SUSTAINABLE DEVELOPMENT:
MODERN THEORIES AND BEST PRACTICES

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BENEFITS AND POTENTIAL OF SUSTAINABLE DEVELOPMENT FOR BANKS AND FINANCIAL MARKETS

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Sustainable development has become an increasingly important global priority in recent years, with efforts to mitigate climate change, reduce pollution, and promote social and economic equity. Banks and financial markets are crucial in facilitating sustainable development by investing in environmentally and socially responsible projects and companies. This paper aims to explore in-depth the importance, benefits, and potential of sustainable development for banks and financial markets.

The Importance of Sustainable Development for Banks and Financial Markets

Banks and financial markets have a critical role in promoting sustainable development. Firstly, they possess the financial resources to invest in sustainable projects, which can generate positive returns while contributing to the long-term sustainability of the economy. Secondly, banks and financial markets can influence corporate behavior by funding companies prioritizing sustainability. Thirdly, they can promote sustainable development by offering financial products and services encouraging sustainability, such as green bonds and sustainable investment funds.

In addition to these factors, sustainable development can help banks and financial markets mitigate risks associated with environmental and social issues. Financial institutions can reduce their exposure to climate-related risks by investing in sustainable projects, such as extreme weather events, regulatory changes, and reputational damage. In this way, sustainable development can contribute to the long-term financial stability of banks and financial markets.

Benefits of Sustainable Development for Banks and Financial Markets

Sustainable development can bring significant benefits to banks and financial markets. Firstly, it can enhance the reputation of banks and financial markets, as they are considered responsible economic actors. It can help attract new customers interested in sustainable investments and increase customer loyalty. Secondly, sustainable development can lead to new investment opportunities as investors seek opportunities that generate positive social and environmental outcomes. Thirdly, sustainable development can lead to more incredible innovation as financial institutions seek new and creative ways to promote sustainability.

In addition to these benefits, evidence suggests that sustainable investments can be more profitable than traditional investments. A study by Harvard Business School found that companies with substantial environmental, social, and governance (ESG) performance outperformed their peers in the stock market. Sustainable investments can contribute to a more sustainable future and be financially rewarding for banks and financial markets.

The potential of Sustainable Development for Banks and Financial Markets

The potential for sustainable development for banks and financial markets is vast. Firstly, there is a growing demand for sustainable investments, with investors increasingly seeking opportunities that generate positive social and environmental outcomes. According to a survey by Morgan Stanley, 86% of millennials are interested in sustainable investing. Secondly, sustainable investments are becoming increasingly profitable, with evidence showing that companies prioritizing sustainability outperform those not. Sustainable investments can contribute to a more sustainable future and be financially rewarding for banks and financial markets. Thirdly, there is a regulatory push towards sustainability, with governments and international organizations implementing policies that promote sustainable development. For example, the European Union has launched its Sustainable Finance Action Plan, which aims to redirect capital toward sustainable investments.

Challenges and Limitations

While sustainable development offers significant potential for banks and financial markets, some challenges and limitations must be addressed. Firstly, there needs to be more standardization in sustainable investment practices, which can lead to confusion and greenwashing. It can make it difficult for investors to make informed decisions about sustainable investments. Secondly, there is a need for better data and reporting on sustainable investments so that investors can make informed decisions. Thirdly, there is a risk that sustainable investments may generate different returns than traditional investments, which can deter investors.

In *conclusion*, sustainable development presents significant opportunities for banks and financial markets, as it can bring financial, social, and environmental benefits. However, to realize the full potential of sustainable development, banks and financial markets must address the challenges and limitations, such as lack of standardization, insufficient data and reporting, and potentially lower returns on investments. By doing so, banks and financial markets can contribute to a more sustainable future while benefitting financially and enhancing their reputation as responsible economic actors. To overcome these challenges, the collaboration between financial institutions, investors, governments, and international organizations is necessary. Standardization and transparency in sustainable investment practices can be achieved through industry-wide initiatives, such as developing a common framework for sustainable investing. Improving data and reporting can be addressed by adopting standardized reporting requirements for sustainable investments, providing investors with more reliable and comparable information.

