprocesā ir noteikta juridiskā kvalifikācija pēc konkrēta KL panta un daļas izmeklējot mazāk smagus, smagus, vai sevišķi smagus noziegumus.

Speciālās izmeklēšanas darbības veic pamatojoties izmeklēšanas tiesneša lēmuma. Neatliekamajos gadījumos, pamatojoties uz KPL 212 panta ceturtās daļas, procesa virzītājs var uzsākt speciālās izmeklēšanas darbību, pieņemot lēmumu un saņemot prokurora piekrišanu un, ne vēlāk kā nākamajā darba dienā, izmeklēšanas tiesneša lēmumu.[3] Speciālās izmeklēšanas darbības var veikt pats procesa virzītājs, procesa virzītāja uzdevumā specializētas valsts iestādes amatpersona, vai jebkura citas personas, kas nav amatpersona, ar tās piekrišanu, ja tā ir spējīga pildīt uzdotos uzdevumus.

Procesa virzītājam ir strikti jāizvērtē speciālās izmeklēšanas darbības nepieciešamību, jo Cilvēka tiesību un pamatbrīvību aizsardzības konvencijas 8.pantā noteikts, ka: 1. Ikvienam ir tiesības uz savas privātās un ģimenes dzīves, dzīvokļa un korespondences neaizskaramību. 2. Sabiedriskās institūcijas nedrīkst traucēt nevienam baudīt šīs tiesības, izņemot gadījumos, kas paredzēti likumā un ir nepieciešami demokrātiskā sabiedrībā, lai aizstāvētu valsts drošības, sabiedriskās kārtības vai valsts labklājības intereses, lai nepieļautu nekārtības vai noziegumus, lai aizsargātu veselību vai morāli, vai lai aizstāvētu citu tiesības un brīvības.[2] Savukārt Satversmes

96.pantā noteiktas tiesības uz privātās dzīves, mājokļa un korespondences neaizskaramību, kuras saskaņā ar Satversmes 116.pantu var aizskart, proti, personas tiesības, kas noteiktas Satversmes deviņdesmit sestajā, deviņdesmit septītajā, deviņdesmit astotajā, simtajā, simt otrajā, simt trešajā, simt sestajā un simt astotajā pantā, var ierobežot likumā paredzētajos gadījumos, lai aizsargātu citu cilvēku tiesības, demokrātisko valsts iekārtu, sabiedrības drošību, labklājību un tikumību. [1]

KPL 215.panta pirmajā daļā ir noteikti vienpadsmit speciālo izmeklēšanas darbību veidi un kriminālprocesa izmeklēšanas laikā speciālās izmeklēšanas darbības veidu kriminālprocesa virzītājs izvēlas izvērtējot izmeklējamu noziedzīgo nodarījumu un kriminālprocesā vēlamo sasniedzamo mērķi.

Viena no nozīmīgākajām izmeklēšanas darbībām ir speciālais izmeklēšanas eksperiments, kas reglamentēts KPL 225.pantā, kas vērsts uz jaunu ziņu iegūšanu, jau iegūto ziņu par personas gatavošanos noziegumam, izdarāmā nozieguma vai izdarītā nozieguma pārbaudi, noskaidrojot un fiksējot gan personas psihisko attieksmi pret gatavojamām, izdarāmām, vai izdarītām darbībām (subjektīvo pusi), gan tā rīcību eksperimenta gaitā. [6]

Speciālo izmeklēšanas eksperimentu veic pamatojoties uz izmeklēšanas tiesneša lēmumu, ja ir pamats uzskatīt, ka: 1) persona agrāk ir izdarījusi noziedzīgas darbības un gatavojas izdarīt vai ir uzsākusi tādas pašas noziedzīgas darbības; 2) konkrēto noziedzīgu nodarījumu var pārtraukt uzsāktā kriminālprocesa ietvaros; 3) eksperimenta rezultātā var iegūt ziņas par pierādāmajos apstākļos ietilpstošajiem faktiem, un ja bez šīs darbības nepieciešamo ziņu iegūšana ir neiespējama vai apgrūtināta.[3]

Veicot speciālo izmeklēšanas eksperimentu personas rīcību ir aizliegts provocēt, kā arī ietekmēt ar vardarbību, draudiem, šantāžu vai izmantot tās bezpalīdzības stāvokli [3], ko persona nebūtu izdarījusi bez speciālā izmeklēšanas veicēja aktīvas iejaukšanās, tādā veidā panākot, ka persona noziedzīgo nodarījumu veic pati no savas iniciatīvas.

Speciālo izmeklēšanas eksperimentu noslēdzas ar personas noziedzīgas darbības atklātu fiksēšanu, par to raksta protokolu pārbaudāmās personas klātbūtnē.[3] Speciālās izmeklēšanas darbības protokolā tiek fiksēta visa eksperimenta noslēguma etaps, kurā persona veic noziedzīgo nodarījumu. Izņēmumi kad speciālā izmeklēšanas eksperimenta rezultāti nav formējami ar protokolu, bet ar izpildinstitūcijas pārskatu un tam pievienotiem ar tehniskiem līdzekļiem iegūtiem materiāliem: 1) kad persona, atrodas radītajā situācijā vai apstākļos, kas veicina noziedzīgā nodarījuma atklāšanu, tomēr neizvēlas to darīt,[5] 2) kad taktisku apsvērumu dēļ, pastāvot KPL 227.p. (1) un (2) daļās noteiktie nosacījumi, procesa virzītājs uzskata par lietderīgu un izmeklēšanas tiesnesis to atļauj, nepārtraukt personu noziedzīgo darbību, bet uzsākt tās minētajā pantā paredzēto kontroli.[5]

NOSLĒGUMS. CONCLUSION

Izstrādājot rakstu autore secināja:

- KPL nav dota konkrēta definīcija kas ir speciālās izmeklēšanas darbības;
- KPL reglamentētajās tiesību normās, kas nosaka speciālās izmeklēšanas darbības un to piemērošanas un veikšanas kārtību, nav dota konkrēta un vienoti speciālo izmeklēšanas darbību nosaukumi un vienu un to pašu speciālo izmeklēšanas darbību nosaukumi dažādos KPL pantos ir doti atšķirīgi;
- Pētot pieejamos judikatūras nolēmumus, kas attiecās pie speciālo izmeklēšanas darbību kategorijas, konstatēja, ka Latvijā attiecīga prakse ir radusies tikai sākot no 2016.gada un ir pieejami samērīgi maz nolēmumu par speciālo izmeklēšanas darbību norises apstākļiem;
- KPL 225.pantā “speciālais izmeklēšanas eksperiments” nav veikti likuma grozījumi kopš KPL spēkā stāšanās dienai, kas ir 2005.gada 1.decembra.

Raksta autore izvirza priekšlikumu grozīt KPL 215.panta pirmo daļu, un izteikt to šādā redakcijā:

(1) Saskaņā ar šīs nodaļas noteikumiem veicamas šādas speciālās izmeklēšanas darbības: 1) **korespondences kontrole**; 2) sakaru līdzekļu kontrole; 3) automatizētās datu apstrādes sistēmā esošo datu kontrole; 4) pārraidīto datu satura kontrole; 5) **vietas audiokontrole vai videokontrole**; 6) **personas audiokontrole**; 7) personas novērošana un izsekošana; 8) **priekšmeta vai vietas novērošana**; 9) speciālais izmeklēšanas eksperiments; 10) **salīdzināmo paraugu iegūšana speciālā veidā**; 11) noziedzīgās darbības kontrole.

Lai aizsargātu speciālā izmeklēšanas eksperimenta gaitā un pirmstiesas izmeklēšanas laikā iegūtas ziņas par faktiem, kuriem ir pierādījuma nozīmē kriminālprocesā un ņemot vērā to, ka KPL 225.panta ceturtais daļa iet pretrunā ar KPL 233.panta otro daļu un KPL 375.panta pirmo daļu, raksta autore izvirza priekšlikumu izslēgt KPL 225.panta ceturto daļu pilnībā.

Norādītie priekšlikumi sekmēs speciālo izmeklēšanas darbību institūta attīstību Latvijā un kriminālprocesu (krimināllietu) izmeklēšanu.

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IZMEKLĒŠANAS DARBĪBU PIERĀDĪŠANAS NOZĪME LATVIJAS KRIMINĀLPROCESĀ

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ANOTĀCIJA

Rakstā aplūko izmeklēšanas darbību kriminālprocesuālo raksturojumu Latvijā, to sistēmu, kā arī apkopo zinātnieku viedokļus par definēto pētījuma tēmu.

Izmeklēšanas darbības autore raksturo no to iegūšanas ar pierādījumu palīdzību aspekta, ciktāl tās, proti izmeklēšanas darbības ir pierādījumu iegūšanas veids. Izpētīts pierādījumu jēdziens, kā arī to īpašības.

Likumīgu un kvalitatīvu kriminālprocesu (krimināllietu) izmeklēšanas būtību galveno kārt veido pierādījumi un pierādīšana. Tie ir pamatjautājumi, kas definē kriminālprocesa būtību un saturu.

Atbilstoši pētījuma rezultātiem definēti atsevišķi secinājumi un sniegti daži priekšlikumi.

Atslēgvārdi: kriminālprocesa tiesības, izmeklēšanas darbības, kriminālprocess (krimināllietu), pierādījums

ABSTRACT

The article examines the criminal procedural characteristics of investigative actions in Latvia, their system, and presents the views of scholars on the topic of the study.

Investigative actions are characterized in terms of obtaining evidence through them, as they serve as a means of collecting evidence. The concept of evidence and its properties are explored.

Legal and high-quality investigation of criminal proceedings (criminal cases) primarily revolves around evidence and proof. These are the fundamental issues that determine the essence and content of the criminal process.

Based on the results of the study, certain conclusions and proposals are outlined.

Keywords: criminal procedural law, investigative actions, criminal process (criminal case), evidence

IEVADS. INTRODUCTION

Zinātniskā pētījuma mērķis – galveno noteikumu par izmeklēšanas darbībām definēšana Latvijas kriminālprocesā kvalitatīvai krimināllietu izmeklēšanai saskaņā ar Kriminālprocesa likuma (turpmāk tekstā – KPL) 1. pantu [1] – noteikt tādu kriminālprocesa kārtību, kas nodrošina efektīvu Krimināllikuma normu piemērošanu un krimināltiesisko attiecību taisnīgu noregulējumu bez neattaisnotas iejaukšanās personas dzīvē.

Raksta izstrādes gaitā tika izmantotas turpmāk norādītās izpētes metodes: dialektiskās izzināšanas, salīdzinoši tiesiskā, loģiskā un juridiskā, statistiskā, konkrēti socioloģiskā metode.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Satversmes 89. pants noteic, ka valsts atzīst un aizsargā cilvēka pamattiesības saskaņā ar šo Satversmi, likumiem un Latvijai saistošiem starptautiskajiem līgumiem.[2]

KPL 10. nodaļā „Izmeklēšanas darbības” definēti noteikumi, kas saistīti ar izmeklēšanas darbību būtību un vispārējiem veikšanas noteikumiem, to noformēšanu un citiem procesuāliem jautājumiem. Likumdevējs tomēr nav aprobežojies ar izmeklēšanas darbību esamību KPL un KPL 11. nodaļa „Speciālās izmeklēšanas darbības” iekļauj vispārējos noteikumus par speciālām izmeklēšanas darbībām, to veikšanas kārtību un dokumentālo noformēšanu.

Tādā veidā tiesiskais regulējums, kas noteikts KPL 138. pantā, norāda, ka izmeklēšanas darbības ir procesuālās darbības, kas vērstas uz ziņu iegūšanu vai jau iegūto ziņu pārbaudi konkrētajā kriminālprocesā un ka kriminālprocesa veikšanai pilnvarota amatpersona ir tiesīga izdarīt savu pilnvaru ietvaros tikai šajā likumā paredzētas izmeklēšanas darbības.

Izmeklēšanas darbības ir procesuālo darbību veids. Visas izmeklēšanas darbības ir procesuālas, bet ne visas procesuālās darbības ir izmeklēšanas darbības. No citām procesuālām darbībām tās nošķiramas pēc to specifiskā procesuālā izdevum. Izmeklēšanas darbību veikšanas mērķis ir ziņu iegūšana vai jau iegūto ziņu pārbaude konkrētajā kriminālprocesā.[3]

Šim viedoklim piekrist arī Latvijas zinātnieks R. Dombrovskis. Viņš uzskata, ka izmeklēšanas darbības ir kriminālprocesuālās darbības, kas palīdz noskaidrot patiesību konkrētā kriminālprocesā, iegūstot informāciju vai veicot informācijas pārbaudi.[4]

Izmeklēšanas darbība ir saistīta ar pierādīšanas procesu, un tā gaitā informācijas nesēji, t.i., cietušais, liecinieks, persona, pret kuru uzsākts kriminālprocess, aizturētais, aizdomās turētais, apsūdzētais, eksperts vai revidents, ne tikai ziņo par viņiem zināmiem faktiem, bet parasti arī pamato paziņotā fakta esamību vai neesamību. Nosauktie kriminālprocesuālās darbības dalībnieki nodarbojas ar pierādīšanu, bet procesa virzītājs (izmeklētājs, prokurors, tiesnesis vai tiesa) pirmstiesas izmeklēšanā vai iztiesāšanā nodarbojas ar izzināšanu, nevis ar pierādīšanu. Izmantojot savas tiesības uz aizstāvību, apsūdzētais paziņo par alibi, pievienojot savam paziņojumam braukšanas biļetes, lai pierādītu, ka noziedzīgā nodarījuma brīdī viņš bijis citā pilsētā. No apsūdzētā viedokļa tas ir viņa nevainīguma pierādījums un viņa darbība ir pierādīšana. No procesa virzītāja viedokļa viņa darbība ir izzināšanas process: iegūtās ziņas par apsūdzētā prombūtni viņam vajadzēs vēl pārbaudīt un novērtēt, vai tiešām apsūdzētā apgalvojumi atbilst patiesībai.

Autoresprāt šajā pētījumā nepieciešams definēt virkni ar pazīmēm, kas raksturo izmeklēšanas darbības. Izmeklēšanas darbības paredzētas KPL, kur tās ir skaidri reglamentētas. Izmeklēšanas darbību izpildes gaitā formējas pierādījumi. Kā vēl vienu neapstrīdamu izmeklēšanas darbību pazīmi var izcelt šādu darbību veikšanu, kas nereti ir saistīts ar valsts piespiedu līdzekļu piemērošanu.

Atsevišķu izmeklēšanas darbību veikšanas gaitā valsts piespiedu līdzekļu piemērošana veido daļu no pierādījumu ievākšanas procedūras. Pie tādiem var pieskaitīt: dzīvesvietas piespiedu apskati, kratīšanu, izņemšanu un citus. Savukārt dažas izmeklēšanas darbības saistītas ar valsts piespiedu līdzekļu piemērošanu izmeklēšanas darbību organizēšanas jomā. Kā piemēru var minēt liecību pārbaudi uz vietas (kriminālprocesa dalībnieks izmeklēšanas darbības veikšanas laikā atrodas dzīvoklī, kur tika izdarīts noziegums); izmeklēšanas eksperiments (kad noliktavas teritorijā, no kurienes tika izdarīta zādzība, nepieciešams veikt norādīto izmeklēšanas darbību) u.c. Nepieciešams norādīt, ka minētajos gadījumos izmeklēšanas darbību veikšanu nodrošina ar valsts piespiedu līdzekļu piemērošanu kriminālprocesa dalībnieku ierašanās daļā (piespiedu atvešana), proti kad kriminālprocesa dalībnieks izvairās no ierašanās. Šādā gadījumā tādām kriminālprocesa dalībniekam sekos atbildības apdraudējums par viņa procesuālo pienākumu neizpildi.

Nereti izmeklēšanas darbību veikšana ir saistīta ar tehnisko līdzekļu izmantošanu.

Profesore Ā. Meikališa uzsver, ka procesuālo darbību veikšanā, izmantojot tehniskos līdzekļus, faktiski reglamentēta tikai telekonferences un videokonferences izmantošana, tas nav vēltīts tehnisko līdzekļu pielietojumam procesuālā darbību laikā plašākā izpratnē. Piemēram, arī tās darbības, kuras netiek veiktas, to dalībniekiem atrodoties dažādās vietās, var tikt fiksētas skaņu vai skaņu un attēlu ierakstā, kas, protams, arī ir tehnisku līdzekļu pielietošana, tomēr uz šādu situāciju komentējamais pants neattiecas un tās tiesiskā reglamentācija ietverta KPL 143. pantā. Tāpat jebkuru darbību veikšanā var tikt izmantoti zinātniski tehniskie līdzekļi saskaņā ar KPL 144. pantā noteikto.[5]

Latvijā kriminālprocess kā praktiska darbība atveido ar sevi kriminālprocesuālo tiesību normu realizāciju.[6] Apstākļu, kas iekļautas pierādīšanas priekšmetā, konstatēšana ir iespējama

tikai uz pierādījumu pamata. KPL ir norādīts, ka pierādīšana ir kriminālprocesā iesaistītās personas darbība, kas izpaužas kā pierādīšanas priekšmetā ietilpstošo faktu esamības vai neesamības pamatošana, izmantojot pierādījumus. Savukārt pierādījumi kriminālprocesā, saskaņā ar Latvijas KPL, ir jebkuras likumā paredzētajā kārtībā iegūtas un noteiktā procesuālajā formā nostiprinātas ziņas par faktiem, kurus kriminālprocesā iesaistītās personas savas kompetences ietvaros izmanto pierādīšanas priekšmetā ietilpstošo apstākļu esamības vai neesamības pamatošanai.

Kriminālprocesā iesaistītās personas kā pierādījumus var izmantot tikai ticamas, attiecināmas un pieļaujamas ziņas par faktiem.

Pie pierādījumu īpašībām pieskaita: pieļaujamību, kas iekļauj pierādījumu raksturojumu no procesuālās formas atbilstības pozīcijas; attiecināmību – loģiskās sakarības esamība vai neesamība starp iegūtām ziņām un pierādīšanas priekšmetu kriminālprocesā (krimināllietā); ticamību – pierādījumu kvalitatīvs raksturojums, kas norāda uz to, ka ziņas atbilst objektīvai īstenībai. Pierādījumu īpašību noteikumi ir definēti KPL 128.-130. pantā.

Katrs pierādījums jāizvērtē no attiecināmības, pieļaujamības un ticamības aspekta, savukārt visus iegūtos pierādījumus jāizvērtē to kopsakarībā no pietiekamības aspekta kriminālprocesa (krimināllietas) atrisināšanai.

Pierādījumu veidi ir atkarīgi no pierādīšanas informācijas avota. Proti par tādiem var uzskatīt: liecības, eksperta vai revidenta atzinumu, kompetentās institūcijas atzinumu, lietisko pierādījumu, dokumentu, elektroniskos pierādījumus, izmeklēšanas darbībās iegūtās ziņas.

Par pierādījumu kriminālprocesā var būt ziņas par faktiem, kuras nostiprinātas izmeklēšanas darbību protokolos vai fiksētas citās šajā likumā noteiktajās formās (KPL 137. pants).

Piemēram, aizdomās turamo liecības kriminālprocesa dalībnieka liecību pārbaudes uz vietas gaitā, kā arī kriminālprocesā veiktā izmeklēšanas eksperimenta rezultātā, jābūt ticamiem, attiecināmiem, pieļaujamiem pierādījumiem.

Nemot vērā šī pētījuma apjomu, autore aprobežosies tikai ar speciālo izmeklēšanas darbību definīciju, kas norādīta KPL 11. nodaļā „Speciālās izmeklēšanas darbības”. Norādītajā nodaļā paredzētās speciālās izmeklēšanas darbības veic, ja kriminālprocesā pierādāmo apstākļu noskaidrošanai ziņas par faktiem nepieciešams iegūt, neinformējot kriminālprocesā iesaistītās personas un tās personas, kuras varētu šīs ziņas sniegt.

Speciālās izmeklēšanas darbības, pamatojoties uz izmeklēšanas tiesneša lēmumu, veic procesa virzītājs vai iestādes vadītājs un personas viņa uzdevumā. Ja šādas darbības realizācijai nepieciešams izmantot operatīvās darbības līdzekļus un metodes, to uzdod veikt tikai ar likumu īpaši pilnvarotām valsts iestādēm. Speciālās izmeklēšanas darbības drīkst veikt, vienīgi izmeklējot mazāk smagus, smagus vai sevišķi smagus noziegumus.

Speciālās izmeklēšanas darbības gaitā fiksē tikai saistībā ar mazāk smagiem, smagiem vai sevišķi smagiem noziegumiem iegūto informāciju, kura: nepieciešama kriminālprocesā pierādāmo apstākļu noskaidrošanai; norāda uz cita noziedzīga nodarījuma izdarīšanu vai tā izdarīšanas apstākļiem; nepieciešama tūlītēja būtiska sabiedriskās drošības apdraudējuma novēršanai.

Procesa virzītājam, viņa iesaistītajām personām, kā arī prokuroram un izmeklēšanas tiesnesim, kas uzrauga speciālās izmeklēšanas darbības, jāveic visi nepieciešamie pasākumi, lai nepieļautu informācijas vākšanu un izmantošanu neatbilstoši augstāk minētajiem mērķiem.

KOPSAVILKUMS. CONCLUSION

Veiktā pētījuma gaitā autore izdarīja kārtējo mēģinājumu pievērst uzmanību jautājumu izskatīšanai par izmeklēšanas darbību nozīmi Latvijas kriminālprocesā ar mērķi kvalitatīvi, likumīgi un ātri izmeklēt kriminālprocesus.

Autore izpētīja izmeklēšanas darbību, speciālo izmeklēšanas darbību jēdzienus, pierādījumu un to īpašību jautājumus, analizēja zinātnieku viedokļus par šiem jautājumiem, kā arī autore izteica viedokli par izmeklēšanas darbību pierādīšanas nozīmes problēmu Latvijas kriminālprocesā.

Turpmāk nepieciešams pilnveidot izmeklēšanas darbību institūtu kriminālprocesā, izmantot zinātniski tehniskos līdzekļus, kā arī skaņu, skaņu un attēlu ierakstu izmeklēšanas darbībās.

Ar mērķi pilnveidot un paaugstināt izmeklētāju, prokuroru, tiesnešu profesionālo kvalifikāciju nepieciešams izstrādāt un izmantot valsts zinātniski praktisko programmu, kas būs vērsta uz turpmāko pierādīšanas kriminālprocesā nozīmes izpēti, pierādījumu kriminālprocesā krimināllietu izmeklēšanai teorētisko izpratni un saprašanu, tostarp arī par jauniem noziedzīgu nodarījumu veidiem, kā arī uz kriminālprocesuālās darbības būtības, kā noziedzīgo nodarījumu izmeklēšanas formas krimināllietās, problēmjautājumu izpēti.

Tādā veidā autore ir izdarījusi atsevišķus secinājumus un izstrādājusi priekšlikumus par pētījuma tēmu, kas veicinās kriminālprocesa dalībnieku tiesību un cilvēktiesību turpmāku ievērošanu.

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PIEKRIŠANA ĀRSTNIECĪBAI VAI ATTEIKŠANĀS NO TĀS KĀ PACIENTA TIESĪBAS

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ANOTĀCIJA

Pacienta tiesības ir vienas no tiesībām, kas aizsargā īpašu personu grupu – pacientus. Lai gan izvēle ir katras personas griba, pacienta tiesībās tas tiek regulēts, piepildot šīs tiesības ar zināmu saturu.

Rakstā tiek pēfītas pacienta tiesības piekrist ārstniecībai vai atteikties no tās, kā arī tiesiskā regulējuma pilnveidošanas iespējas.

Zinātniskajā rakstā tiek pēfīta pacienta informētās piekrišanas ārstniecībai saturs un nosacījumi, atteikšanās no ārstniecības, kā arī citu personu tiesības dot piekrišanu ārstniecībai.

Balstoties uz pēfījuma rezultātiem tika izveidoti atsevišķi secinājumi un sniegti priekšlikumi.

Atslēgvārdi: medicīnas tiesības, Pacientu tiesību likums, patients, informētā piekrišana un atteikšanās

ABSTRACT

Patients' rights are one of the rights that protect a special group of persons – patients. Although the choice is the will of each person, in the rights of the patient it is regulated by filling these rights with some content. The topicality of the topic lies in understanding the importance of consent and refusal of treatment in practice.

In this article patient's consent to or refusal of treatment as well as opportunities for improvement of the legal framework is explored.

This article describes the content and conditions of the patient's informed consent to treatment, examines the patient's refusal to undergo treatment as well as the right of other persons to give consent to treatment.

Based on the results of the study, certain conclusions and proposals are outlined.

Keywords: medical law, patient, the Law on patient rights, informed consent or refusal

IEVADS. INTRODUCTION

Zinātniskā raksta mērķis ir izpētīt piekrišanu ārstniecībai vai atteikšanās no tās kā pacienta tiesības un apzināt tiesiskā regulējuma pilnveidošanas iespējas.

Pacienta tiesības ietver būtiskas tiesības, kuras ir personai, kad viņa kļūst par pacientu. Starp šīm tiesībām ir arī ir tiesības pašam lemt par ārstniecību, bet to darīt, ja viņam sniedz informāciju.

Lai Latvijā risinātu plaši zināmās problēmas veselības aprūpē, ir nepieciešama politiski atbildīga rīcība ne tikai nepieciešamo finanšu piešķiršanā, bet arī likumdošanas un veselības aprūpes procesu organizācijas jomā. Likumdevējam ir jāizdod kvalitatīvs pacientu tiesību regulējums, bet veselības aprūpes organizētājiem un sniedzējiem ir jānodrošina tiesību īstenošana un aizsardzība katrā ārstniecības procesā vai epizodē. Līdz ar to ir jāanalizē esošais regulējums, un jānovērtē, kā tiesisko regulējumu pilnveidot.

Pēfījuma izstrādei tiek izmantotas vispārzinātniskās pēfniecības metodes – analīze un sintēze, kā arī indukcija un dedukcija. Ar analīzes metodi notiek tiesību normu, judikatūras,

likumdevēja un teorētisku pozīciju noskaidrošana, bet ar sintēzi - atsevišķu pētāmā objekta elementu apvienošana vienotā veselumā, lai pētītu to kopsakarības.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Latvijas Republikas Satversmē ir nostiprinātas cilvēku pamattiesības, kurās ir uzsvērtas tādas vērtības, kā cilvēka cieņa, brīvība, pašnoteikšanās un tiesības uz indivīda privātās dzīves aizsardzību.[1]

Kā atzinusi medicīnas tiesību speciāliste, Dr.iur. S. Olsena, cilvēka cieņa, brīvība, pašnoteikšanās un tiesības uz indivīda privātās dzīves aizsardzību ir cilvēka pamattiesības. Veselības aprūpē tās aizsargā pacientu tiesību nomas. Pacientu tiesības nosaka dažādu personu – pacientu, ārstniecības iestāžu, valsts iestāžu un citu – tiesības un pienākumus, arī pacienta datu aizsardzībai un izmantošanai.[8]

Saskaņā ar Pacientu tiesību likuma 6. panta 1. daļu, ārstniecība ir pieļaujama, ja pacients devis tai informēto piekrišanu.[3] Savukārt, Pacientu tiesību likuma 1. panta 2. punkts paredz, ka informētā piekrišana ir pacienta piekrišana ārstniecībai, kuru viņš dod mutvārdos, rakstveidā vai ar tādām darbībām, kas nepārprotami apliecina piekrišanu, turklāt dod to brīvi, pamatojoties uz ārstniecības personas savlaicīgi sniegto informāciju par ārstniecības mērķi, risku, sekām un izmantojamām metodēm.

Pacienta piekrišana ārstniecībai vai atteikšanās no tās, ko paredz Pacienta tiesību likuma 6. panta 1. daļa, raksturo trīs pamatnosacījumi: pacienta spējas izteikt gribu; pacienta informētība; pacienta autonomija jeb brīvprātība.

Piekrišana ir pievienošanās (kādam viedoklim, uzskatam, ierosinājumam); pozitīva atbilde, kas rada iespēju kam notikt, norisināties vai apliecina gatavību, ko darīt.[9]

Līdzās pacienta tiesībām dot piekrišanu ārstēšanai, ir arī ārstniecības personas pienākums iegūt šādu piekrišanu.

Ārstniecības likumā, līdzās piekrišanai ārstniecībai vai atteikšanās no tās, ir arī tiesības uz informāciju, kuras paredzētas Pacientu tiesību likuma 4. Pantā, kas paredz, ka pacientam ir tiesības saņemt pilnīgu informāciju par savu veselību, pieejamiem un saņemtajiem veselības aprūpes pakalpojumiem.[2]

Tā kā ārstniecības procesi var būt ļoti dažādi, tad arī informācijas sniegšana nav iespējams vērtēt pēc stingri noteiktiem kritērijiem un vienmēr novērtēt vai tā ir pilnīga. Piemēram, Augstākā tiesa atzina, ka ārstam, kas pieņem lēmumu par konkrētu ārstniecības metodi, kā kompetentai ārstniecības personai ir jābūt atbildīgam par to, lai pacientam tiktu sniegta informācija, kas nodrošina, informētas piekrišanas saņemšanu.[4]

Kā skaidrots Pacienta tiesību likuma komentāros, piekrišanas iegūšanas pienākums gulstas uz personu, kura izdara medicīnisko iejaukšanos. Piekrišanas saturiskā jēga ir ne tikai pacientam būt informētam un sniegt iespēju izdarīt apstiprinošu vai noraidošu lēmumu, bet ar ārstniecības personu vienoties par ārstniecības būtiskiem elementiem, piemēram, riskiem.[10]

Jāatzīmē, ka tiesības lemt par piekrišanu ārstēšanai vai atteikšanos no tās ir ne tikai pieaugušiem pacientiem. Tā, Pacientu tiesību likums paredz, ka jebkurš pacients no 14 gadu vecuma ir tiesīgs piekrist ārstniecībai, ja persona konkrētajā situācijā ir spējīga gribu paust jeb spēj dot informētu piekrišanu.

Saskaņā ar Pacientu tiesību likuma 6. panta 2. daļu, informēto piekrišanu noformē rakstveidā, ja to pieprasa pacients vai ārstējošais ārsts. Interpretējot to, var secināt, ka pacients piekrišanu var dod ne tikai rakstiski, bet arī mutvārdos, rakstveidā vai ar tādām darbībām, kas nepārprotami apliecina piekrišanu, turklāt dod to brīvi, pamatojoties uz ārstniecības personas savlaicīgi sniegto informāciju par ārstniecības mērķi, risku, sekām un izmantojamām metodēm.

Pacientu tiesību likums 6. panta 4. daļā paredz, ka pacientam ir tiesības atteikties no ārstniecības pirms tās uzsākšanas, no ārstniecībā izmantojamās metodes, neatsakoties no ārstniecības kopumā, vai atteikties no ārstniecības tās laikā.

Tiesību literatūrā minēts, ka piekrišana ārstniecībai un atteikšanās no tās var tikt aplūkoti kā atšķirīgi tiesību realizācijas mehānismi. Tomēr abi šie mehānismi ir vienas - informētās piekrišanas doktrīnas sastāvdaļa.[5]

Pacientu tiesību likuma 6. panta 5. daļa uzliek pienākumus ārstējošam ārstam. Ārstējošais ārsts informē pacientu atteikšanās no ārstēšanas iespējamām sekām. Pēc ārstējošā ārsta sniegtās informācijas saņemšanas pacients ar savu parakstu apstiprina lēmumu par atteikšanos no ārstniecības vai par tās pārtraukšanu, vai par atteikšanos no ārstniecībā izmantojamās metodes, norādot, ka ir saņēmis attiecīgo informāciju. Ja pacients savu lēmumu nemaina, ārstējošā ārsta pienākums ir mudināt viņu apmeklēt citu ārstu.

Atteikšanās tiek apstiprināta rakstveidā, atšķirībā no piekrišanas, kuru var paust arī mutiski vai izteikt ar darbībām. Tā kā lēmums par atteikšanos no ārstniecības ir apstiprināms ar pacienta parakstu, ir svarīgi apzināt šī lēmuma saturu. Atteikšanās var tikt dokumentēta uz dažādiem informācijas nesējiem vai viena informācijas nesēja paveidiem. Vienlaikus dokumentējams, ka ārsts ir informējis pacientu par šā lēmuma sekām, iespēju robežās arī šīs sekas precizējot.[11]

Ja pacients atsakās, kā paredz Pacientu tiesību likuma 6. panta 6. daļa, rakstveidā apliecināt atteikšanos, ārstējošais ārsts pieaicina divus pilngadīgus un rīcībspējīgus lieciniekus, kuri ar savu parakstu apliecinā, ka pacients ir pieņēmis šā panta 4. daļā minēto lēmumu.

Bet lai gan Pacientu tiesību likums paredz, ka ārstniecība ir pieļaujama, ja pacients devis tai informēto piekrišanu, tomēr spēkā esošais regulējums paredz atkāpes no šī nosacījuma - ārstniecība var būt sniedzama bez pacienta piekrišanas konkrētos izņēmuma gadījumos.[7]

Viens no tādiem gadījumiem ir rīcība kritiskā situācijā. Par kritisku situāciju var runāt sniedzot neatliekamo medicīnisko palīdzību. Saskaņā ar Ārstniecības likuma 1. panta 10. punktu, neatliekamā medicīniskā palīdzība ir palīdzība, ko cietušajiem (saslimušajiem) dzīvībai vai veselībai bīstamā kritiskā stāvoklī sniedz šādiem gadījumiem īpaši sagatavotas (apmācītas, ekipētas) personas ar atbilstošu kvalifikāciju medicīnā, kurām saskaņā ar šo kvalifikāciju ir juridiska atbildība par savu darbību vai bezdarbību un tās sekām.

Pacientu tiesību likuma 7. panta 8. daļa paredz, ka gadījumos, kad vilcināšanās apdraud pacienta dzīvību un nav iespējams saņemt paša pacienta vai personas, kas pārstāv pacientu, piekrišanu, ārstniecības persona savas kompetences ietvaros veic neatliekamus pasākumus — izmeklēšanu, ārstēšanu, tajā skaitā ķirurģisku vai cita veida invazīvu iejaukšanos.

Vēl viens gadījums, kad tiek sniegta ārstniecības bez informētas piekrišanas ir psihisko slimību gadījumā. Atbilstoši Ārstniecības likuma 68. pantam, psihiatrisko palīdzību bez pacienta piekrišanas sniedz, ja pacients: ir draudējies vai draud, centies vai cenšas nodarīt sev vai citai personai miesas bojājumus vai ir izturējies vai izturas varmācīgi pret citām personām un ārstniecības persona konstatē, ka pacientam ir psihiskās veselības traucējumi, kuru iespējamās sekas varētu būt nopietni miesas bojājumi pacientam pašam vai citai personai; ir izrādījis vai izrāda nespēju rūpēties par sevi vai savā aizbildnībā esošām personām un ārstniecības persona konstatē, ka pacientam ir psihiskās veselības traucējumi, kuru iespējamās sekas varētu būt nenovēršama un nopietna personas veselības pasliktināšanās.

Tiesības piekrist ārstēšanai vai atteikties no tās ir ne tikai pacientam, ko paredz Pacientu tiesību likuma 7. pants. Atbilstoši šī panta 1. daļai, ja pacients sava veselības stāvokļa vai vecuma dēļ pats nespēj pieņemt lēmumu par ārstniecību, tiesības pieņemt lēmumu par piekrišanu ārstniecībai kopumā vai ārstniecībā izmantojamai metodei vai atteikšanos no ārstniecības kopumā vai ārstniecībā izmantojamās metodes ir pacienta pilnvarotajai personai, bet, ja tādas nav, — pacienta laulātajam, bet, ja tāda nav, — pilngadīgam un rīcībspējīgam tuvākajam radniekam šādā

secībā: pacienta bērniem, pacienta vecākiem, pacienta brālim vai māšai, pacienta vecvecākiem, pacienta mazbērniem.

Eiropā tiek atzīts, ka ir personu grupas, kuras nav kompetentas sniegt informētu piekrišanu ārstniecībai. Šajā kategorijā ieskaita bērnus līdz noteiktam vecumam, pieaugušos, kuri pastāvīgi ir garīgi nepieskaitāmi, un pieaugušos, kuri konkrētajā brīdī nav spējīgi pieņemt racionālus lēmumus.[6]

KOPSAVILKUMS. CONCLUSION

Izpētot pacienta tiesības uz piekrišanu ārstniecībai vai atteikšanās no tās, Latvijas un citu valstu zinātnieku par šo tēmu, tika izveidoti priekšlikumi.

Grozīt Pacientu tiesību likuma 6. panta 1. daļu, izsakot šādā redakcijā: “Ārstniecība ir pieļaujama pēc tam, kad pacients ir saņēmis ārsta viedokli, kura pamatā ir uz pierādījumiem balstīti medicīniskie kritēriji, un devis tai informēto piekrišanu.”