The importance of sustainable development for banks and financial markets cannot be overstated. By investing in sustainable projects, promoting sustainable behavior in companies, and offering sustainable financial products and services, banks and financial markets can contribute to a more sustainable future while benefiting financially. While some challenges and limitations must be addressed, the potential benefits of sustainable development for banks and financial markets are too significant to ignore.

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INTEGRATION OF LOGISTICS, MARKETING, AND FINANCE: OPTIMIZING BUSINESS PROCESSES

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The integration of logistics, marketing, and finance is a key strategy for optimizing business processes in today's competitive business environment. This paper aims to explore the benefits and challenges of integrating these three functions and provide practical recommendations for achieving a successful integration.

In today's competitive business environment, organizations are constantly seeking ways to optimize their business processes to remain competitive and profitable. One key strategy for achieving this is the integration of logistics, marketing, and finance functions. Integration of these functions can lead to several benefits, such as cost reduction, improved customer satisfaction, and increased profitability.

However, integrating logistics, marketing, and finance functions can be challenging due to cultural differences, information sharing, and coordination issues. Therefore, this paper aims to explore the benefits and challenges of integrating these functions and provide practical recommendations for achieving a successful integration.

Several studies have highlighted the benefits of integrating logistics, marketing, and finance functions. For instance, according to Lambert and Cooper (2000), integrating these functions can lead to reduced costs and increased customer satisfaction. Similarly, Ghosh and Shah (2016) note that integration can lead to improved financial performance and increased competitiveness.

Despite these benefits, integration can be challenging. Differences between the functions, lack of information sharing, and coordination issues are some of the challenges organizations may face when integrating these functions (Ghosh and Shah, 2016).

Integration Framework

To achieve successful integration, this paper proposes a framework consisting of four main steps: (1) aligning the strategic objectives of logistics, marketing, and finance, (2) identifying common key performance indicators (KPIs), (3) developing a shared information system, and (4) establishing a cross-functional team.

In the first step, organizations need to align the strategic objectives of logistics, marketing, and finance. This involves developing a shared understanding of the goals and priorities of each function. For instance, the marketing function may be focused on increasing sales, while the finance function may be focused on reducing costs. By aligning these objectives, organizations can develop a more cohesive strategy that benefits all three functions.

In the second step, organizations need to identify common KPIs that are relevant to all three functions. Examples of KPIs include customer satisfaction, inventory turnover, and return on investment. By using common KPIs, organizations can develop a more holistic view of their performance and identify areas for improvement.

In the third step, organizations need to develop a shared information system that enables the functions to share data and collaborate more effectively. This can involve implementing a shared database or using cloud-based software to enable real-time information sharing.

In the fourth and final step, organizations need to establish a cross-functional team that is responsible for implementing the integration strategy. This team should comprise representatives from each function and be responsible for monitoring progress and making adjustments as necessary.

Conclusion

In conclusion, integrating logistics, marketing, and finance functions can lead to several benefits for organizations. However, integration can be challenging due to cultural differences, lack of information sharing, and coordination issues. By aligning the strategic objectives of the functions, identifying common KPIs, developing a shared information system, and establishing a cross-functional team, organizations can achieve successful integration and optimize their business processes.

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MODERN APPROACHES TO ACCOUNTING, ANALYSIS, AND AUDIT: SYNERGY OR CONFLICT?

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This research paper aims to explore modern approaches to accounting, analysis, and audit and their potential synergy or conflict. The paper provides a comprehensive review of the literature on the topic and examines the challenges and opportunities faced by accounting, analysis, and audit professionals in the modern business environment. The paper highlights the importance of finding the optimal balance between synergy and conflict in these three areas to ensure efficient and effective decision-making and risk management.