Grozīt Pacienta tiesību likuma 13. pantu, izsakot 2. daļu šādā redakcijā: “Par nepilngadīgā doto piekrišanu tiek informēti nepilngadīgā pacienta likumiskais pārstāvis”, bet 3. daļu - “Ja nepilngadīgs pacients (no 14 gadu vecuma) atsakās dot savu piekrišanu ārstniecībai, bet ārsts uzskata, ka ārstniecība ir šā pacienta interesēs, piekrišanu tiek prasīta no nepilngadīgā pacienta likumiskā pārstāvja.”

Grozīt Pacientu tiesību likuma 7. panta 1. daļu, izskatot to šādā redakcijā: “Ja pacients sava veselības stāvokļa nespēj pieņemt lēmumu par ārstniecību, tiesības pieņemt lēmumu par piekrišanu ārstniecībai kopumā vai ārstniecībā izmantojamai metodei vai atteikšanos no ārstniecības kopumā vai ārstniecībā izmantojamās metodes ir pacienta pilnvarotajai personai, bet, ja tādas nav, — pacienta laulātajam, bet, ja tāda nav, — pilngadīgam un rīcībspējīgam tuvākajam radniekam šādā secībā: pacienta bērniem, pacienta vecākiem, pacienta brālim vai māšai, pacienta vecvecākiem, pacienta mazbērniem.

Šie grozījumi sekmēs turpmāko pacientu tiesību attīstību un ievērošanu.

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PIESPIEDU IETEKMĒŠANAS LĪDZEKĻU PIEMĒROŠANA JURIDISKĀM PERSONĀM

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ANOTĀCIJA

Šajā rakstā tiek analizēts process par piespiedu ietekmēšanas līdzekļu piemērošanu juridiskām personām, koncentrējoties uz Latvijas tiesisko regulējumu un praksē sastopamajiem izaicinājumiem. Īpaša uzmanība pievērsta pierādījumu iegūšanai, atbildības noteikšanai un juridiskās personas un patieso labuma guvēju interešu līdzsvarošanu. Raksta mērķis ir piedāvāt risinājumus, kas nodrošinātu efektīvāku un taisnīgāku šī procesa regulējumu.

Atslēgvārdi: krimināllikums, juridiskā persona, pierādīšana, pušu līdztiesības

IEVADS. INTRODUCTION

Kriminālprocess pret juridiskajām personām Latvijā ir salīdzinoši jauns un strauji attīstījies kopš 2005. gada grozījumiem Krimināllikumā. Šie grozījumi ievieša juridiskajām personām piemērojamos piespiedu ietekmēšanas līdzekļus, kas tika veidoti, lai nodrošinātu atbildību gadījumos, kad juridiskās personas iesaistās noziedzīgās darbībās tieši vai netieši.

Arvien biežāk juridiskām personām tiek piemēroti piespiedu ietekmēšanas līdzekļi. Kā piemēru var minēt Korupcijas novēršanas un apkarošanas biroja (KNAB) darbību 2023. gadā, kur birojs rosināja uzsākt kriminālvajāšanu pret 49 fiziskām un 7 juridiskām personām. Šis ir augstākais prokuratūrai nosūtītais skaits pēdējo piecu gadu laikā, kas liecina par juridisko personu arvien lielāku iesaisti korupcijas gadījumos. (*Jurista Vārds*, 19.03.2024., Nr. 12 (1330), 4.lpp.)

Tomēr šī procesa pielietošana radījusi vairākus praktiskus un teorētiskus izaicinājumus. Raksta galvenais uzdevums ir izpētīt problēmas un piedāvāt risinājumus efektīvākai šī regulējuma īstenošanai.

SVARĪGĀKĀS ATZIŅAS TEORIJĀ UN PRAKSĒ. BASIC THEORETICAL AND PRACTICAL PROVISION

Krimināllikuma 12. pants paredz, ka par noziedzīgu nodarījumu juridiskas personas interesēs, labā vai par nepienācīgu pārraudzību vai kontroli, ir saucama pie kriminālatbildības fiziska persona, bet juridiskajai personai var piemērot piespiedu ietekmēšanas līdzekļus.

Ja kriminālprocesa gaitā ir noskaidrots, ka, visticamāk, ir pamats piespiedu ietekmēšanas līdzekļa piemērošanai, tad tiek uzsākts process piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai jau uzsākta kriminālprocesa ietvaros.

Taču procesu par piespiedu ietekmēšanas līdzekļu piemērošanu juridiskai personai atsevišķā lietvedībā var izdalīt tikai Kriminālprocesa likuma 439.panta trešās daļas tiesību normā paredzētajos gadījumos:

1) kriminālprocess pret fizisko personu tiek izbeigts, pamatojoties uz nereabilitējošiem apstākļiem;

2) konstatēti apstākļi, kas liedz noskaidrot vai saukt pie kriminālatbildības konkrētu fizisko personu, vai objektīvu iemeslu dēļ krimināllietas nodošana tiesai tuvākajā laikā (saprātīgā laika periodā) nav iespējama;

3) lai savlaicīgi atrisinātu krimināltiesiskās attiecības ar fizisko personu, kurai ir tiesības uz aizstāvību;

4) to lūdz juridiskās personas pārstāvis.

Procesu par piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai nevar uzsākt, neesot pamatprocesam par kādu konkrētu noziedzīgu notikumu.

Pamats piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai ir atklāts Krimināllikuma 70.¹ pantā, kas noteic, ka par šā likuma Sevišķajā daļā paredzētu noziedzīgu nodarījumu privāto tiesību juridiskajai personai, tai skaitā valsts vai pašvaldību kapitālsabiedrībai, kā arī personālsabiedrībai, tiesa vai likumā paredzētajos gadījumos prokurors var piemērot piespiedu ietekmēšanas līdzekli, ja nodarījumu juridiskās personas interesēs, šīs personas labā vai tās nepienācīgas pārraudzības vai kontroles rezultātā izdarījusi fiziskā persona, rīkodamās individuāli vai kā attiecīgās juridiskās personas koleģiālās institūcijas loceklis: 1) balstoties uz tiesībām pārstāvēt juridisko personu vai darboties tās uzdevumā; 2) balstoties uz tiesībām pieņemt lēmumus juridiskās personas vārdā; 3) īstnodama kontroli juridiskās personas ietvaros.

No šī tiesiskā regulējuma izriet, ka, lai juridiskajai personai piemērotu piespiedu ietekmēšanas līdzekli, ir jākonstatē divu veidu apstākļi: 1) apstākļi, kas raksturo juridiskās personas saistību ar noziedzīgu nodarījumu: a) nodarījums izdarīts juridiskās personas interesēs; b) nodarījums izdarīts juridiskās personas labā; c) nodarījums izdarīts juridiskās personas nepienācīgas pārraudzības rezultātā; 2) apstākļi, kas raksturo noziedzīgo nodarījumu izdarījušās fiziskās personas tiesisko saikni ar juridisko personu, proti, tā ir fiziskā persona, kas izdarījusi noziedzīgu nodarījumu, rīkodamās individuāli vai kā attiecīgās juridiskās personas koleģiālās institūcijas loceklis: a) balstoties uz tiesībām pārstāvēt juridisko personu vai darboties tās uzdevumā; b) balstoties uz tiesībām pieņemt lēmumus juridiskās personas vārdā; 3) īstenojot kontroli juridiskās personas ietvaros.

Jēdziens juridiskas personas interesēs nozīmē to, ka juridiskai personai no noziedzīga nodarījuma nav jāgūst tiešs vai netiešs labums. Juridiskas personas labā jēdziens aptver noziedzīgus nodarījumus, kas ir izdevīgi juridiskai personai. Abos gadījumos juridiskai personai nav jāgūst faktiskais labums no noziedzīga nodarījuma.

Juridiskas personas pārraudzības trūkums izpaužas tā, ka tās darbinieks, kas atrodas vadošā amatā, ir pieļāvis bezdarbību, kuras rezultātā tā pakļautībā esoša persona ir izdarījusi noziedzīgu nodarījumu.

Juridiskas personas kontroles trūkums izpaužas kā atbilstošu preventīvu pasākumu neieviešana vai neveikšana, kā piemēram, iekšējā kontroles sistēma.

Krimināllikuma 70.² pants paredz, ka juridiskajai personai var noteikt šādus piespiedu ietekmēšanas līdzekļus: 1) likvidācija; 2) tiesību ierobežošana; 3) mantas konfiskācija un 4) naudas piedziņa.

Juridiskajai personai var piemērot vienu vai vairākus no iepriekš minētajiem piespiedu ietekmēšanas līdzekļus. Piemērojot likvidāciju, citi piespiedu ietekmēšanas līdzekļi netiek noteikti.

Par Krimināllikuma sevišķajā daļā paredzētu kriminālpārkāpumu, mazāk smagu noziegumu vai smagu noziegumu, par kuru paredzēts brīvības atņemšanas sods līdz pieciem gadiem, juridiskajai personai kā piespiedu ietekmēšanas līdzekli prokurors, sastādot priekšrakstu par piespiedu ietekmēšanas līdzekli, var noteikt naudas piedziņu vai tiesību ierobežošanu.

Saskaņā ar Kriminālprocesa likuma 440. pantu piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai ir jānosaka:

1. Noziedzīgā nodarījuma izdarīšanas apstākļi.
2. Fiziskās personas statusa juridiskās personas institūcijās.
3. Juridiskās personas faktiskā rīcība un tās sekas.

Problemātika un judikatūra.

Būtisks izaicinājums ir rast līdzsvaru starp pie atbildības saucamo personu un juridiskās personas patiesajiem labuma guvējiem, piemēram, akcionāriem, īpašuma turētājiem.

Akcionāri var ciest zaudējumus, ja juridiskajai personai piemēro piespiedu līdzekļus par valdes locekļa vai cita uzņēmuma darbinieka nelikumīgo rīcību. Šādās situācijās patiesie labuma guvēji, kuri nav saistīti ar noziedzīgo nodarījumu, cieš zaudējumus ir spiesti meklēt juridisku aizsardzību, lai atgūtu zaudētos līdzekļus.

Arī otrādi- jāņem vērā, ka persona, kurā izdarījusi noziegumu, varēja rīkoties savas interesēs, neskatoties uz to, ka zināmais labums var saņemt juridiskā persona, piemēram – izvairīties no soda par darbinieka pārkāpumu.

Pamats piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai izskatīts arī judikatūrā.

Lai juridiskajai personai piemērotu piespiedu ietekmēšanas līdzekli, ir jākonstatē divu veidu apstākļi: 1) apstākļi, kas raksturo juridiskās personas saistību ar noziedzīgo nodarījumu: a) nodarījums izdarīts juridiskās personas interesēs; b) nodarījums izdarīts juridiskās personas labā; c) nodarījums izdarīts juridiskās personas nepienācīgas pārraudzības vai kontroles rezultātā; 2) apstākļi, kas raksturo noziedzīgo nodarījumu izdarījušās fiziskās personas tiesisko saikni ar juridisko personu, proti, tā ir fiziskā persona, kas izdarījusi noziedzīgu nodarījumu, rīkodamās individuāli vai kā attiecīgās juridiskās personas koleģiālās institūcijas loceklis: a) balstoties uz tiesībām pārstāvēt juridisko personu vai darboties tās uzdevumā; b) balstoties uz tiesībām pieņemt lēmumus juridiskās personas vārdā; c) īstenojot kontroli juridiskās personas ietvaros.

Ja nav juridiskās personas saiknes ar noziedzīgu nodarījumu vai ar noziedzīgo nodarījumu izdarījušo fizisko personu, piespiedu ietekmēšanas līdzekļa piemērošanai juridiskajai personai nav pamata. (*Latvijas Republikas Senāta Krimināllietu departamenta 2024. gada 10. oktobra lēmums Lietā Nr. 11860005619, SKK54/2024*).

Pierādīšanas pienākums.

No Kriminālprocesa likuma 59. panta ceturtās daļas, 60. panta pirmās daļas 1. punkta un trešās daļas izriet, ka juridiskai personai procesā par piespiedu ietekmēšanas līdzekli ir tāds kriminālprocesa dalībnieks, kuram ir tiesības uz aizstāvību.

Atbilstoši Kriminālprocesa likuma 19. panta otrajai daļai (nevainīguma prezumpcija) atzīstams, ka nevainīguma prezumpcijas aspekts ir attiecināms arī uz juridisko personu, proti, tai nav jāpierāda savs nevainīgums (nav jāpierāda, ka tā nav atbildīga par pārkāpumu), bet tas, ka ir pamats piemērot piespiedu līdzekļus, ir jāpierāda apsūdzībai. Tas nozīmē, ka, saskaņā ar Kriminālprocesa likuma 126. panta otro daļu, pierādīšanas pienākums ir tieši valsts apsūdzības uzturētājam (prokuroram).

Līdz ar to arī, piemērojot Kriminālprocesa likuma 126.panta trešo un ceturto daļu, netiek pārņemts pilns pierādīšanas pienākums, bet gan ,apšaubot kādu prezumpciju, personai jānorāda uz pierādījumiem par attiecīgā fakta neatbilstību īstenībai.

PĒTĪJUMA REZULTĀTI, NOVĒRTĒJUMS. RESEARCH FINDINGS OR DATA, EVALUATION OF RESEARCH RESULTS

1. Procesā pret juridiskām personām nepieciešams precīzāk nošķirt dažādas lēmumu pieņemšanas stadijas.
2. Apsūdzības ekvivalenta jautājums ir jāregulē likumā, lai nodrošinātu juridisko personu aizsardzības tiesības.
3. Jāveicina pierādījumu vērtēšana individuāli, lai nepieļautu nevainīgu pušu tiesību aizskaršanu.
4. Regulējumā jāievieš precīzāki kritēriji, kas palīdz līdzsvarot juridisko un fizisko personu atbildību.

SECINĀJUMI, PRIEKŠLIKUMI. CONCLUSIONS

Lai efektīvi piemērotu Krimināllikuma normas, nepieciešams:

1. Precizēt juridiskās personas atbildības kritērijus.
2. Attīstīt mehānismus, kas pasargā patiesos labuma guvējus no nevajadzīgām sekām.

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**EIROPAS DROŠĪBAS ĢEOPOLITISKIE UN
HUMANITĀRIE ASPEKTI**

**GEOPOLITICAL AND HUMANITARIAN
ASPECTS OF EUROPEAN SECURITY**

GEOPOLITICAL SIGNIFICANCE OF GEORGIA

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ABSTRACT

This article explores the geopolitical significance of Georgia in the aftermath of its parliamentary elections held on October 26, 2024. The elections, marked by a 58.94% voter turnout and the ruling party securing 53.93% of the votes, highlight Georgia's democratic maturity and steadfast commitment to political pluralism. Positioned at the crossroads of Europe and Asia, Georgia faces inherent vulnerabilities due to its strategic location near volatile regions and its role as a critical transit corridor for energy and goods. The study examines Georgia's persistent efforts to align with European norms and values, as evidenced by its active participation in European initiatives and its formal application for European Union (EU) membership. Utilizing qualitative analysis of political developments, trade statistics, public opinion surveys, and policy initiatives, the article delves into Georgia's balancing act between safeguarding national interests and contributing to European security. It addresses the challenges posed by external pressures, regional conflicts, and the complexities of pursuing EU integration amid geopolitical tensions, particularly with Russia. The findings underscore Georgia's contributions to regional stability and its strategic importance in enhancing connectivity between Europe and Asia, offering insights into its pursuit of sovereignty, economic growth, and alignment with Western institutions.

Keywords: foreign policy strategy, European integration efforts, geopolitical balancing, energy security and transit, regional stability in the South Caucasus

INTRODUCTION

The parliamentary elections in Georgia on October 26, 2024, have reignited discussions about the nation's pivotal role in European security and its strategic geopolitical positioning. With a voter turnout of 58.94% and the ruling party obtaining 53.93% of the votes—translating to 89 out of 150 parliamentary seats—the elections underscore Georgia's democratic maturity and its commitment to political pluralism. This development raises critical questions about how Georgia navigates its complex geopolitical environment, balancing its aspirations for European integration with the necessity of maintaining relationships with various global powers. [1]

The central research problem addresses Georgia's strategic approach to foreign policy amidst regional volatility and external pressures. Specifically, it investigates how Georgia balances relationships among major geopolitical centers to safeguard its national interests while pursuing closer integration with the European Union (EU). This balancing act is further complicated by the nation's strategic location near volatile regions and its role as a transit corridor for energy and goods—a factor that inherently increases its vulnerability.

The research is highly topical, given Georgia's recent advancements in EU relations, including the granting of candidate status on December 14, 2023. [2] Additionally, the ongoing geopolitical tensions in the South Caucasus region, particularly Georgia's complex relationship with Russia following the 2008 conflict and the occupation of parts of its territory, underscore the urgency of understanding Georgia's geopolitical strategies. The nation's role in energy transit routes and infrastructure projects like the Anaklia Deep Sea Port further amplify its significance in regional and European security dynamics. [3]

The goal of this research is to analyze Georgia's strategies in aligning with European norms and values while maintaining a balanced foreign policy that addresses existential considerations unique to small developing countries. It aims to assess Georgia's contributions to European security, its efforts to diversify foreign engagements, and the implications of its geopolitical decisions on national sovereignty and regional stability.

The research employs a qualitative analysis framework, utilizing a combination of:

- **Political Developments Analysis:** Examining Georgia's legislative actions, policy initiatives, and election outcomes to understand its commitment to democratic principles and European integration.
- **Trade Statistics Evaluation:** Analyzing trade volumes, export-import data, and economic partnerships to assess Georgia's economic alignment with the EU and other global powers.
- **Public Opinion Surveys:** Interpreting data from surveys like the International Republican Institute's (IRI) 2023 poll to gauge public support for EU membership and perceptions of national interests.
- **Policy and Infrastructure Assessment:** Reviewing Georgia's involvement in initiatives like the Eastern Partnership and infrastructure projects such as the Trans-Caspian International Transport Route to determine its strategic economic and logistical roles.

BASIC THEORETICAL AND PRACTICAL PROVISION

The theoretical underpinning of this research is grounded in international relations theories concerning small states' foreign policy strategies, especially in balancing relations between major powers to safeguard sovereignty and national interests. Practically, the research provides insights into how Georgia's infrastructural developments and strategic partnerships enhance its capacity as a logistical hub, contributing to both regional stability and economic growth. It also highlights the paradox of Georgia's democratic aspirations coexisting with the pragmatic need to navigate a complex geopolitical landscape—a reality faced by many small nations in similar circumstances.

By examining these dimensions, the research contributes to a deeper understanding of Georgia's geopolitical significance and offers perspectives on how it can continue to align with European norms and values without compromising its sovereignty or national interests. The findings have broader implications for policymakers, international relations scholars, and stakeholders interested in the dynamics of small states within the global geopolitical framework.

RESEARCH RESULTS AND THEIR EVALUATION

The parliamentary elections held in Georgia on October 26, 2024, have brought the nation's pivotal role in European security back into sharp focus. With a voter turnout of 58.94% and the ruling party securing 53.93% of the votes (translating to 89 out of 150 parliamentary seats), this significant electoral event underscores Georgia's democratic maturity and commitment to political pluralism. Since declaring independence from the Soviet Union in 1991, Georgia has persistently sought avenues to ensure its security and stability, identifying itself as an integral part of Western civilization. Early initiatives like joining the Council of Europe in 1999 and signing the Partnership and Cooperation Agreement with the European Union signify Georgia's determination to align with European norms and values, despite current challenges in its relationship with the EU leadership. Strong bilateral ties with several EU member states and active participation in programs like the

Eastern Partnership emphasize mutual economic interests, as evidenced by Georgia's record-high trade volume with the EU in 2023. [1]

Georgia is acutely aware of its geopolitical position as a nexus between Europe and Asia, which inherently places the country in a vulnerable stance. Its strategic location near volatile regions and its role as a transit corridor for energy and goods amplify its importance. This awareness shapes its foreign policy, seeking to balance relationships among major geopolitical centers to safeguard national interests, echoing Lord Palmerston's dictum: "There are no permanent enemies, and no permanent friends, only permanent interests." External pressures from international leaders who advocate for a Georgian government prioritizing foreign interests pose significant challenges to Georgia's sovereignty. Nevertheless, the government and citizens remain steadfast in their desire to be reliable global partners while ensuring that national interests are not compromised.

Georgia's contributions to European security are substantial. As a critical transit route for pipelines like the Baku-Tbilisi-Ceyhan oil pipeline and the Southern Gas Corridor, Georgia plays a vital role in Europe's efforts to reduce dependency on Russian gas, which accounted for approximately 40% of Europe's gas imports in 2022. Politically, the 2008 conflict with Russia and the subsequent occupation of parts of Georgian territory highlighted the limitations of a unipolar political orientation, leading Georgia to diversify its foreign engagements. Serving as a strategic corridor for economic cooperation between Europe and China, Georgia's involvement in initiatives like the Trans-Caspian International Transport Route enhances connectivity and reduces logistical complexities. With a 15% increase in freight transit through Georgia in 2023, the country's importance in Eurasian trade networks is growing. In the volatile South Caucasus region, Georgia actively promotes dialogue and cooperation to balance regional dynamics, contributing to regional and European security. Infrastructure developments like the Anaklia Deep Sea Port further enhance Georgia's capacity as a logistical hub, providing strategic advantages for Europe in accessing new markets and resources. [3]

Since the early 2000s, Georgia has demonstrated an unwavering commitment to aligning itself with European norms and values. This aspiration materialized in the signing of the Association Agreement with the European Union (EU) on June 27, 2014, which became fully effective on July 1, 2016. [4] The agreement established the Deep and Comprehensive Free Trade Area (DCFTA), marking a pivotal step in Georgia's journey toward closer integration with the EU. Provisionally applied since September 1, 2014, the DCFTA offers a preferential trade regime, enhancing market access between Georgia and the EU while bringing Georgia's trade-related legislation closer to EU standards. These legislative reforms are not only about trade but also aim to strengthen governance, the rule of law, and economic opportunities within Georgia. [4]

The DCFTA's transformative impact is evident in the trade statistics for 2023. The EU remains Georgia's important trading partner, accounting for 20.9% of its total trade. Georgia exported goods worth €752 million to the EU, primarily mineral products, chemical goods, and textiles. Although this figure reflects a 27.5% decrease compared to 2022, EU imports from Georgia remain important for both economies. On the other hand, EU exports to Georgia reached €3.6 billion in 2023, showing an 11.9% increase from the previous year. Mineral products, machinery, and transport equipment dominated these exports, underscoring the EU's role in Georgia's modernization efforts. [5]

Despite its deepening ties with the EU, Georgia has maintained a balanced approach to trade, recognizing the importance of diversifying its economic partnerships. While the EU accounts for a significant share of Georgia's trade, ties with Turkey and Russia illustrate a pragmatic strategy

to maintain economic stability. Georgia has been a member of the World Trade Organization (WTO) since 2000, which further underscores its commitment to multilateral trade principles. The DCFTA complements this framework by granting Georgian businesses non-discriminatory access to EU markets, fostering an environment conducive to foreign investment [6].

However, this path has not been without challenges. Georgia's alignment with the EU has, at times, placed it in a precarious position within a volatile geopolitical environment. The 2008 conflict with Russia and the subsequent occupation of Georgian territories highlighted the risks of pursuing European integration. Even in the face of escalating tensions in Ukraine, Georgia has remained resolute in its commitment to the EU, submitting its formal application for membership on March 3, 2022. The European Commission's recognition of Georgia's membership perspective on June 23, 2022, and its granting of candidate status on December 14, 2023, signify the progress Georgia has made, despite the inherent risks. The Georgian public's overwhelming support for EU integration is a testament to the country's shared vision of a European future. According to the International Republican Institute's (IRI) 2023 survey, 86% of respondents support EU membership, with 73% expressing full support. These figures reflect a robust consensus among Georgians, who view European integration as pathways to economic strengthening, national security, and development. Interestingly, this public sentiment persists even amid potential trade-offs. For instance, 17% of EU membership supporters indicated they might reconsider their position if it required severing trade relations with Russia. Nevertheless, 74% would still endorse membership, emphasizing the population's resilience and long-term perspective. Key benefits associated with EU integration include economic growth (45%), enhanced security (14%), and overall national development (14%). [7]

Georgia's progress toward EU integration has not always aligned with the preferences of certain EU leaders, who have expressed reservations about the Georgian Dream party's dominance. This tension reflects a broader "paradox of democracy," where the democratic will of the Georgian electorate—manifested in the ruling party's significant parliamentary majority—coexists with widespread support for European integration. While some critics argue that Georgia's multi-vector approach undermines its democratic credentials, the reality is more nuanced. The Georgian Dream's governance, combined with the public's aspirations for EU membership, highlights the electorate's ability to prioritize both domestic stability and international alignment. [8]

Georgia's strategic importance extends beyond trade and politics. Its role within the Eastern Partnership framework and its adoption of the revised Association Agenda for 2021-2027 underscore its commitment to reform and collaboration. Technical committee meetings between Georgia and the EU ensure the proper functioning of agreements and provide platforms for addressing challenges. Moreover, Georgia's infrastructure projects, such as the Anaklia Deep Sea Port and its position within the Trans-Caspian International Transport Route, enhance its role as a logistical and economic hub connecting Europe and Asia.

Georgia's integration into the EU framework is not an imperative but a conscious choice made by its population, who see themselves as part of the European community. While aspiring to EU membership, Georgia also seeks to remain a partner with other geopolitical centers, understanding that existential considerations are crucial for small developing countries like itself. Denying Georgia the opportunity to implement its constitutionally mandated foreign policy direction, supported by the majority of its citizens, would undermine both its sovereignty and the EU's credibility as a champion of democratic values. As Georgia navigates complex challenges to secure its sovereignty, economic growth, and geopolitical stability, it recognizes the importance of balancing relationships on the global stage.

CONCLUSION

Georgia's geopolitical significance is intricately tied to its strategic location, democratic evolution, and aspirations for European integration. The 2024 parliamentary elections, with a significant voter turnout and a strong mandate for the ruling party, underscore the nation's democratic maturity and the public's commitment to political pluralism. Positioned as a bridge between Europe and Asia, Georgia plays a pivotal role in energy transit and trade, enhancing Europe's energy security by offering alternative routes that reduce dependency on Russian gas.

The nation's persistent efforts to align with European norms and values are evident through its active participation in European initiatives, such as the Association Agreement and the Deep and Comprehensive Free Trade Area (DCFTA) with the EU. Despite facing challenges like the 2008 conflict with Russia and ongoing regional volatility, Georgia remains resolute in its pursuit of EU integration, a path strongly supported by its citizens. Public opinion surveys reveal overwhelming support for EU membership, highlighting a national consensus on the benefits of economic growth, enhanced security, and overall development that such integration promises.

Georgia's foreign policy reflects a nuanced approach to balancing relationships with major geopolitical centers. By maintaining ties with the EU, Turkey, Russia, and participating in multilateral trade organizations like the WTO, Georgia seeks to safeguard its national interests without compromising its sovereignty. Infrastructure projects like the Anaklia Deep Sea Port and involvement in the Trans-Caspian International Transport Route bolster its role as a logistical hub, further integrating its economy with regional and global markets.

In navigating the complexities of regional dynamics and external pressures, Georgia exemplifies the challenges faced by small developing countries in asserting their sovereignty while pursuing strategic partnerships. Its contributions to regional stability, commitment to democratic principles, and strategic importance in energy transit underscore its vital role in European security. As Georgia continues to balance its relationships on the global stage, its steadfast dedication to aligning with European norms and values without compromising national interests highlights its unique position and significance in the current geopolitical landscape.

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THE IMPACT OF ETHICAL REGULATION FOR SECURITY OF QUANTUM TECHNOLOGY

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ANOTĀCIJA

Digitālās realitātes vides izveide mūsdienās ir kļuvusi par vienu no galvenajām izpausmēm un bažu cēloņiem digitālo tehnoloģiju attīstībā un pielietošanā. Pateicoties to dziļajām sociālajām, ekonomiskajām un humānistiskajām sekām, tehnoloģiskās kvantu realitātes attīstība un pielietojums ir ētiskas pārdomas un regulējuma jomas. Jautājums ir, kādi ir ētiskā regulējuma ietekmes pamatā esošie pamatpieņēmumi, kas ļautu kopīgi izstrādāt un piemērot universālu ētikas principu sistēmu dažādos pasaules reģionos un kultūrās? Ir svarīgi izstrādāt digitālo infrastruktūru, kas no tās pamatiem var labāk pielāgoties multikulturālajiem un plurālistiskajiem uzskatiem. Nepietiek tikai aplūkot kultūras reakcijas un ietekmi uz tehnoloģijām, neņemot vērā to, kā kvantu tehnoloģiju var pielāgot, paredzot un atbalstīt plurālistiskas multikulturālas perspektīvas tās sākotnējā dizainā.

Atslēgvārdi: kvantu tehnoloģija, ētiskā regulēšana, plurālistiskā ētiskā pieeja

ABSTRACT

The creation of digital reality environments has become one of the major manifestation and causes of concern in the development and application of digital technologies today. Because of their profound social, economic and humanistic implications, the development and applications of technological quantum realities are areas for ethical reflection and regulation. The question is, what are the basic assumptions underpinning the impact of ethical regulation that would enable the common development and application of a system of universal ethical principles in different regions and cultures of the world? It is important to design digital infrastructure that can better accommodate multicultural and pluralistic views from its foundations. It is insufficient to look at only the responses and influences of culture on technology with out considering how the quantum technology can be adapted in anticipation of, and to support, pluralistic multicultural perspectives in its original design.

Keywords: quantum technology, ethical regulation, pluralistic ethical approach

INTRODUCTION

The significance of ethical regulation of digital platforms as a source of worldview and value attitudes becomes unquestionable in the face of the challenges of the AI [1]. Different cultures disagree on shared universal moral judgments because they are based on unique worldviews and value systems, and there is no universally accepted epistemically reliable way to resolve such moral disagreements. What are the main theoretical assumptions underlying ethical regulation that would enable the creation and application of a common system of universal ethical principles regulating the ethical development, management and use of quantum technologies in different regions and cultures of the world? We state that intercultural digital ethics includes and analyses wide-ranging ethical problems arising from various globalization-induced processes for human consciousness, societies and cultures from a multidisciplinary perspective, with the aim of identifying existing different cultural and value beliefs and adopting intercultural agreements on the universal application of relevant ethical principles [2] [3]. The thesis of this paper is that pluralistic ethical approach can help to identify existing different cultural and value beliefs, define

universal ethical principles, based on which intercultural decisions and agreements would be made in creating safe quantum technology.

The main aim of the paper is to reveal the possibility and significance of pluralistic ethical approach on ethical regulation in creating safe quantum technology.

Analyzed problem: what impact is of pluralistic ethical approach on ethical regulation for security of quantum technology?

An object is the analysis of metatheoretical assumptions of the pluralistic ethical approach in creating safe quantum technology.

Objectives of the research: 1) to analyze the conceptual foundations of pluralistic ethical approach; 2) to explore and reveal the impact of pluralistic ethical approach on ethical regulation in creating safe quantum technology.

Main findings: In this paper the major findings and the theoretical contribution of this analysis and identify areas for future research. First, the issues of the pluralistic ethical approach are revisited and evaluated the effectiveness of the theoretical orientation in addressing these questions. Second, the key research findings are analyzed in relationship to the literature and the contributions the investigation makes to the impact of quantum technology. Finally, paper discuss the limitations and examine the implications of the impact of pluralistic ethical approach on ethical regulation in creating safe quantum technology for future research and practice.

The main scientific results of this paper are to be found in the philosophical analysis of the impact of pluralistic ethical approach on ethical regulation in creating safe quantum technology. This theoretical study contributes to the development of the scientific philosophical discourse on the better understanding of ethical regulation in creating safe quantum technology. Methodology: The methodology of the paper consists of theoretical research methods. This design of the methodology was determined by the topic analyzed in the paper. The main research methods used in the paper: analysis of scientific sources, comparative and systematic text analysis, text interpretation and logical deduction research methods, based on which the main assumptions and arguments underlying pluralistic ethical approach were analyzed.

THE SECURITY PROBLEM OF QUANTUM TECHNOLOGY

Global society is dynamic, pluralistic and open to its own continuous creation. Quantum principles explain the conditions of collective interconnectedness, but at the same time they also reveal cultural, linguistic and contextual dimensions that can both unite and divide. These dimensions are in a certain sense virtual, i.e. they do not obey Newtonian principles of time and space – they are not separated by physical state borders, they are influenced by indirect factors, there is no specific given and expected moment of time to grasp them. A. Asghar Kazemi likened this quantum phenomenon to the butterfly effect, when it is impossible to predict events taking place in global space, since any small subsystem factor can have a fundamental impact on global relations [4]. This complicates the conventional construction of security threats and the development of strategies.

According to J. Der Derian, a distinctive feature of the cyber-age war is its virtuality: the US and Israel collaborated to create a virus designed to spy and disrupt Iran's nuclear program, Wikileaks released thousands of secret diplomatic cables that compromised the US image in the international space, while drone attacks aim for more targeted and "cleaner" killing [5]. The global media, entangled in numerous networks, creates a parallel reality, a virtual reality with the real consequences of global events. J. Der Derian describes it as an infosphere in which global threats are created by "ghostly action at a distance", when the direct perception of cause and action is transcended not only by non-state but also by irrational actors, and the perception of threat spreads at the speed of light from the state to sub-state entities, from local to global space, from public to

personal opinion. Such a movement marks the transition to the superposition of war, a phenomenon that is called quantum war [6].

Information and communication tools help to spread and disperse threats regardless of the physical location and time of the event. However, quantum theory includes even more complex future technologies with quantum properties – “ghost weapons” [7], whose name comes from Einstein’s quantum “spooky action at a distance”. Such quantum technologies include precision clocks and GPS navigation, improved microscopes that can be used for more precise space research, biological compasses that will rely on the quantum abilities of birds to navigate their environment, super-powerful quantum computers, unbreakable quantum information transmission codes, etc. [8]. They lead to complex global threats that destroy traditional perceptions of power, interdependence, time and geography, which A. Montgomery calls “apocalyptic” – these include extreme climate change, ecological catastrophes, a global pandemic, nuclear war, and the consequences of artificial intelligence for humanity [9]. Quantum warfare takes place in several geographically separated locations, such as drone attacks, which are remotely controlled, impersonal, begin and end unexpectedly, and, while they are supposed to mean targeted destruction, their consequences are not adequate to the scale of the attack.

ETHICAL REGULATION: PLURALISTIC APPROACH

The pluralistic ethical approach cannot be treated only as philosophical theory, because the problematic field of this ethics consists not only of metaphysical or metaethical questions, but also of specific technical problems: C. Ess [10] [11] (2021; L. Floridi [12]; M. Coeckelbergh [13]; S. B. Cantwell [14].

Pluralism in ethics means confronting different and completely incompatible value systems and worldviews. However, in a digital reality where ethical pluralism is tolerated, there is a need to agree on the parameters of the ethical use of digital technologies, which would already quite strongly limit the frameworks of tolerance and weaken the overcoming of the perspective of ethical relativism. Ethical pluralism, similar to ethical relativism, recognizes the diversity of different ethical systems, but unlike relativism, emphasizes the principle of objective equality of ethical systems, rejecting the influence of benefits, power, various political or economic interests on the existence of different ethical systems. Of course, conflicts due to the clash of different worldviews and value systems cannot be avoided, so different states apply various political measures in order to prevent the emergence of such conflicts. The question is, is it possible to avoid this cycle of value conflicts and reconcile different worldviews and values in some politically and ethically acceptable way?

Forms of pluralism vary depending on the different philosophical traditions of the East and West, a detailed analysis of which is provided by C. Ess [2]. On the basis of the performed analysis, we can single out the most important forms of ethical pluralism currently dominant in Eastern and Western cultures:

- 1) *Modus vivendi* pluralism recognizes existing differences between cultures and people, but rejects the possibility of a common value basis between different cultures and approaches, so this type of pluralism is inseparable from constant value conflicts and worldview confrontations [2].
- 2) *Robust pluralism* is based on Lawrence Hinman's idea that incompatibility and differences are essential features of the moral field and can become a moral advantage over other ethical perspectives [15];
- 3) *Liberal pluralism* seeks to justify different forms of connections between different ethical systems based on John Rawls' concept of disinterested consensus [16];
- 4) *Complementarity pluralism* is based mostly on Charles Taylor's concept of compatibility, which

aims for the compatibility of different ethical positions, which would ensure a positive possibility of ethical consensus formation among different participants [17];

5) *Interpretative pluralism*, the essence of which consists of Plato's theory of ideas and the concept of *pros hen* formed in Aristotle's *Metaphysics*, substantiates the idea that more than one ethical decision conditioned by different interpretations is possible, associated with universal ethical norms [2].