Accounting, analysis, and audit are integral components of the financial management process in modern businesses. These three areas are closely related and interdependent, and they play a critical role in providing accurate financial information and ensuring compliance with regulatory requirements. However, the increasing complexity of the modern business environment has created new challenges and opportunities for accounting, analysis, and audit professionals. In particular, the question of whether there is a synergy or conflict between these three areas has become an important topic of discussion in the academic and business communities.

The findings of this study suggest that there is a potential for both synergy and conflict between accounting, analysis, and audit. While these three areas share common objectives and rely on similar methods and techniques, they may have different priorities and perspectives, leading to potential conflicts. However, by finding the optimal balance between these areas, businesses can ensure efficient and effective decision-making and risk management.

This research has explored the potential synergy or conflict between accounting, analysis, and audit in the modern business environment. The paper highlights the importance of finding the optimal balance between these areas to ensure efficient and effective financial management.

This research underscores the need for businesses to adopt a holistic approach to financial management, where accounting, analysis, and audit work together in synergy to provide accurate financial information and identify potential risks and opportunities. Additionally, the findings of this study can inform the development of best practices and standards for accounting, analysis, and audit professionals.

The findings of this study can be useful for policymakers and regulatory bodies in developing standards and guidelines for financial reporting and audit practices. By understanding the potential synergy or conflict between accounting, analysis, and audit, policymakers can develop regulations and guidelines that encourage cooperation and effective financial management.

The study emphasizes the importance of ongoing professional development and training for accounting, analysis, and audit professionals. As the business environment evolves and becomes more complex, professionals must stay up-to-date on the latest trends, technologies, and regulatory requirements to provide effective financial management services.

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OPTIMIZING FINANCE AND GOVERNANCE AT THE MUNICIPAL LEVEL

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This paper examines the challenges and opportunities of optimizing finance and governance at the municipal level. The study explores the current issues of local finance management and analyzes the relationship between governance and finance. The paper also discusses the prospects for improvement in the field of municipal finance and governance, as well as provides recommendations for further research.

Effective finance management and governance are crucial for the development of municipalities. Municipalities are responsible for providing essential public services such as healthcare, education, sanitation, and transportation, and finance plays a vital role in delivering these services. However, municipalities need help managing their finances effectively and efficiently. These challenges include limited financial resources, a lack of financial expertise, and limited access to capital markets.

Moreover, governance also plays a significant role in municipal finance management. Effective governance ensures that the available resources are utilized effectively, and the municipal finances are managed transparently and accountably. Therefore, exploring the relationship between governance and finance is essential to understand how municipalities can optimize their financial management practices.

Challenges

Municipalities need help in optimizing their financial management practices. One of the significant challenges is the limited financial resources available to them. Municipalities depend on their revenue sources, including property taxes, user fees, and grants from the central government. However, these sources often need to be increased to meet the growing demand for public services. Additionally, municipalities may need more financial expertise to manage their resources effectively.

Another challenge is the limited access to capital markets. Municipalities often need more capacity to borrow from banks and capital markets due to their limited creditworthiness. This limited access to capital markets constrains their ability to invest in long-term infrastructure projects.

In addition to these challenges, other factors affect the optimization of finance and governance at the municipal level. One of these factors is the political environment. The political environment can affect the allocation of financial resources, decision-making, and the implementation of financial management practices. The lack of political will and support can hinder the optimization of finance and governance at the municipal level.

Another factor that affects the optimization of finance and governance is the technological environment. Technological advancements have provided new financial management and governance opportunities, including using digital platforms for financial management, data analytics for decision-making, and online public participation. However, adopting new technologies requires significant investment, and not all municipalities may have the resources to implement them effectively.

Prospects

Despite the challenges, there are prospects for improvement in municipal finance and governance. One of the opportunities is to improve financial management by adopting best practices. It can be done by establishing financial management standards, capacity building, and training programs.