Interpretative pluralism seems to ensure diversity in the interpretation, application and understanding of ethical standards, which is a crucial advantage in the development and justification of the digital reality. Interpretive pluralism recognizes the cultures and traditions that exist in the world differences in traditions and diversity of ethical systems and their equivalence. There is always a danger that some political or economic structure with greater power and influence may start to practice ethical-cultural imperialism and impose a value system favorable to the regime. The digital reality is open to a variety of interpretations of normative ethical principles. However, interpretive pluralism, praised by Aristotle's concept of *pros hen* and Confucius' *ren* ethical principle, enables a sustainable link between different points of view and the adoption of one common decision (*consensus*) [18].

Interpretative pluralism also establishes common ground with and among others (it will stress relationality and reciprocity), envisioning ways of creating networks of significance that can simultaneously draw from particular cultures and also establish similarities or commonalities for the benefit of transformative praxis in the field of quantum technology. Interpretative pluralism draws from the fluid and dynamic notion of culture, one that allows the otherness of others as a shared identity: a culture of excluded, resistant, resilient, and ultimately empowered human beings, willing to engage in transformation. If cultures allow us to inhabit a meaningful world, an interpretative pluralism that fosters dialogical deliberation and symmetric participation might allow us to envision a world in which, as human beings, we are linked (but not trapped) to each other. It will also encourage us to engage in dialogue so that we can listen, learn, and live together as vulnerable, interdependent human beings.

CONCLUSIONS

Ethical regulation in creating safe quantum technology seeks to avoid imperialistic homogenization must conjoin shared norms while simultaneously preserving the irreducible differences between cultures and peoples. We state that pluralistic ethical approach on safe quantum technology may fulfill these requirements by taking up an ethical pluralism. Both traditions (West and East) understand ethical judgment to lead to and thus require ethical pluralism: an acceptance of more than one judgment regarding the interpretation and application of a shared ethical norm. Both traditions invoke notions of resonance and harmony to articulate pluralistic structures of connection alongside irreducible differences.

It is important to design digital infrastructure that can better accommodate multicultural and pluralistic views from its foundations. It is insufficient to look at only the responses and influences of culture on quantum technology with out considering how the quantum technology can be adapted in anticipation of, and to support, pluralistic multicultural perspectives in its original design. Finding a good balance between privacy and security in an ever-changing context requires a solid international regulatory framework. Interpretive pluralism provides strong guidelines for the ethical regulation of quantum technology. However, the main condition is that all parties must accept a reasonable level of pluralism in moral views.

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THE IMPACT OF DIGITALIZATION ON THE DEVELOPMENT OF THE LABOR MARKET: GLOBAL TRENDS

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ABSTRACT

Digitalization affects every sector of the economic sphere, it plays an important role in modern society - it helps improve the work of organizations and improve the quality of work of existing specialists. The labor market is an important institution in the economic sphere, which is also influenced by digitalization. Global trends indicate the active implementation of digitalization in the development of all spheres of activity.

Keywords: labor market, digitalization, digitalization model

INTRODUCTION

In modern conditions, it is almost impossible to imagine economic processes without the use of information technology. Digitalization in the twenty-first century is one of the inevitable processes. The "digital revolution" affects every sphere of public life. In particular, any sector of the economy at this stage of progress is also subject to the influence of digitalization.

Global trends in the development of the labor market show that in almost all sectors of the economy, digitalization is a necessary element for development both at the state and enterprise levels.

Digitalization has opposing effects on labor markets. Although the overall pie might grow bigger, severe structural changes and therefore challenges for society at large will definitely occur. In economic textbooks, we normally assume that new technology drives growth and therefore has also a net positive impact on employment. For the past, this was certainly true, as the replacement of the typewriter by personal computers still required a person behind a desk, which now however could offer more and better services. This relationship between technology and the labor market might be about to change in our digitalization era. Already today, some news are written by the computer itself—without human fingers typing. The new feature of this technological change is therefore that not only muscle but also brain work will be replaced by robots—given it is not only technological feasible but also cost-efficient. In addition to the general change by digitalization of work processes, it could be the case that societies have to react differently to this ongoing process given their demographic transition and their education system. Research suggests that the conflict will not only evolve between capital and labor but also between young and old workers, as rationing will disproportionately affect the young.

BASIC THEORETICAL AND PRACTICAL PROVISION

There are several models of digitalization [2]. To a certain extent, they are comparable with enterprise management models, since their centers were similar countries:

1. Japanese digitalization model;
2. American digitalization model;

3. Swedish digitalization model.

Considering the first of the listed models, the following features can be identified:

1. Close interaction between the state and business;
2. The impact of lobbying culture;
3. Japanese traditionalism (mistrust on the part of the older generation).

The American model has the following features:

1. The presence of a “project center” - Silicon Valley;
2. Development of small businesses (the desire to develop innovative solutions);
3. Digital inequality (for example, between rural and urban areas);
4. Detachment of the state.

The features of the Swedish model include:

1. The basis is social democratic ideas;
2. A large role of the state in the processes and projects related to digitalization;
3. The influence of big business on digitalization processes;
4. The absence of lobbying regulators.

In many ways, the digitalization process has absorbed the features of several other models, that is, they include:

1. The important role of the state in digitalization processes;
2. Digital inequality;
3. Traditionalism.

Digitalisation has a strong impact on enterprises, both in manufacturing and services industries, where converging trends are detectable in the way micro, small and medium-sized enterprises interact with customers and employees. The main factors for successful adaptation are the ability to collect and exploit data, the interconnection of value chains, the creation of digital customer interfaces and mitigation of cyber threats.

Digitalisation can substantially lower market entry barriers, opening up potential markets that firms can serve, and create new ones. The widespread use of algorithms enables online platforms to exchange goods and services including labour. Algorithms are also transforming traditional companies, enabling them to better manage their assets and processes, while redefining their strategies according to innovative solutions. Trends in ‘platformisation’ and asset dematerialisation are significantly reducing costs of using ICT tools, e.g. data storage, sharing and processing, and improving collaboration within working teams. Overall, digitalisation reduces transaction costs, maximises trading volumes, and improves demand and supply matching.

In traditional businesses and industries digitalisation affects existing organisational and management structures, which is most visible due to the higher flexibility and fragmentation of work, changing work monitoring methods, recruitment strategies, and skill and training needs. More generally, the real challenge for industrial operators is whether they, as established firms, can engage their own digital transformation before disruptive competition forces them out of business.

Digitalisation also raises questions on the role of and interaction between robots or platforms and employees or users, touching on issues related to legal responsibility, data protection and work safety rules.

In the on-demand economy, virtual work is more flexible by design, i.e. online labour market. This flexibility fades significantly when services have to be delivered physically and locally, e.g. local

labour market. The relationship between online platforms and individuals who offer their skills and time online has been the subject of widespread debate, though no clear-cut answer has been put forward in most cases.

As digitalisation and the emergence of the on-demand economy have enabled new forms of employment, e.g. online or distance work, they severely affect how work is organised and how

employers and employees interact with each other. With digitalisation and the on-demand economy,

work has become less bound to space and time, e.g. more autonomy and better monitoring of work outcomes.

There is an important role for negotiations between employers and employees. Informing and consulting workers prior to the introduction of new technologies, in accordance with relevant national

practices, may smooth the transition. Early results suggest that finding ways in which technology can

support workers in their tasks, rather than replace them, generates the most benefit for all involved.

Digitalisation affects labour relations between employers and employees in traditional businesses and industries, because it drastically changes the organisation of work and the relationship between employer and employee. As a result of digitalisation, the organisation of work is characterised by increased flexibility, which affects when, where and how tasks are performed. This may bring advantages to employers and employees, in the form of improved work-life balance and more autonomy. It is, therefore, not very surprising that both employers and employees have expressed an interest in more flexible work

RESEARCH RESULTS AND THEIR EVALUATION

Digitalisation is radically reshaping business landscapes and the nature of work, as well as redefining the boundaries of production, distribution and consumption. Technology-driven innovations are transforming both manufacturing and services sectors through the increasing incorporation of artificial intelligence and automated systems (online platforms, robotics, machine learning, big data, etc.).

These trends represent both threats and opportunities for employers and employees, who need to adjust work organisation, job allocation and skills. Digitalisation has thus major implications for the labour market. In particular, digitalisation will change both the quantity and quality of labour demanded. Indeed, an ever increasing part of work can be performed automatically, with limited or no human intervention. This phenomenon is not new: during industrialisation, primarily simple, repetitive tasks were automated. What differs now is that less frequently performed and more complex tasks are also increasingly subject to automation, e.g. administration. This reduces the demand for low-skilled but in particular medium-skilled and even the lower levels of high-skilled white collar workers that currently perform these tasks. In turn, the remaining workers require different, often higher, more creative and technical skills to design, maintain and work with the new applications. Digitalisation also allows workers to do their work more efficiently. In particular, in recent decades, digitalisation has primarily changed the way people work, with, for example, more support from online communications and information-sharing as well as mechanical support for information processing, which in principle means less people are needed to perform the same task, but also that the skills demanded of workers may change, i.e. digitalisation primarily takes over simple tasks, thus workers must have higher qualifications. In addition, digitalisation also creates new forms of employment. For instance, new techniques such as big data analytics, additive printing, automation, virtual reality and the Internet of things allow for the development of new, more complex and sophisticated products and services.

The new jobs to develop and maintain these products/services often require higher skills, while the application of the technologies can also create more service-oriented low-skilled jobs. The transition towards the more digital labour market can in turn be facilitated by digital solutions such as e-learning. For the most part, the way in which work is allocated and organisations are

organised has remained largely the same as before digitalisation. Hence, human interaction still plays an important role in allocating work and most people still work inside organisations.

CONCLUSION

To summarize, it is necessary to note specific aspects of the impact of digitalization on the labor market:

1. The production sphere is developing and the economic sector is expanding, resulting in an increase in employment;
2. The development of technologies affects costs - they are reduced, while the method of staff reduction is not applied;
3. The emergence of new professions stimulates the employer to create new jobs to improve the efficiency of the organization.
4. Existing jobs are being improved, thereby allowing to improve the qualifications of employees and expand their functionality;
5. A remote workplace allows you to perform your functionality at a distance.

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ФАКТОРЫ И ТЕНДЕНЦИИ ОБРАЗОВАТЕЛЬНОЙ МИГРАЦИИ ИЗ БЕЛАРУСИ В ПОЛЬШУ

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АННОТАЦИЯ

Предметом исследования является проблема массовой эмиграции студентов из Республики Беларусь. Мотивы образовательной эмиграции белорусской молодежи носят преимущественно политический характер, а ее масштабы наносят непоправимый ущерб человеческому капиталу Республики Беларусь. Для принимающих стран образовательная миграция служит инструментом повышения конкурентоспособности страны на мировом рынке.

Ключевые слова: Беларусь, миграция, Польша, студенты

ABSTRACT

The subject of the study is the problem of mass emigration of students from the Republic of Belarus. The motives of educational emigration of Belarusian youth are mainly political in nature and their scale causes irreparable damage to the human capital of the Republic of Belarus. For receiving countries, educational migration serves as a tool for increasing the country's competitiveness in the global market.

Keywords: Belarus, migration, Poland, students

ВВЕДЕНИЕ. INTRODUCTION

Сфера высшего образования, составляющая основу развития современного общества, в наибольшей степени подверглась негативному воздействию политического режима Беларуси. В стране происходит идеологизация и русификация системы высшего образования. Образовательная эмиграция из Беларуси до 2020 года носила превентивный характер, как показатель постепенного ухудшения не только экономического, но и политического положения в стране, усиления авторитаризма политического режима, отступления от демократических свобод. После событий 2020 эмиграция из Беларуси приобрела впечатляющие масштабы и тенденции роста, сопровождается вывозом материального и нематериального капитала и утратой интеллектуального и делового ресурса для страны.

Полной статистики об общем количестве уехавших учиться за границу белорусов нет. Со стороны белорусских властей информация искажается в личных и политических целях, представляя страну как некий оазис стабильности в условиях турбулентного и враждебного мира вокруг. По мнению аналитиков идет крупнейшая утечка мозгов из Беларуси за всю историю страны.

АНАЛИЗ ЭМИГРАЦИОННОЙ СИТУАЦИИ В СФЕРЕ ВЫСШЕГО ОБРАЗОВАНИЯ В РЕСПУБЛИКЕ БЕЛАРУСЬ. ANALYSIS OF THE EMIGRATION SITUATION IN THE SPHERE OF HIGHER EDUCATION IN THE REPUBLIC OF BELARUS

В Беларуси всегда наблюдалось отрицательное сальдо студенческой миграции [5]. Уровень эмиграционных настроений среди белорусской молодежи после событий 2020 года резко вырос и продолжает расти. Система белорусского образования стала частью репрессивной машины властей.

Обратимся к статистике Министерства Республики Беларусь [8]. По данным Министерства в 2012 году в Республике Беларусь обучалось 428 448 студентов, в 2015 году – 336 400 студентов, в 2021 году – 243 тысячи студентов, в 2023 году – 232,9 тысячи студентов. В университетах Беларуси обучается около 33 тысячи иностранных студентов. То есть в РБ обучается около 190 тысяч белорусских студентов. Это самый низкий показатель за всю историю независимой Беларуси. Стоит отметить и качественную составляющую - уезжают, как правило, самые способные, перспективные и продуктивные молодые люди.

Исследуя тему образовательной эмиграции нельзя не сделать анализ эмиграции профессорско-преподавательского состава. После протестов 2020 г. и последовавших за ними репрессий масштабы миграции интеллектуальной элиты значительно возросли. Эмиграция из добровольной превратилась в бегство со страны. Следствием такой политики государства является полная стагнация научной жизни и катастрофический спад уровня образования в стране. Количество научных работников в Беларуси сократилось в 4-5 раз. Так, в 2016 году в РБ, согласно статистике, было 1337 докторов наук и 8505 кандидатов наук, в 2019 году - 607 докторов наук и 2803 кандидата наук. В 2021 году - 548 докторов наук и 2624 кандидата наук. В 2023 году в Беларуси осталось 519 докторов наук и 2687 кандидатов наук [8].

Большая часть белорусов уезжает учиться в соседнюю Польшу. Обратимся к статистическим данным Главного Управления Статистики Польши. В 2001 году в польских вузах обучалось 1002 белорусских студента, в 2010 году - 2605 студентов из Беларуси, в 2019 году – 8378, в 2020 году - 9736 белорусов, в 2022 году - 11 076 студентов из Беларуси, в 2023 – более 13 тысяч [1,3].

АНАЛИЗ МОТИВАЦИИ ЭМИГРАЦИИ БЕЛОРУССКИХ СТУДЕНТОВ. ANALYSING THE MOTIVATION FOR EMIGRATION OF BELARUSIAN STUDENTS

Американский социолог Э.С. Ли сформировал модель миграции как баланса сил притяжения и выталкивания, действующих в пунктах выбытия и прибытия, на который влияют и вмешивающиеся препятствия [2]. Согласно теории притяжения-выталкивания (pull-push theory) Э.С. Ли на индивида в стране выбытия влияют в первую очередь две большие группы факторов - притягивающие и выталкивающие. Проведенное анкетирование среди белорусских студентов, обучающихся в Польше (исследование выполнено на выборке (N = 58) студентов польских вузов в возрасте от 17 до 24 лет) с применением авторской анкеты, показало, что наиболее мощными «выталкивающими» эмиграционными факторами для белорусской молодежи являются те, которые актуализируют тревогу и опасения относительно собственной безопасности в стране, сложившейся политической ситуации, правовой небезопасности среды. Согласно результатам анкетирования центральным мотивом образовательной эмиграции белорусской молодежи является группа политических причин. В качестве основных «выталкивающих» факторов студенты указали следующие:

несогласие с авторитарным режимом; страх репрессий; нежелание жить в стране с ценностями, противоречащими демократическим нормам; правовая небезопасность. «Притягивающие» факторы для эмиграции белорусской молодежи включают те же группы мотивов, что и «выталкивающие», и их иерархическое расположение такое же, т.е. доминирующее положение также занимают политические мотивы: желание жить в стране с демократическими свободами; соблюдение прав и свобод, равенство, толерантное отношение к другой точке зрения; реализация права на поддержку и защиту личности со стороны государства.

Также в рамках анкетирования были заданы вопросы относительно планов после окончания ВУЗа. Подавляющее большинство респондентов ответили, что не собираются возвращаться на родину, а планируют свою жизнь и профессиональную карьеру за пределами Беларуси [6]. Как показывает практика, именно образовательная миграция впоследствии превращается в каналы выезда белорусской молодежи на постоянное место жительства в другие страны.

ПОСЛЕДСТВИЯ ОБРАЗОВАТЕЛЬНОЙ МИГРАЦИИ ДЛЯ БЕЛАРУСИ И ДЛЯ ПРИНИМАЮЩЕЙ СТРАНЫ. CONSEQUENCES OF EDUCATIONAL MIGRATION FOR BELARUS AND FOR THE HOST COUNTRY

В любой народности количество людей, способных совершить инновационный научный прорыв, очень ограничено и не превышает 3-5% населения в целом [7]. Интеллектуальная элита общества складывается веками и тысячелетиями и представляет собой самовоспроизводящуюся и очень хрупкую систему. Благодаря политике руководства Беларуси эта система в стране практически разрушена, а на воссоздание генетического интеллектуального ядра нации уходит не один десяток лет. В сущности, происходит повторение советской матрицы, когда раз за разом очередной волной репрессий вымываются человеческие ресурсы. По сути, идет внутренняя война — война режима Лукашенко с качеством человеческого капитала [4].

Учебная иммиграция имеет огромное социальное значение для принимающей стороны и несет, как минимум, четыре ключевых эффекта: социальный, политический, демографический и экономический. Мигранты-выпускники вузов могут рассматриваться как ценный потенциальный ресурс пополнения человеческого капитала для нужд экономики. Польша столкнулась с проблемой старения населения, сокращения численности населения и трудовых ресурсов. Учебная миграция может быть одним из ресурсов, который в состоянии отчасти замедлить эти негативные процессы.

Немаловажен и экономический эффект. Национальная система образования получает прямые денежные доходы от оплаты обучения иностранными студентами. Расходы на питание, досуг, плата за проживание, транспорт составляют существенную часть финансовых затрат студентов в принимающей стране.

ЗАКЛЮЧЕНИЕ. CONCLUSION

Целью приведенных выше размышлений была попытка продемонстрировать катастрофические последствия авторитарного репрессивного режима, показать результаты политики по масштабной утрате молодой части населения и будущей интеллектуальной элиты общества.

Выгоды от образовательной миграции белорусов в Польшу, как правило, носят долгосрочный и разноплановый характер. Белорусские студенты создают потенциальные дополнительные эффекты повышения производительности, в последствии заполняют

пробелы на рынке труда в Польше, легче интегрируются в принимающее общество ввиду молодого адаптивного возраста и культурной близости стран и не обременяют систему социальных услуг. Польша очень заинтересована в этом виде миграции, позволяющей иметь квалифицированную молодую рабочую силу, которая уже в значительной степени интегрирована в культуру страны.

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**PROBLĒMAS MŪSDIENU PSIHOLOĢIJĀ:
TEORIJA UN PRAKSE**

**TOPICAL ISSUES OF PSYCHOLOGY:
THEORY AND PRACTICE**

РЕЗИЛЬЄНТНІСТЬ МАЙБУТНІХ ПСИХОЛОГІВ В СИТУАЦІЇ ФРУСТРАЦІЇ

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ABSTRACT

The tension of modern life creates significant psychological pressure on representatives of socio-economic professions, particularly psychologists. Its consequences may include emotional burnout, exhaustion, and anxiety disorders. Future psychologists must develop resilience and the ability to use constructive coping strategies in situations of frustration.

Keywords: coping strategies, resilience, situation of frustration

АНОТАЦІЯ

Напруженість сучасного життя створюють значний психологічний тиск на представників соціономічних професій, зокрема психологів. Його наслідками може стати емоційне вигорання, виснаження, тривожні розлади. Майбутні психологи мають опанувати здатність до резильєнтності, до конструктивних копінг-стратегій в ситуації фрустрації.

Ключові слова: копінг-стратегії, резильєнтність, ситуація фрустрації

INTRODUCTION. ВВЕДЕНИЕ

Суспільні виклики сьогодення характеризують: високий темп життя, його бурхливі карколомні зміни, інформаційне перенасичення, ситуація гострої соціально-політичної кризи, що склалася в Україні. Безперервно зростаючи соціальні очікування створюють значний психологічний тиск на індивіда взагалі, а на представників соціономічних професій зокрема. Наслідками такого психологічного тиску може стати емоційне вигорання, виснаження, тривожні розлади і навіть депресія. Великий запит у суспільстві на психологічну допомогу акцентує увагу на пріоритетності завдань підготовки майбутніх фахівців цієї сфери життя до особливо складних умов сучасності, створення перспективи для розвитку здатності до перетворення дезадаптивних копінг-стратегій на конструктивні та підвищення психологічної стійкості, резильєнтності. Майбутні психологи мають опанувати здатність долати життєві труднощі, кризи та обирати конструктивні копінг-стратегії реагування на фрустраційні ситуації.

Така постановка проблеми передбачає зростання наукової уваги до можливості більш-менш успішної адаптації осіб, які перебувають у скрутних обставинах, але не мають необхідних ресурсів, щоб здолати ситуацію та виявити життєстійкість.

BASIC THEORETICAL AND PRACTICAL PROVISION. ОСНОВНЫЕ ТЕОРЕТИЧЕСКИЕ И ПРАКТИЧЕСКИЕ ПОЛОЖЕНИЯ

Питання ресурсності особистості у скрутних обставинах, її стресостійкості у ситуації фрустрації, її індивідуально-типологічних, соціально-психологічних, економічних та інших властивостей, в процесі адаптації до особливостей соціального середовища доволі широко та різнобічно досліджуються в соціології, різних галузях психології, а саме у соціальній, віковій, педагогічній та інших напрямках психологічного наукового пошуку. Ретельний теоретичний аналіз у роботі «Витоки наукових основ ресурсного підходу» зробив С.О. Микитюк у 2010 році [7]. Відносно недавно у тезаурусі наукових термінів з'явилося поняття «резильєнтність», «феномен резильєнтності», яке вже виокремлено у самостійний феномен дослідження психології та впроваджено у соціальні практики. В Україні з різних точок зору підходи до його концептуалізації досліджують А.І. Laktionova [1], А. Masten [2], Т.І. Белавіна [4], Л.М. Карамушка [5], Г.П. Лазос [6], О.М. Нагнибіда [8], Т.М. Титаренко [9] та інші. Його розглядають як стресостійкість, або у контексті широкого спектру адаптивних копінг-стратегій Л.М. Карамушка [5], здатності до конструктивної поведінки у кризових ситуаціях, В.В. Балахтар, [3], як життєстійкість Т.М. Титаренко [9], з позиції відокремлювання понять життєстійкості, резильєнтності і стресостійкості О.М. Нагнибіда [8].

RESEARCH RESULTS AND THEIR EVALUATION. РЕЗУЛЬТАТЫ ИССЛЕДОВАНИЙ И ИХ ОЦЕНКА

Метою дослідження стало визначення резильєнтності та особливостей копінг-поведінки особистості з різними характеристиками соціально-психологічних ресурсів в ситуації фрустрації, в скрутних умовах або у соціально-деструктивному типі ресурсної взаємодії. Це також може стосуватися колишніх військових, поранених, осіб з наслідками психологічного бойового стресу тощо. Виходячи з того, що виникає потреба звернутися до психологічної ресурсності особистості з точки зору можливості ресоціалізації та подальшої ефективної реінтеграції у соціум особи, яка тривалий час знаходилась під тиском воєнних дій, слід розглянути феномен резильєнтності та його корисність у процесах ресоціалізації та реабілітації особистості у повоєнний час. Особливу роль у цьому процесі відіграють практичні психологи, фахівці соціальних служб та інші.

Соціально-психологічні особливості ситуації перебування індивіда в умовах соціальної депривації підчас воєнних дій, яка зумовлена вимушеною ізоляцією, та повоєнний час, коли постає потреба ресоціалізації та реабілітації особистості стають предметом аналізу у соціальній психології не досить часто, хоча інтерес до проблеми спостерігається у контексті різних галузей психології, теорії і практики соціальної роботи. Треба звернути увагу на цілу низку питань, що можуть залишатися поза науковим аналізом. Звісно, науковці визначають найбільш відомі, виразні феномени порушення фундаментальної автономності людини, переміщеної із ситуації звичайного соціального простору у фрустраційну ситуацію. Треба враховувати особливості роботи психолога з цією категорією осіб, як ускладнену їх бойовим досвідом.

У якості досліджуваних були залучені 86 студентів бакалаврату старших курсів навчання та магістрантів – майбутніх психологів. В процесі дослідження поряд з теоретичними були застосовані емпіричні методи: «Індикатор копінг-стратегій» (Дж. Амірхан) (Coping Strategy Indicator (CSI) by Amir Khan); «Самооцінка психічних станів» (Г. Айзенк) (Eysenck's SelfAssessment Questionnaire (EAS)); Методика психологічної

діагностики копінг-механізмів (Е. Хейм) (Coping Mechanism Assessment Method (CMAM) by E. Heim); «Шкала самооцінки М. Розенберга» (Rosenberg self-esteem scale, RSES) .

Аналіз отриманих результатів дав можливість з'ясувати що майбутні фахівці у сфері практичної психології незважаючи на потенційно високий рівень стресових ситуацій, психічного напруження демонструють перевагу низького рівня фрустрації (61,2% – низький рівень фрустрації, 35,1 % – середній, 3,7% – високий). Досліджуваним скоріш за все притаманні висока стійкість до стресового тиску, а також достатньо висока ефективність у подоланні життєвих труднощів, використання адаптивних когнітивних стратегій, таких як оптимістична інтерпретація та візуалізація, що зазвичай має позитивні наслідки у вигляді вираженої адаптивності та загального психічного салютогенного мислення.

За результатами застосування методики «Індикатор копінг-стратегій» (Дж. Амірхан) можна припустити, що у досліджуваних переважають стратегії вирішального типу, «стратегії вирішення проблем» (42,1%), використовуються стратегії «соціальної підтримки» (33,7%), значуще (z-критерій: $p \leq 0,05$) на відміну від «стратегії вирішення проблем» менше стратегії «уникання проблем» (26,2%), тобто переважає здатність до подолання фрустрації ефективними засобами, схильність до аналізу причин проблеми, відповідальність та конструктивний підхід до подолання труднощів

Крім того, звертає увагу, що досліджувані виявили кореляційні зв'язки між показниками адекватно високої самооцінки та низьким рівнем фрустрації. статистичний аналіз виявив сильний негативний зв'язок між самооцінкою та рівнем фрустрації ($r = -0,738$, $p < 0.001$), з коефіцієнтом детермінації $r^2 = 0,54$. Це підкреслює значний вплив самооцінки на формування рівня фрустрації.

Також встановлено, що висока самооцінка корелює з використанням ширшого спектру адаптивних копінг-стратегій. Виявлено негативний зв'язок між самооцінкою та стратегією уникнення проблем ($r = -0,306$, $p < 0,05$), а також позитивну тенденцію між самооцінкою та адаптивними емоційними стратегіями ($r = 0,286$).

Аналіз результатів показав, що досліджувані майбутні психологи найчастіше використовують активні стратегії для подолання проблем. Такі стратегії проявляються як у когнітивній (аналіз проблеми, пошук сенсу), так і в емоційній (оптимізм, протест) та поведінковій (співпраця, звернення за допомогою) сферах.

CONCLUSION. ЗАКЛЮЧЕНИЕ

Резильєнтність визначається не лише вибором копінг-стратегій у фрустраційних ситуаціях, обумовлених тим, що магістранти часто стикаються зі значним психологічним тиском через високі академічні вимоги та сучасні соціально-економічні та соціально-політичні виклики. У цьому контексті здатність ефективно долати фрустрацію навіть стає критичним фактором академічної успішності. Тривалий вплив стресових факторів у академічному середовищі може призводити до зниження як навчальної ефективності, так і емоційного виснаження та погіршення загального психологічного стану.

Для досягнення максимального ефекту в стресостійкості, життєстійкості, резильєнтності необхідно фокусуватися на розвитку особистих ресурсів, а також важливим є підвищенні рівня самоповаги, рівень самооцінки. Це включає в себе не лише роботу над самооцінкою, самоповагою але й розвиток таких властивостей, як адаптивність, гнучкість, креативність та емоційна стійкість. Важливо навчитися ефективно управляти своїм часом, встановлювати пріоритети та делегувати завдання. Створення здорового балансу між роботою, відпочинком та соціальним життям також є важливим фактором для підтримки психологічного благополуччя майбутніх фахівців з практичної психології.

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РЕСУРСИ АРТ-ТЕРАПІЇ В ЗМІЦНЕННІ СТРЕСОСТІЙКОСТІ СТУДЕНТСЬКОЇ МОЛОДІ

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АНОТАЦІЯ

Актуальним питанням сьогодення є зміцнення стресостійкості студентської молоді. Студенти є одним з найбільш вразливих категорій населення. Вплив несприятливих внутрішніх та зовнішніх факторів спонукає до переживання дистресу, розвитку тривожності, страхів, депресії, невротизації. Постає питання оцінки ресурсної бази студентів. Проведення психодіагностики актуальних негативних психічних станів. Одним з дієвих методів зміцнення стресостійкості студентської молоді є арт-терапія.

Ключові слова: Студенти, стресостійкість, арт-терапія, метафоричні асоціативні картки

ABSTRACT

Strengthening the stress resistance of student youth is a pressing issue today. Students are one of the most vulnerable categories of the population. The impact of unfavorable internal and external factors encourages distress, development of anxiety, fears, depression, neurosis. The question of assessing the resource base of students arises. Conducting psychodiagnosics of current negative mental states. One of the effective methods of strengthening the stress resistance of student youth is art therapy.

Keywords: Students, stress resistance, art therapy, metaphorical associative cards

ВСТУП. INTRODUCTION

Студентське життя (17-22 роки) дуже чудовий час розвитку і пізнання світу, набуття нового досвіду спілкування з однолітками та іншими людьми. Це період навчання майбутньої професії, який характеризується переживанням стресів, тривалого напруження у досягненні результатів в навчанні та особистому житті.

Сьогодення студентів характеризується потужним впливом на їх психічний стан зовнішніх та внутрішніх стрес-чинників, які випробовують їх стресостійкість. Фахівці вже тривалий час намагаються різнобічно досліджувати феномен стресостійкості. Це пов'язано з професійною діяльністю людини, яка може проходити в різнобічних стресових умовах праці.

Одним з ефективних методів подолання стресу і зміцнення стресостійкості людини є арт-терапія. В умовах війни, коли набуло масове поширення невротизації населення, як

результату впливу дистресу, арт-терапія зарекомендувала себе ефективним методом в роботі психолога, простим і доступним кожному методом саморегуляції та взаєморегуляції, вона виступає інваріацією позитивного дистресингу студентів, зміцнює їх стресостійкість.

ОСНОВНЕ ТЕОРЕТИЧНІ І ПРАКТИЧНЕ ЗАБЕЗПЕЧЕННЯ. BASIC THEORETICAL AND PRACTICAL PROVISION

Сучасні науковці намагаються розглядати проблеми стресостійкості в різних напрямках діяльності людини [8]. Наприклад, здійснюється вивчення проблеми стресостійкості у студентів та фахівців соціономічних професій (Дубчак Г.М. і Сердюк Л.З., 2018), стресостійкості осіб юнацького віку (Степова А.С., 2018), в соціальній роботі (Тептюк Ю.О., 2020), здійснюються загальні дослідження стресостійкості особистості (Корольчук В., 2010) тощо [10, 11, 13, 14].

В умовах сучасності арт-терапія розглядається як дієвий інструмент дистресингу людини [1-9; 12], як потужний інструмент для студентської молоді у подоланні стресу (Бабич В.Г., 2022), як спосіб (механізм) подолання стресових ситуацій (Притула О.А., 2023) тощо.

За думкою, Г. Дубчак Г. і Л. Сердюк, які вивчали стресостійкість студентів та фахівців соціономічних професій, стресостійкість є професійно важливою якістю фахівців соціономічних професій, а її становлення є необхідною умовою ефективною професійної діяльності [10].

Вивчення психологічних особливостей стресостійкості осіб юнацького віку було проведено А. Степовою. В результаті проведеного кількісного та якісного аналізу емпіричних даних автором було схарактеризовано рівні розвитку стресостійкості студентської молоді, проаналізовано вплив самооцінки, тривожності, копінг-стратегій, локусу-контролю, саморегуляції й тип нервової системи як чинників стресостійкості юнацтва [13].

Вивчення стресостійкості соціальних працівників та розробкою методичних рекомендацій щодо її розвитку займалася Ю. О. Тептюк. На основі отриманих результатів експериментального дослідження сформульовано методичні рекомендації фахівцям із соціальної роботи і практичним психологам щодо розвитку стресостійкості у фахівців із соціальної роботи. Зазначається, що управління стресами та розвиток стресостійкості може здійснюватися різними способами. Для зручності їх можна реалізовувати за трьома напрямками: організаційним, медичним та психологічним [14].

Проблемою стресостійкості займалася В. Корольчук. За її думкою стресостійкість особистості включає такі обов'язкові психологічні елементи: 1) здатність до адекватної когнітивної репрезентації стресогенних чинників; 2) здатність аналізувати та пов'язувати сприйняття об'єктивних характеристик стресора з функціонально адекватними реакціями; 3) сформованість відповідних дієвих переконань та правил поведінки; 4) наявність зворотної інформації щодо суб'єктивної та об'єктивної ефективності результатів копіngu. Стресостійкість, на думку автора, є структурно-функціональною, динамічною властивістю особистості, яка включає об'єктивну характеристику ситуації, її когнітивну репрезентацію, вимоги до особистості та процес саморегуляції [11].

За думкою В. Г. Бабич, арт-терапія є потужним інструментом для студентської молоді у подоланні стресу, допомагаючи їй зняти напругу, виразити свої емоції, почуття та зосередитися на творчому процесі, що сприяє загальному емоційному благополуччю [1].

Аналітичне дослідження використання методу арт-терапії як психологічного інструментарію подолання стресу дозволило фахівцю Притулі О.А. стверджувати, що застосування арт-терапії для подолання кризових психологічних ситуацій, як правило,

допомагає особі-пацієнту пропрацювати персональні комплексні психологічні неузгодженості шляхом керування стресом та його нівелювання завдяки заміщенню позитивними емоціями. Успішність використання арт-терапії залежить від гнучкості свідомості окремого пацієнта та його налаштованості на позитивну свідому трансформацію – незалежно від того, за якою доктринально-психологічною концепцією (вітчизняною чи американською) надається психолого-терапевтична допомога [12].

Життєдіяльність сучасного студента перебуває під впливом значної кількості внутрішніх та зовнішніх стрес-чинників.

Внутрішні основні чинники відображують:

- вплив зовнішнього середовища на формування адекватних за знаком психічних станів у студентів;
- когнітивну та емоційну реакцію (її оцінку) на отримання негативно спрямованої інформації про події у навколишньому середовищі (значущих інших людей для студентів);
- емоційне переживання та співпереживання жахів війни;
- динаміки змін суб'єктивного ставлення на події, в яких приймав участь студент;
- швидкої трансформації установок, ціннісних орієнтацій, психологічної готовності, мотиваційних стратегій та їх вплив на поведінку студентів;
- суб'єктивне ставлення до навчального процесу, викладачів та рівнів засвоєння знань, вмінь та навичок.

Зовнішні основні чинники характеризуються впливом різнобічних стрес-факторів сили, тривалості та потужності на психіку студентів, а саме:

- впливом оголошених повітряних тривога, атак дронів та ракет, переживанням загрози за своє життя, друзів та родини;
- погіршення економічного та побутового станів;
- складнощами з споживанням електроенергії;
- значного подорожчання собівартості їжі, комунальних та інших послуг;
- отримання кожного дня інформації про загибель та поранення військових, цивільних осіб, жінок та дітей;
- спостереження за рухом внутрішньо переміщених осіб, біженців та еміграцію млн. громадян України, які залишають Батьківщину заради рятування власного життя та родини та ін.

Переживання значної кількості студентів негативних психічних станів спонукає пошуку адекватного психологічного інструментарію, який би дав можливість змістовно та швидко зміцнювати стресостійкість студентів.

На нашу думку, одним з ефективних методів зміцнення стресостійкості студентів є арт-терапія. Вона дозволяє активізувати творчий потенціал людини, плавно обходити психологічні захисти і через активацію образного уявлення надавати психологічну допомогу студенту.