Moreover, municipalities can improve their financial management practices by increasing their revenue base. It can be achieved by diversifying revenue sources, including exploring innovative financing mechanisms such as public-private partnerships and municipal bonds.

Another prospect for improvement is the strengthening of governance mechanisms. It can be done by establishing clear rules and procedures for financial management, adopting transparency and accountability measures, and promoting citizen participation in decision-making.

Recommendations

To optimize finance and governance at the municipal level, it is recommended that municipalities explore innovative financing mechanisms and establish financial management standards. Additionally, municipalities should invest in capacity building and training programs to enhance their financial expertise. The strengthening of governance mechanisms through the adoption of transparency and accountability measures and the promotion of citizen participation in decision-making is also essential.

Lastly, further research is needed to explore the relationship between governance and finance and to identify best practices in municipal finance management.

Another potential area for research is the impact of sustainable development on financial markets. Sustainable investing, which considers environmental, social, and governance (ESG) factors, has been gaining popularity in recent years. Investors are increasingly considering ESG criteria when making investment decisions, and companies are responding by improving their ESG performance.

However, there still needs to be more understanding of the long-term impact of sustainable investing on financial performance. While some studies have found a positive correlation between ESG performance and financial performance, others have found no significant relationship. Furthermore, whether sustainable investing can lead to a more stable and resilient financial system is unclear.

Therefore, further research is needed to explore the benefits and potential risks of sustainable investing for financial markets. It could involve analyzing the performance of companies with high ESG ratings compared to those with lower ratings and examining the impact of sustainable investing on the overall stability of financial markets.

In conclusion, sustainable development is a multifaceted concept with important financial sector implications. Banks and other financial institutions are crucial in promoting sustainable development through their lending and investment activities. By incorporating ESG factors into their decision-making processes, financial institutions can help to promote sustainable practices and reduce environmental and social risks. At the same time, further research is needed to fully understand the impact of sustainable development on financial markets and develop effective strategies for promoting sustainable investing.

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PATH TO SUSTAINABLE DEVELOPMENT OF FINANCIAL SYSTEM: ANALYSIS OF KEY TRENDS AND STRATEGIC DIRECTIONS

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The global financial system is complex and dynamic and has undergone significant changes over the past few decades. In light of the increasing frequency and severity of financial crises, there is a growing recognition of the need for a sustainable and resilient financial system. This paper analyzes the current trends and strategic directions in developing the financial system toward sustainable growth. This paper examines the main drivers of change in the financial sector and identifies key trends shaping the future of finance. Furthermore, it discusses the strategic directions that can help to achieve a sustainable financial system.

The analysis shows that the financial sector is undergoing significant transformation due to various factors such as technological innovation, changing customer behavior, regulatory changes, and the emergence of new financial players. These changes have led to the developing of new business models, products, and services, disrupting traditional financial institutions. The paper also highlights the importance of sustainability and environmental, social, and governance (ESG) factors in financial decision-making.

To achieve a sustainable financial system, the paper proposes several strategic directions. These include the promotion of financial inclusion, the development of green finance, the strengthening of risk management practices, and the enhancement of regulatory frameworks. The paper concludes that achieving a sustainable financial system requires a concerted effort from all stakeholders, including financial institutions, policymakers, regulators, and investors.

The global financial system has undergone significant changes over the past few decades, fueled by technological advancements, regulatory changes, and globalization. However, these changes have also increased the complexity and interconnectedness of the financial system, making it more vulnerable to financial crises. In response, there is a growing recognition of the need for a sustainable and resilient financial system to support economic growth while mitigating risks. This paper analyzes current trends and strategic directions in developing the financial system toward sustainable growth.

Current Trends in the Financial System

The financial sector is undergoing significant transformation due to various factors such as technological innovation, changing customer behavior, regulatory changes, and the emergence of new financial players. These changes have led to the development new business models, products, and services, disrupting traditional financial institutions. For example, the rise of fintech companies has enabled the provision of financial services to previously underserved populations while also increasing competition and lowering costs.

Moreover, there are a growing recognition of the importance of sustainability and environmental, social, and governance (ESG) factors in financial decision-making. Investors increasingly demand that companies incorporate ESG factors into their operations, and regulators are introducing new requirements for ESG disclosure. It has led to the development of new investment strategies, such as impact investing and sustainable finance.

Strategic Directions for Sustainable Development of Financial System

To achieve a sustainable financial system, adopting a long-term perspective and considering the potential social and environmental impacts of financial activities is necessary. This paper proposes several strategic directions that can help to achieve sustainable growth in the financial sector.

Firstly, promoting financial inclusion is essential for ensuring everyone can access financial services, regardless of income or location. It can be achieved by developing digital financial services, microfinance, and financial literacy programs.

Secondly, developing green finance is crucial for supporting the transition to a low-carbon economy. It includes financing renewable energy projects, energy efficiency initiatives, and sustainable infrastructure.

Thirdly, strengthening risk management practices is essential for mitigating the risk of financial crises. It includes the development of macroprudential frameworks, stress testing, and using new technologies such as artificial intelligence and blockchain to enhance risk management practices.

Fourthly, enhancing regulatory frameworks is necessary to ensure that the financial system operates transparently and accountable. It includes the development of new regulations for emerging financial technologies, such as cryptocurrencies and blockchain, as well as improving the supervision of financial institutions.

Conclusion

In conclusion, achieving a sustainable financial system requires a concerted effort from all stakeholders, including financial institutions, policymakers, regulators, and investors. The analysis of the current trends and strategic directions in the financial sector shows a growing recognition of the importance of sustainability and ESG factors in financial decision-making. To achieve sustainable growth in the financial sector, adopting a long-term perspective and considering the potential social and environmental impacts of financial activities is necessary. By promoting financial inclusion, developing green finance, strengthening risk management practices, and enhancing regulatory frameworks, the financial system can become more resilient and support economic growth while mitigating risks.

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MANAGERIAL AND LEGAL ISSUES OF SUSTAINABLE DEVELOPMENT

DECISION SUPPORT SYSTEM FOR SUSTAINABLE DEVELOPMENT IN THE CIRCULAR ECONOMY: LEVERAGING RISK RESILIENCE, SYNERGY, AND LEAN MANUFACTURING PRINCIPLES*

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*The research was performed within the framework of the international research project of the scientific and technical organization Teadmus OÜ (teadmus.org) «Cutting-Edge Tools for Accelerating Sustainable Development in the Circular Economy».

There is a growing need for organizations to transition towards sustainable development in the circular economy, which aims to minimize waste and promote the efficient use of resources, but this requires a comprehensive and integrated approach to decision-making that considers environmental, social, and economic factors (Bashynska, 2020; Dudek et al., 2023, Kitzmann et al., 2023).

The circular economy is based on principles of risk resilience, synergy, and lean manufacturing and relies on several instruments to support sustainable development. Some of these instruments include:

- resource efficiency - maximizing the use of resources and minimizing waste through closed-loop production and consumption processes.
- sustainable procurement - promoting the purchase of goods and services that have a low environmental impact, are produced using sustainable methods, and are made from sustainable materials.
- sustainable production - encouraging production processes that are energy-efficient, use renewable energy sources, and minimize waste and emissions.
- circular business models - promoting innovative business models that support the circular economy, such as product-as-a-service, repair and reuse, and recycling.
- sustainable consumption - encouraging consumers to adopt sustainable consumption habits, such as reducing, reusing, and recycling, and making informed purchasing decisions based on environmental impact.
- life cycle management - managing the entire lifecycle of products, from raw materials to disposal, to minimize waste and promote resource efficiency.
- circular innovation: Supporting innovation and research that advances the circular economy and develops new solutions to sustainability challenges (Ciliberto et al., 2021; Bashynska, 2022; Lamba et al., 2023).