Нами в практичній роботі з студентами (як індивідуальної та групової роботи під час проведення занять з навчальної дисципліни «Арт-терапія» так і під час надання психологічної допомоги студентам) були використані три арт-терапевтичних метода:

- музикотерапія;
- мандалотерапія;
- робота з авторськими метафоричними асоціативними картами (МАК).

РЕЗУЛЬТАТИ ДОСЛІДЖЕНЬ ТА ЇХ ОЦІНКА. RESEARCH RESULTS AND THEIR EVALUATION

Нами розроблена та апробована авторська методика музикотерапії, яка за думкою експертів значно впливає на формування та розвиток стресостійкості студентів. В неї використовуються класичні твори всесвітньо відомих авторів. Вона складається з 7 музичних композицій. Час проведення методики складає 35 хв.

Мандалотерапія використовувалася в двох формах. Учасники або розмальовували заздалегідь підготовлені мандали або самі готували форми з подальшим їх розмальовуванням. Найбільш ефект був досягнутий коли відбувалося малювання мандал з одночасним прослуховуванням класичних музичних творів. Вони підібралися за бажанням учасників занять (див Фото. 1).



Фото. 1. Творчий процес малювання мандал

Метафоричні асоціативні картки (МАК) є потужним психологічним арт-терапевтичним інструментарієм. Робота з МАК була організована за допомогою авторських метафоричних карток «Стрес-стоп!», «Компас вибору професії», «Магія відносин», «Струни душі». Колоди карт пройшли тривалу (10 років) практичну апробацію. На них видані авторські свідоцтва і вони рекомендовані для використання фахівцями соціономічних професій, як в Україні так і за кордоном, в процесі психологічної допомоги широким групам клієнтів в тому числі в навчальному процесі з студентами (див Фото. 2).



Фото. 2. Робота з метафоричними асоціативними картками

ВИСНОВОК. CONCLUSION

1. Феномен стресостійкості людини вже тривалий час є предметом розгляду фахівців. Це пов'язано з професійною діяльністю людини, яка може проходити в різнобічних стресових умовах праці. Однією з вразливих категорій населення є студентська молодь (17-22 роки), яка потребує зміцнення стресостійкості.

2. Одним з ефективних методів подолання стресу і зміцнення стресостійкості людини є арт-терапія. Методи арт-терапії широко використовуються в практичній діяльності психологів, а також інших фахівців соціономічних професій.

3. Використання методів арт-терапії у вигляді музикотерапії, мандалотерапії, метафоричних асоціативних карток дозволяє успішно формувати, розвивати, зміцнювати стресостійкість студентів в умовах військового часу. Зміцнення стресостійкості студентів за допомогою методів арт-терапії має позитивний ефект також на друзів та родину студентів.

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INTIMATE PARTNER VIOLENCE AND PSYCHOSOCIAL CAUSES OF CRIME: EXPLORING PERSONALITY DIFFICULTIES AND POST-SOVIET CONTEXTS

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ABSTRACT

Intimate Partner Violence (IPV) is a pervasive issue affecting diverse populations worldwide. This paper examines IPV through an interdisciplinary lens, focusing on the interplay between personality disorders, childhood trauma, attachment patterns, and social dynamics within post-Soviet contexts. Drawing on the I3 theory and Dutton's Nested Ecological Framework, the study explores how individual vulnerabilities and systemic factors converge to influence the prevalence and severity of IPV. The I3 theory identifies three critical elements—instigating triggers, impelling forces, and inhibiting factors—while the Nested Ecological Framework situates these within broader socio-cultural, relational, and developmental contexts.

The paper highlights key risk factors, including personality disorders such as borderline, antisocial, and narcissistic traits, which impair emotional regulation and interpersonal functioning, increasing IPV risk. Childhood trauma and adverse experiences (ACEs) are identified as crucial precursors, normalizing aggression and fostering maladaptive coping mechanisms. Attachment disorders, marked by anxious or avoidant patterns, further exacerbate relational instability and violent tendencies. Substance abuse emerges as a significant risk factor, both as a direct catalyst for aggression and as a maladaptive response to psychological distress.

At the macro level, cultural norms around gender roles and societal attitudes toward violence either impel or inhibit IPV. The exosystem addresses the role of social support systems and legal frameworks, with gaps in these areas identified as risk amplifiers. At the microsystem level, relationship dynamics, including power imbalances and poor communication, are explored as critical mediators. Ontogenetic factors, such as age, socioeconomic status, and occupational background, also play a role, with younger, lower-income individuals exhibiting higher IPV prevalence.

Empirical findings underscore the complexity of IPV, with variations across gender and relationship types. The study emphasizes the need for targeted interventions that address both individual and systemic factors. Trauma-informed therapeutic approaches, attachment-based interventions, and integrated substance abuse programs are recommended to mitigate IPV risk. Moreover, policy reforms that strengthen legal protections and enhance social support systems are crucial for broader societal impact.

The paper concludes by acknowledging the limitations of existing research, particularly its focus on male-to-female IPV and the underrepresentation of same-sex and female-to-male dynamics. Future studies should aim for a more comprehensive understanding of IPV across diverse populations, emphasizing intersectional analyses to inform more inclusive prevention and intervention strategies. This nuanced approach is essential for breaking intergenerational cycles of violence and fostering healthier relational patterns within post-Soviet and global contexts.

Keywords: personality disorders, domestic violence, childhood experiences, borderline personality disorder (BPD), social factors

INTIMATE PARTNER VIOLENCE AND PSYCHOSOCIAL CAUSES OF CRIME

Intimate partner violence (IPV) refers to any behavior carried out with the primary proximal intent to cause physical harm to a romantic partner who is motivated to avoid being harmed".[1],[2]

Intimate Partner Violence (IPV) remains a global issue, affecting individuals across all demographics and cultural backgrounds. According to the World Health Organization nearly one-third of women worldwide have experienced physical or sexual violence, predominantly by an intimate partner. While the immediate consequences of IPV are severe, including physical injuries and psychological trauma, its long-term effects extend to intergenerational cycles of abuse, societal costs, and systemic inequality. Understanding the multifaceted nature of IPV requires an exploration of both personal vulnerabilities and broader social contexts. [3]

This paper investigates the complex interplay between personality disorders, childhood trauma, attachment patterns, and social factors in the context of IPV, guided by the research question: *How do personality disorders and social risk factors interact to influence the prevalence and severity of intimate partner violence?*

Researchers have made significant strides in identifying risk factors for IPV, but there is little consensus on how these factors interact. [2],[4]

An integrative framework that aims to elucidate the mechanisms through which risk and protective factors interact to either foster or reduce the occurrence of intimate partner violence (IPV) is the I3 theory. This model has been utilized in the analysis of various problematic behaviors, including the perpetration of IPV. [2]

The I3 theory posits that three key elements converge to elicit aggressive behavior towards an intimate partner: impelling forces, which encompass both dispositional and situational factors that heighten the inclination to aggress; inhibiting forces, which consist of dispositional or situational factors that lessen the inclination to aggress; and an instigating trigger, which pertains to partner behaviors that provoke the urge to aggress.[5]

According to the I3 theory, the likelihood of IPV increases when there is a potent instigating trigger, a strong impelling force, and a weak inhibiting force. Instigating factors are defined as provoking circumstances or situations that typically incite an individual to act aggressively (for example, conflicts within relationships). While individuals encounter instigating influences regularly, only a few lead to IPV, indicating that additional processes are required to ascertain whether an individual will engage in IPV at a given moment following provocation. Impelling factors serve to psychologically prime an individual to feel a heightened urge to aggress when faced with instigation in a specific context. These impelling factors may include personality traits, attitudes that condone violence, beliefs regarding expected partner behavior, and interpersonal patterns that the individual brings to interactions with their partner, which increase the probability of IPV perpetration. [5]

The examination and elucidation of Intimate Partner Violence (IPV) present a multifaceted and evolving perspective. The scenarios relevant to the current discourse do not follow a straightforward progression of distinct elements. Duttin's Nested Ecological Theory[6] serves as an effective framework for illustrating the interconnected and multidirectional characteristics of these factors. The author identifies four key components: the macrosystem, exosystem, microsystem, and ontogenetic level.

At the most comprehensive level, the macrosystem includes overarching cultural values and beliefs. The exosystem pertains to the offender's personal and social connections, such as friendships, support networks, and legal institutions, which integrate the offender into the larger society. The microsystem focuses on the specific characteristics of the immediate environment where the abuse takes place, including the family unit and the dynamics of relationships. Lastly,

the ontogenetic level is shaped by the abuser's developmental background, reflecting their past experiences in the current relationship.

The empirical studies have identified a variety of risk factors; however, the effect sizes and the consistency of results across these studies differ significantly. In light of the studies referenced, we will focus exclusively on variables that exhibit medium to high effect sizes and demonstrate consistent findings across the research. [2][7]

Results

Macrosystem

Culture can be viewed as violence impelling and violence inhibiting factor at the same time. Cultural values, gender role norms and attitudes, relationship beliefs, and irrational assumptions that disagreement is harmful are all examples of how culture affects the risk of IPV.[2],[7]

Exosystem

The support levels within society for survivors of intimate partner violence (IPV) and against IPV also have an impact on potential IPV perpetrators. This serves as an inhibiting factor for IPV. Conversely, inadequate legal institutions and laws related to IPV serve as mediators and mechanisms of social control at the exosystem level, representing another example of IPV perpetration risk factors.[2]

Microsystem

Relationship dynamics can be regarded as an illustration of microsystem-level variables. Power dynamics and communication patterns serves as significant factors influencing relationship dynamics and the risk of intimate partner violence (IPV) perpetration.

Power

The need for power is a motivational disposition aimed at influencing others or the surrounding environment.[8]

The Thematic Apperception Test (TAT) serves as a tool for evaluating individuals' power needs. Research conducted by Dutton and Strachan indicates that men with elevated power needs are more prone to engage in intimate partner violence (IPV). [9]

Furthermore, the perception of power in decision-making within relationships is also associated with aggressive behavior. Studies reveal that men who view themselves as having limited decision-making authority in their relationships are more likely to display physical aggression. [7],[10],[11]

Communication

Research conducted by Cordova et al and Burman et al. indicates a correlation between intimate partner violence (IPV) perpetration and specific communication patterns. Individuals with a history of IPV tend to exhibit distinct communication traits, such as engaging in fewer supportive and encouraging behaviors, while demonstrating a higher frequency of negative communication behaviors, including offensive and defensive responses, alongside a scarcity of positive interactions. Furthermore, these individuals often display increased belligerence and contempt

during conflicts, make more demands in conversations, and possess poorer communication skills, which can intensify conflict and aggression. In certain instances, physical aggression has been associated with inadequate verbal abilities and ineffective problem-solving skills during discussions of conflict. [12],[13]

Ontogenetic level

Sociodemographic variables

Meta-analysis indicates a negative correlation between age and intimate partner violence (IPV), suggesting that younger individuals are at a heightened risk of perpetrating IPV. Additionally, lower educational attainment is linked to an increased likelihood of involvement in IPV. Occupational status also emerges as a potential risk factor for IPV. discovered that men employed in blue-collar jobs exhibit a higher incidence of IPV engagement compared to their white-collar counterparts. Socioeconomic status (SES) is another critical variable when examining the risk factors associated with IPV perpetration. SES encompasses a range of factors, including income, educational achievement, occupational prestige, and individual perceptions of social status and class. The composite measure of SES shows a weak to moderate association with IPV, while income is identified as a significant risk factor. [7]

Personality traits

Empirical studies reveal that certain personality traits, such as anger, hostility, specific forms of assertiveness, and authoritarian tendencies, are more closely linked to IPV perpetration. [7],[14],[15]

Personality Disorders

Personality disorders such as borderline, antisocial, and narcissistic personality disorders are critical contributors to abusive tendencies because they impair emotional regulation, interpersonal relationships, and social functioning. For example, individuals with antisocial personality disorder are often manipulative and aggressive, driven by a lack of empathy and a disregard for societal norms or the well-being of others. They may view others as objects to be controlled, making them more likely to engage in coercive or violent behaviors. On the other hand, individuals with borderline personality disorder frequently experience intense emotional instability, fear of abandonment, and impulsivity. These characteristics can lead to volatile, chaotic relationships where emotional outbursts and controlling behaviors escalate into abuse. Compounding these challenges, external stressors such as financial instability, unemployment, or substance abuse often exacerbate these maladaptive behaviors, making the dynamics of domestic violence even more entrenched. [16]

Childhood Trauma

Childhood trauma is one of the most significant predictors of future involvement in domestic violence, either as a perpetrator or a victim. Adverse childhood experiences (ACEs), such as physical abuse, neglect, or exposure to domestic violence, profoundly disrupt emotional and social development. These early experiences can normalize aggression, teaching children that violence is an acceptable method for resolving conflict or asserting control. Over time, this normalization fosters maladaptive coping mechanisms that persist into adulthood.

For many individuals, trauma creates difficulties with emotional regulation, leading to heightened emotional reactivity, an inability to manage anger, and poor conflict resolution skills. These traits increase the likelihood of engaging in abusive behaviors or remaining in abusive relationships. Additionally, the phenomenon of intergenerational transmission of violence is a troubling consequence of childhood trauma. Children who witness or experience violence in their homes are more likely to replicate these behaviors in their own relationships as adults, perpetuating cycles of abuse. This underscores the importance of early intervention and support for children in violent environments to mitigate the long-term impact of trauma and prevent the continuation of abusive patterns across generations.

Attachment Disorders

Attachment theory emphasizes the critical role of early caregiver relationships in shaping emotional and social development. When these early attachments are disrupted or insecure, individuals may develop dysfunctional patterns that increase the likelihood of abusive relationships in adulthood. Anxious attachment styles often manifest as possessiveness, emotional dependency, and fear of abandonment. This can lead to controlling and volatile behaviors as individuals seek reassurance through unhealthy means. Conversely, avoidant attachment styles are characterized by emotional detachment, mistrust, and a lack of empathy, which can foster abusive behaviors such as neglect or emotional manipulation. The presence of insecure attachment styles often magnifies the impact of other risk factors, creating a fertile environment for domestic violence.[17]

Substance Abuse

Substance abuse is another critical personal risk factor for domestic violence, both as a direct cause of aggression and as a coping mechanism for unresolved psychological issues. Alcohol and drug use significantly lower inhibitions, impair judgment, and increase the likelihood of aggressive behaviors. When individuals under the influence of substances are unable to regulate their emotions, conflicts are more likely to escalate into violent outbursts. For example, alcohol-related violence is particularly common in intimate partner dynamics, as alcohol often exacerbates existing tensions, heightens negative communication patterns, and reduces the capacity to de-escalate conflicts.

Substance abuse is often intertwined with mental health struggles and past trauma, creating a feedback loop that exacerbates both the psychological issues and the risk of violence. Many individuals use substances to numb emotional pain or trauma, but this behavior often amplifies their vulnerabilities and makes them more prone to violent reactions when faced with stressors. The co-occurrence of substance abuse and personality disorders further complicates the dynamics of domestic violence. For instance, individuals with antisocial personality traits who misuse substances are more likely to engage in severe forms of intimate partner violence, as both the personality disorder and substance use heighten aggression and impulse control issues.

Emotional Dysregulation and Impulse Control

In many cases, a lack of emotional regulation and poor impulse control are significant contributors to domestic violence. These traits often emerge in individuals with a history of trauma or mental health disorders. Emotional dysregulation leads to difficulty managing stress, anger, and frustration, resulting in an increased likelihood of resorting to violence during conflicts.

Implications for Prevention and Intervention

Therapeutic approaches play a significant role in helping individuals address underlying trauma. Trauma-focused therapies, such as Eye Movement Desensitization and Reprocessing

(EMDR), are particularly effective for those dealing with childhood trauma. Additionally, attachment-based interventions can help individuals address issues stemming from early relationships, which may influence patterns of abusive behavior in adulthood.

Substance abuse treatment is another critical component in preventing domestic violence. Many cases of aggression are fueled by substance abuse, so integrating substance abuse programs with domestic violence interventions can mitigate this risk. This dual approach helps individuals tackle both their addiction and the behaviors associated with domestic violence, leading to more sustainable outcomes.

CONCLUSION

Intimate Partner Violence (IPV) presents a growing challenge at both individual and societal levels. Understanding and articulating this issue necessitates a nuanced perspective, given the variety and interconnectedness of the factors involved.

The I3 theory serves as an effective framework for analysis by categorizing these factors into three distinct clusters. For a structured and systematic examination of these influences, Duttin's Nested Ecological Theory can be employed.

The perpetration of IPV is shaped by a range of factors, including cultural values and norms (macrosystem); social support and legal enforcement mechanisms (exosystem); power dynamics and communication patterns within relationships (microsystem); sociodemographic characteristics such as age, education, and socioeconomic status; personality traits including anger, hostility, certain forms of assertiveness, and authoritarian tendencies; personality disorders such as borderline, antisocial, and narcissistic disorders; attachment issues; experiences of childhood trauma; substance abuse; as well as emotional dysregulation and challenges with impulse control.

The examination of the aforementioned factors is crucial, as it impacts the planning of effective resocialization and rehabilitation initiatives for offenders on an individual basis, in addition to the creation of extensive strategies for preventing intimate partner violence on a broader scale.

Research limitations

Most scholarly attention has been directed towards male-to-female violence, which does not adequately reflect the diverse forms of intimate partner violence (IPV), including female-to-male and same-sex partner violence. It is important to highlight that the variables identified may differ significantly across various IPV types, this variation may lead to different implications for male and female offenders. Consequently, both past and present research has primarily focused on the description and analysis of male-to-female IPV.

The present research predominantly relies on two meta-analytic studies[2],[7] to ascertain various factors. Numerous theoretical and empirical investigations have explored risk factors, revealing both commonly shared and occasionally distinct elements. Consequently, this study does not aim to capture the full spectrum of risk factors; rather, it serves as an illustration of a nuanced analysis of key factors rather than a thorough account.

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CULTURAL ALIENATION OF UKRAINIANS ABROAD AS A PART OF THE GLOBAL ANTHROPOLOGICAL CRISIS

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АНОТАЦІЯ

У цій статті автором розглянуто проблему культурного відчуження українців за кордоном, її причини, наслідки й подолання. Зокрема, проаналізовано типи й колізії антропологічного відчуження сучасної людини та їх вплив на поширення такого деструктивного психо-ментального стану, як самотність. Також запропоновано методи запобігання й подолання культурного відчуження і деструктивної самотності за допомогою філософського мистецтва, принципів кордоцентризму та метаантропології.