These instruments are designed to support the transition to a circular economy, which operates in a closed loop of resource use and waste reduction, helping to achieve sustainable development while reducing environmental impact and promoting resilience.

A Decision Support System (DSS) for Sustainable Development in the Circular Economy is a computer-based tool that assists decision-making for sustainable development in the circular economy (Wiesmeth, 2021; Zarina et al., 2021). The circular economy is an economic model that aims to minimize waste and promote the efficient use of resources.

A DSS for Sustainable Development in the Circular Economy can help decision-makers evaluate the environmental, economic, and social impacts of their decisions, including the potential for resource conservation, pollution reduction, and energy efficiency. The DSS can provide information and analysis to support decision-making at different levels of the organization, from operational to strategic.

Some key components of a DSS for Sustainable Development in the Circular Economy:

1.Data Collection. The DSS must collect data on the current state of the system, including the production, consumption, and disposal of materials and products. This data can be collected from internal and external sources.

2.Analysis. The DSS must analyze the collected data to identify areas where sustainable development in the circular economy can be improved. This analysis should be based on scientific and economic principles.

3.Scenario Planning. The DSS must provide scenario planning capabilities to help decision-makers evaluate the potential impacts of different courses of action. These scenarios should be based on different assumptions about the future state of the system.

4.Visualization. The DSS must provide visualization capabilities to help decision-makers understand the potential impacts of their decisions. This can include graphical representations of data and scenarios.

5.Reporting. The DSS must provide reporting capabilities to help decision-makers communicate the results of their decisions to stakeholders.

6.Integration. The DSS must be integrated with existing systems, such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems, to provide a comprehensive view of the system.

So, a DSS for Sustainable Development in the Circular Economy can help decision-makers evaluate the potential impacts of their decisions and identify opportunities for sustainable development. By integrating the DSS with existing systems and providing scenario planning, visualization, and reporting capabilities, decision-makers can make more informed decisions that promote sustainable development in the circular economy.

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MANAGEMENT OF COMMERCIALIZATION OF KNOWLEDGE IN THE SYSTEM OF INNOVATIVE DEVELOPMENT OF THE ENTERPRISE IN THE CONDITIONS OF TRANSFORMATION OF TECHNOLOGICAL INSTITUTIONS

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World practice shows that during periods of transformation of technological systems, the ability to produce and use (commercialize) new knowledge determines the competitive positions of individual organizations (enterprises and institutions), industries, and the national economy as a whole. The modern development of world and national economies is under the influence of changes in technological systems and the fourth industrial revolution, which is gaining strength. Accordingly, the problem of ensuring effective management of knowledge, which will allow creating and commercializing innovative developments on their basis, embarking on the path of innovative development, and successfully competing on national and foreign markets, is being updated.

Analysis of the place and role of knowledge in the innovation process of enterprises shows that they have a dualistic nature. Knowledge is the basis for making sound innovative decisions, while they are also their result, which can be commercialized on the market. Accordingly, two approaches to the commercialization of knowledge can be distinguished: direct commercialization of knowledge embodied in objects of intellectual property; indirect commercialization of knowledge embodied in product and process innovations. The conducted studies showed that the success of any of the mentioned approaches to the commercialization of knowledge, as well as the success of innovative activity in general, largely depends on the level of innovative culture of the innovator enterprise, as well as the innovative culture of the subjects of the innovation process (primarily, consumers) on the target markets. The high level of innovative culture of the personnel of the innovator enterprise contributes to the creation of a high-quality innovative product that solves the problems of consumers caused by transformations of technological systems. And a high level of innovation culture of the subjects of the innovation process (economic counterparties of the innovator enterprise and its contact audiences) significantly increases the chances of their positive perception of innovative products. Taking this into account, a table of decisions was built in which recommendations are given regarding the choice of the type of innovation and the type of innovative development strategies at different ratios of the levels of the innovation culture of the innovator enterprise and the innovation culture of the subjects of the innovation process in the target markets. Varieties of the mentioned strategies of innovative development were determined, their selection was made according to the types of innovative process, selected according to the coverage of the stages of innovation and life cycle of product or process innovations, the type of innovative business and the size of the industrial enterprise-innovator (Illiashenko, 2015; Illiashenko, 2021). On this basis, recommendations are offered regarding the choice of types of defined strategies of innovative development in line with a strategic approach to the commercialization of new knowledge: directly or embodied in product or process innovations.

The practical aspects of the production and commercialization of knowledge by industrial enterprises of Ukraine are studied (Illiashenko, 2020), according to their results, a significant predominance of strategies of indirect commercialization of knowledge over strategies of direct commercialization was established. The strengths and weaknesses of the production management system and commercialization of knowledge by industrial enterprises of Ukraine are determined. External opportunities and threats of knowledge-oriented innovative development of industrial enterprises of Ukraine are determined. It was concluded that there are favorable external and internal opportunities for the transition of industrial enterprises to the path of anticipatory knowledge-oriented innovative development. And also about the presence of threats to the implementation of relevant innovative development strategies.

The obtained results deepen the fundamental aspects of the innovative management of an industrial enterprise in the part of managing the choice of approaches to the commercialization of knowledge as the basis of innovative development. Further research should be aimed at developing the methodological foundations of the organizational and economic mechanism of knowledge management at the enterprise in the context of its innovative development in the unstable conditions of the transformation of technological structures.

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OUTSOURCING OF TRUCK TRANSPORTATION AND SUSTAINABLE SUPPLY CHAIN MANAGEMENT IN B2B CONTRACT LOGISTICS

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In recent years, the outsourcing of truck transportation has become a common practice in contract logistics, particularly in the business-to-business (B2B) market. This practice has enabled companies to focus on their core competencies while relying on third-party logistics providers to manage their transportation needs. However, this outsourcing practice has also raised concerns about the sustainability of supply chains. This research explores the relationship between truck transportation outsourcing and sustainable supply chain management in B2B contract logistics.

Several studies have examined the impact of outsourcing on supply chain sustainability. For instance, Li et al. (2014) investigated the impact of outsourcing on environmental sustainability and found that outsourcing can lead to reduced carbon emissions. However, outsourcing can also lead to increased transportation costs and a higher carbon footprint, as highlighted by Herold et al. (2017). On the other hand, sustainable supply chain management practices such as green transportation, waste reduction, and energy efficiency have enhanced supply chain sustainability (Thoo Ai et al., 2015).

Outsourcing of truck transportation has been identified as a critical factor in B2B contract logistics. For instance, Arif and Jawab (2018) found that outsourcing truck transportation can lead to cost savings and improved service quality. However, outsourcing can also lead to losing control over transportation, as highlighted by Opoku-Akyea (2019). Moreover, outsourcing can increase transportation-related risks, such as delays and quality issues (Son, 2018).

This research employed a systematic literature review approach to identify relevant studies examining the relationship between truck transportation outsourcing and sustainable supply chain management in B2B contract logistics. The search was conducted using the Scopus and Web of Science databases, and the following keywords were used: outsourcing, truck transportation, sustainable supply chain management, B2B, and contract logistics. The search was limited to studies published in English between 2015 and 2022. The inclusion criteria were studies examining the relationship between truck transportation outsourcing and sustainable supply chain management in B2B contract logistics.

The systematic review identified 15 studies that met the inclusion criteria. The findings suggest that outsourcing truck transportation can save costs and improve service quality in B2B contract logistics. However, outsourcing can also lead to increased transportation-related risks and loss of control over the transportation process. Sustainable supply chain management practices such as green transportation, waste reduction, and energy efficiency have enhanced supply chain sustainability in B2B contract logistics. Moreover, outsourcing truck transportation can reduce carbon emissions and improve environmental sustainability in B2B contract logistics.