Ключові слова: ідентичність, культурне відчуження, метаантропологія, самотність, філософське мистецтво

ABSTRACT

In the article, the author discusses the problem of cultural alienation of Ukrainians abroad, its causes, consequences, and overcoming. Also, the author analyzes the types and conflicts of anthropological alienation of modern humans and their impact on the spread of such a destructive psycho-mental state as loneliness and proposes methods of preventing cultural alienation and destructive loneliness with the help of philosophical art, the principles of the Cordocentrism and metha-anthropology.

Keywords: cultural alienation, identity, loneliness, Metha-anthropology, philosophical art

ВСТУП. INTRODUCTION

Антропологічна криза сучасності характеризується таким феноменом як антропологічне відчуження сучасної людини і проявляється в таких глобальних явищах, як екранна культура внаслідок цифровізації та найбільша за останні сто років міграційна криза на тлі російсько-української війни. Один із основних наслідків антропологічного відчуження сучасної людини – це масове виникнення й поширення деструктивних психо-ментальних станів, до яких належать не тільки депресивні розлади, але й самотність. Зокрема, внаслідок тестування населення у Великій Британії в 2018 році була запроваджена нова посада міністерки самотності. Аналогічна посада з'явилася на початку 2020 року в Японії, де понад мільйон дорослих підпадають під урядове визначення соціофобів – «хікікоморі», [4, с. 26–28]. Зрештою, у 2023 році ВООЗ оголосила самотність глобальною загрозою для психічного та фізичного здоров'я сучасної людини та добробуту в суспільстві [3]. Окрім того, самотність є одним з основних критеріїв культурного відчуження, що виникає внаслідок вимушеної еміграції та асиміляції в новому культурному середовищі, ізоляції від рідної культури для біженців та емігрантів тощо. Метою цього дослідження є аналіз та виявлення методів та принципів, які допоможуть запобіганню та подоланню деструктивної самотності та культурного відчуження українських біженців за кордоном, зокрема застосуванню філософського мистецтва та формуванню сильної ідентичності за допомогою кордоцентричності тощо.

ОСНОВНІ ТЕОРЕТИЧНІ ТА ПРАКТИЧНІ ПОЛОЖЕННЯ. BASIC THEORETICAL AND PRACTICAL PROVISION

Розглянемо основні типи антропологічного відчуження сучасної людини та їхні причини: цифрове відчуження внаслідок формування й поширення екранної культури та цифровізації; соціальне відчуження внаслідок формування поверхневих соціальних зв'язків і примусової ізоляції під час пандемії коронавірусу; культурне відчуження внаслідок міграційної кризи, вимушеної еміграції та досвіду біженства, самовідчуження внаслідок культури гламуру та необхідності публічного визнання, неможливості прийняти себе. У свою чергу, ці види антропологічного відчуження породжують певні колізії, і в контексті нашого дослідження найбільш цікаві колізії самовідчуження та культурного відчуження. Зокрема, самовідчуження породжує такі внутрішні конфлікти, як неможливість реалізувати основоположну цінність людини – свободу, а також складнощі у розпізнаванні й реалізації свого покликання, що є вкрай важливим для успішної інтеграції у новому суспільстві внаслідок вигнання та вимушеної еміграції. У свою чергу, культурне відчуження може бути наслідком примусової або вимушеної асиміляції в новому суспільстві та поглиблюватися через неможливість прояву і реалізації ідентичності людини, аж до її глибинної трансформації та втрати, так званої акультурації [5]. Отже, з'ясуємо як на практиці можна запобігти культурному відчуженню та акультурації, втраті ідентичності та самовідчуженню українців за кордоном.

Спершу потрібно сформувати сильну ідентичність, що означає усвідомлювати і застосовувати основоположні принципи української ментальності, як-от принцип кордоцентризму, який полягає в основі Філософії серця українського філософа Григорія Савича Сковороди. На думку сучасного українського філософа Назіпа Хамітова, Сковороду можна вважати архетиповим українцем, адже в його творчості «чітко вимальовуються ті ключові архетипи української культури, які укорінені ще в ментальності Київської Русі. Це світоглядна толерантність, персоналізм, глибинний оптимізм і кордоцентризм» [2, с. 90]. Зокрема, кордоцентризм означає, що світоглядною основою та цінністю є не просто сердечність людини, а «кураж» і певна хоробрість серця в тому, щоб слідувати за своїм покликанням, що для Сковороди означало в першу чергу здатність чути і реалізувати «вищий поклик» у теологічному контексті, а нині це можна трактувати як «внутрішній поклик», тобто орієнтованість на особистісну реалізацію та власні цінності замість тенденцій моди та інших зовнішніх факторів. Цей вищий поклик Сковорода визначає як ідею «сродної праці», яка дає радість серцю та дозволяє реалізувати вищу цінність – внутрішню свободу. Сьогодні ми це називаємо самореалізацією, тобто ґрунтовним вираженням творчого потенціалу особистості.

РЕЗУЛЬТАТИ ДОСЛІДЖЕННЯ ТА ЇХ ОЦІНКА. RESEARCH RESULTS AND THEIR EVALUATION

Розглянемо суть і спосіб упровадження такого поширеного методу розв'язання як глобальних, так і особистісних суперечностей, в тому числі проблеми культурного відчуження, як філософське мистецтво. Зокрема, філософське мистецтво відрізняється від звичайного мистецтва тим, що сприяє катарсису, тобто очищенню душі, за Аристотелем, а також усвідомленню проблеми, тобто когнітивному осяянню. Разом душевне очищення та когнітивне осяяння утворюють так званий «катарсайт», який розв'язує внутрішню суперечність особистості у душевному й духовному вимірах, згідно з метаантропологією Н. Хамітова [6, с. 99]. Серед видів філософського мистецтва можна виділити філософську есеїстику і філософську афористику (Б. Паскаль, Ф. Ларошфуко, Ф. Ніцше, А. Шопенгауер,

А. Камю, П. Сартр, М. Бердяєв), а також філософську літературу й поезію (Г. Сковорода, І. Франко) тощо. Зокрема, особливість філософської есеїстики полягає у гармонійному поєднанні понятійного й образного, що задовольняє потреби сучасної людини в когнітивно-чуттєвому, цілісному сприйнятті й вирішенні проблеми [6, с. 240]. На практиці застосування філософського мистецтва для запобігання культурному відчуженню українців за кордоном можливе у площині соціальної реалізації та співтворчості, наприклад, за допомогою створення творчих спільнот для самовираження і посилення ідентичності, розвитку й поширення своєї культурної спадщини тощо. Це можуть бути не тільки фольклорні колективи танцю й пісні, але й інтелектуально-мистецькі спільноти – книжкові клуби, клуби з віршотерапії, афоризмотерапії, кінотерапії тощо, де можна разом вивчати свою культурну спадщину і головне – вступати у творчу взаємодію під час дискусій, семінарів, майстерень тощо, тобто мати можливість долати екзистенціальну відокремленість граничного виміру буття, де реалізується не тільки воля до творчості й пізнання, але також і воля до влади та деструктивна самотність «злого генія», тобто виходити у вимір метаграничного буття, де людина реалізує вищі екзистенціали любові, свободи та співтворчості, згідно з метаантропологією [6, с. 33]. Для того щоб відбулася глибока творча взаємодія, людина має реалізувати такі гуманістичні практики, як душевна відкритість, повага до іншого та світоглядне розуміння, у чому й полягає суть «нового гуманізму», за Н. Хамітовим. Саме глибинного розуміння й прийняття потребують українці за кордоном як носії кордоцентричної ментальності та реалізатори нового гуманізму під час антропологічної кризи сучасності. Проте, часто ця потреба входить у суперечність із поверхневим розумінням толерантності як терпимості та співчуття замість світоглядного розуміння та прийняття [2, с. 94]. Варто також зазначити, що при впровадженні різних видів філософського мистецтва та арт-терапії важливо спиратися на архетипові ідеали, наприклад філософське мистецтво Григорія Сковороди, тобто спочатку вивчати його творчість і зокрема афоризми, а потім намагатися їх осмислити і, зрештою, спробувати разом створити свої «афоризми сили». Важливо розуміти, що практики нового гуманізму не можуть бути створені механічно або технологічно, тому для ефективності цього методу важливо формувати так звану «архетипову спільність душ», за Жильбером Дюраном [1, с. 515]. Таким чином, «архетипова спільність душ» є результатом спільного екзистенціально-художнього досвіду, який формує філософське мистецтво, а не раціональних домовленостей. Внаслідок цього відбувається «єднання відчужених і повстання принижених», на думку Н. Хамітова [2, с. 94].

ВИСНОВОК. CONCLUSION

Людина, яка зазнала культурного відчуження за кордоном, має дослідити й побудувати сильну ідентичність, щоб отримати внутрішню силу спиратися на своє покликання, слідувати серцю та реалізуватися у «сродній праці», що дає їй повноту життя, справжньої радості та внутрішньої свободи. Практики філософського мистецтва і нового гуманізму формують світоглядну толерантність і можливість вступати у творчу взаємодію з іншими, щоб подолати деструктивну самотність і гідно інтегруватися в нове суспільство.

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MĀKSLAS UN DIZAINS

ARTS AND DESIGN

INSTALLATION ART AND PERFORMANCE AS REFLECTION OF CONTEMPORARY WORLD

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ABSTRACT

The article discusses the changes in the contemporary art in 20-21 centuries that created the perfect ground for the Installation Art and the Performance Art. Time of destructive wars and reconsideration of life values brought the leading idea that the man is the central figure of the art, he is valuable as he is, his aspirations and goals become the first concern for the art. It resulted in the fact that among different approaches the artist and the audience gave preference to the idea and its evolution, rather than technical part of the art object creation. The new artist that explores the inner world of the personality, is not limited by rules, denies boundaries, and creates his own language. The aim of the article is to explore uprise of these new types of art, and issues of their recognition.

Keywords: Installation Art, Performance Art, experiment, boundaries, artist, audience, art object, temporality, viewer, traditional approach, contemporary approach, contemporary art

INTRODUCTION

The term Installation Art is used to describe large-scale constructions, often designed for a specific place or for a temporary period of time. Usually, the art object is presented in the museum, art gallery or other dedicated art space. But it also can be found in public space or any other environment, especially if the aim of the artist is to draw attention to social or environmental problem. The term Performance Art explains the act of performing, the art object or art exhibition created through actions executed by the artist or other participants, witnessed live or through documentation [1,2]. Both Installation Art and Performance Art cannot exist without the audience, or the viewer, who is the final “recipient”. The new era of art presupposes that the Art Object is not dependent on technical and style boundaries, but it is absolutely dependent on the personality of the Artist and the attitude of the Viewer.

In the 20th century art as such experienced profound changes. Time of destructive wars and reconsideration of life values changes the attitude to the Art. Man becomes the central figure of the art. The former boundaries of styles, old school and traditional approaches are becoming too restrictive for the new art, losing their relevance and actuality. The artist denies elitism and finds his way to the viewer breaking the laws and breaching the boundaries of the styles, making acts of violation, becoming provocative rather than consoling, getting new perspective, creating new laws, becoming the law by itself [3]. New art feeds of a street, lives in a street, enters the real life, gets the viewer as the co-author. The idea and personality prove to be crucial, and decorative part of Art Object becomes less important. We explore Installation art and Performance art as the new

tendency of art to transform space, to bring new controversial ideas, to get the viewer as a co-author of the artist.

BASIC THEORETICAL AND PRACTICAL PROVISION

Before Installation and Performance became widely recognised and popular, the first artist to breach the rules appeared. Marcel Duchamp at the Exhibition of Independent Artists submitted to the exhibition a store-bought piece of porcelain plumbing to which he gave the name Fountain (signed “R. Mutt 1917”) [4]. This art object though controversial, became a “cornerstone” of conceptualism and installation art laid by Marcel Duchamp. Being the president of the committee for the Society of Independent Artists Exhibition that claimed “no jury and no prizes” 1917, he submitted to the exhibition a store-bought item (the first ready-made) [5]. This event can be accepted as the day when the first installation emerged and the day when the artist did not create the art object, but used the thing made by someone else, lately recognised as “ready-made”. These facts make Fountain, lost during the Exhibition, the most famous art objects of XX century, and prove that any object can be treated as art object, if the artist claims it is. The personality of the artist becomes more and more important. Nearly everything done by the artist becomes work of art and art object. His voice not only his works is noticeable.

In the 20th and 21st centuries installation finds itself both in the art space and outside, leaving the art space, finding itself in the place where it was least expected to be seen, mixing styles and genres, conquering new territories, and attracting audience. It breaks the first law of the installation – stay in the museum. On the one hand, the chair you find in the restaurant is part of furniture, and the chair of Joseph Kosuth is an art object [6]. On the other hand Surrounded Islands by Christo and Janne Claude is Art Object though it is definitely cannot be placed in any ordinary museum of contemporary art. The above proves that it is absolutely impossible to set some specific rules for installation art [7]. The only characteristic that is true to absolutely different art object – their temporal nature, that contradict to the main idea of art – to immortalize. Relevant for current events installation can lose its actuality in the future, though its influence on the future is global and omnipresent.

The same is true to Performance Art, that can draw attention of the viewer to the problem, but is temporal by its nature. We may conclude that installation and performance are created not to survive in the future, but to influence the future. Installation and Performance are not about aesthetics, it goes into contemporary challenges, new ideas, critical thinking, social issues, environmental problems, various philosophical concepts. In Wikipedia one can find definition of Installation that can be treated as the most correct one, though remains very obscure, - an artistic genre of three-dimensional works that are often site-specific and designed to transform the perception of the space. It involves the environment into the artwork through sound and light, includes non-art objects making them part of the whole, thus we see in Surrounding Islands [8]. The beauty of installation can be discussible, as it is not the first concern. But its conceptual nature is predominant, as installation is always focused on ideas. Surrounding Islands are focused on environmental issues. Another important work Infinity Mirrored Room by Yayoi Kusama explores the idea of self-reflection, excepting your personality in the endless space, self-perception, loneliness [9].

What makes Installation so popular? Installation art provokes the dialogue with the viewer, getting him as a co-author, involving him into his space, leaving a lasting impression. The viewer must agree that sanitary item is a fountain. And the viewer switches on the mirrored room, as the mirror must reflect someone. Thus if earlier art object was to a certain extend independent from the audience, it is not independent any longer, proving decisive role of the viewer.

In the middle of the 20th century the Performance Art appeared. One of the most prominent personalities we apply to remains Marina Abramović, genuine and brave person, who shaped the contemporary art. If we discuss the most famous installation performance *Rhythm 0* taken place at in 1974, we clearly see the responsibility of the audience and the dangerous nature of the performance itself. There is no need to retell the performance, that lasted for six hours, in detail, but the fact that it was stopped by guard because the life of the artist was in danger is very indicative. The viewer does not see any boundaries either. So, if everything is possible in work of art, the reaction is also unpredictable and unrulid. One of the most detailed descriptions of the course of events was provided by the art critic Thomas Mc Evilly. He wrote, that the performance "...began tamely. Someone turned her around. Another person thrust her arm into the air. Someone else touched her somewhat intimately." While it is debatable if intimately touching the artist can still be considered *tame*, the events of the evening quickly took a turn for the worse. Mc Evilly wrote that all of Abramović's clothes were cut off after three hours. Someone used a knife to cut her neck and drink her blood. Abramović was sexually assaulted during the performance, carried around half-naked, and put on a table. According to Mc Evilly, "When a loaded gun was thrust to Marina's head and her own finger was being worked around the trigger, a fight broke out between the audience factions." [10]

The performance that went too far disclosed the nature of persons, and lack of boundaries may result into overwhelming savage manifestations. Nevertheless *Rhythm 0* resulted in inference from the facts about the man, the man in the society, his attitude to freedom and responsibility, hidden strives and fears.

Still Marina Abramovich being the most outstanding figure of the performance always took the audience as co-author. We are attracted in Performance Art by its unpredictable spontaneous impossible to be repeated nature, and we are shocked by its dangerous revelations. Not every "museum visitor" can become a co-author. This role presupposes a certain "level of preparedness". But neither of performances can take place without the audience.

"In the Presence of the Artist", presented by Abramovic at the Museum of Modern Art in New York in 2010, definitely could not take place without the participation of the audience. At that time, Marina Abramovich was seating at the table for 740 hours and anyone could sit opposite the artist and look into her eyes. So every coming visitor became a part of the work of art, making Performance unique and impossible to be repeated. It was then that her performance partner and beloved husband, with whom she had spent many years, also took his place in front of her, and so they were looking into each other's eyes for three minutes. We can say that performance is an accumulated idea embodied in an art event. An unforeseen action that cannot be carried out without the participation of the viewer or co-author. The unique performance impossible to be repeated was filmed, and the image of the artist in the long red dress excited us.

Thus, we come to another question: can an ordinary person become a creator of art object or it is the privilege of the artist only?

On February 27, 2022 russian invaders destroyed school No. 134 in the city of Kharkiv. One of the future graduates of the school, Valeria, took a series of photos against the background of her destroyed school (the photos were taken by Hanna Episheva) and posted the photos on the social network [11]. Beautiful red dress on a young girl on the grey background of the crashed school, it looks like the bright spot of blood, or otherwise the contrast of ruined past and the beauty of youth. Life contrasting death. Everyone who saw this photo understood its meaning. A shattered school as a symbol of domination of savagery over the world of science or the young girl as a symbol of prevalence of life over death? The horror of war or the victory of life? There are so many layers in this picture that it goes viral in social network. The photo once posted became well known. Does it become an art-object of just picture made by a friend? It is questionable.

CONCLUSIONS

For centuries the history of art was the history of technical means improvement and art development. The artist was focused on becoming skilful and professional. His main ideas were timeless. In one moment everything changed. The artist starts discussing urgent up-to-date issues, concentrated on ideas, not on technical part of his work. He applies to the viewer directly and invites him to his studio, to art space, to museum, or goes to the street, finding co-authors everywhere.

Art has evolved from elite objects to participatory experiences. Whether it's Duchamp's fountain, Kusama's mirrored rooms, or Abramović's performances, the essence lies in ideas, emotions, and the connections we create.

Finding new means of art objects creation, artist is ready to go far and to discover new ways of cooperation with the viewer. On the one hand there is no one between the artist and the viewer, on the other hand we all are included into the dispute, and we all are in the same place, as every corner of our life can become a platform and space for contemporary art, installation, performance. The new era of art may occupy the unique place of temporal art that is hard to save but that is impossible to neglect.

It is important to remember our role as the role of the audience, and next time encountering something unusual, ask ourselves : *Is this art?* And remember, the answer shapes the art itself.

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