Research findings suggest that outsourcing truck transportation can positively and negatively impact supply chain sustainability in B2B contract logistics. Sustainable supply chain management practices can help mitigate the negative impacts of outsourcing while enhancing supply chain sustainability. Future research should examine the relationship between outsourcing truck transportation and other aspects of supply chain sustainability, such as social and economic sustainability.

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REGIONAL FEATURES OF SUSTAINABLE DEVELOPMENT

PROBLEMS AND PROSPECTS OF TOURISM DEVELOPMENT IN THE EUROPEAN TOURIST REGION*

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Tourism is one of the world's most important and rapidly growing industries. It plays a significant role in the economy of many countries, especially in the European tourist region, providing significant economic benefits and playing a major role in the social and cultural life of the region. Despite tourism's benefits, several problems are associated with its regional development. This paper will examine the problems and prospects of tourism development in the European tourist region.

Problems of Tourism Development in the European Tourist Region

One of the significant problems of tourism development in the European tourist region is the negative environmental impact. The increased number of tourists leads to degrading natural resources and wildlife habitats. The construction of hotels, roads, and other tourism-related infrastructure harms the environment. As a result, it is necessary to implement sustainable tourism practices to minimize the negative impact on the environment.

Another tourism development problem in the European tourist region is the industry's seasonality. Most tourists visit the region during the summer months, leading to overcrowding and high prices. During winter, many tourism-related businesses close, leading to job losses and economic difficulties. Therefore, it is necessary to develop strategies to promote tourism during the off-season, such as promoting winter sports and other activities.

One more problem facing the European tourism industry is the increasing number of visitors and overcrowding in certain areas. As the region becomes more popular, the number of visitors has grown exponentially, leading to overcrowding in popular tourist destinations such as Paris, Barcelona, and Rome. It has caused some problems, from increased traffic congestion to environmental damage. Several measures have been taken to address this issue, such as introducing tourist taxes and developing sustainable tourism initiatives.

Prospects of Tourism Development in the European Tourist Region

Despite the problems associated with tourism development in the European tourist region, there are also several prospects for the industry. One of the prospects is the growing trend of sustainable tourism. Many tourists are becoming more conscious of the impact of their travel on the environment and are seeking sustainable tourism options. It presents an opportunity for the region to attract tourists interested in eco-tourism and other sustainable tourism practices.

Another prospect for tourism development in the European tourist region is the growing popularity of cultural tourism. Many tourists want to learn about the region's history, art, and culture. Therefore, developing tourism products that cater to this market, such as cultural tours, festivals, and events, is necessary.

Tourism development in the European tourist region has both problems and prospects. The negative impact on the environment, the seasonality of the industry and overcrowding in certain areas are the major problems. However, the growing trend of sustainable tourism and the popularity of cultural tourism present prospects for the industry. It is necessary to implement sustainable tourism practices and develop tourism products that cater to the interests of tourists to ensure the long-term sustainability of the industry in the region.

Finally, the growth of digital technology has also impacted the European tourism sector. The rise of online booking sites and apps has made it easier for tourists to find and book accommodation and other services. However, this has led to increased competition in the sector, which can pressure local businesses.

This research discusses the problems and prospects of tourism development in the European tourist region. The paper highlights the negative impact of tourism on the environment, the industry's seasonality and overcrowding in certain areas as the major problems. However, the paper also points out that the growing trend of sustainable tourism and the popularity of cultural tourism present prospects for the industry. The influence of digitalization technologies on the development of tourism is also considered. The paper suggests implementing sustainable tourism practices and developing tourism products that cater to the interests of tourists to ensure the long-term sustainability of the industry in the region.

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