

---

---

Maslov Dmytro. Formation of competitive advantages of business entities in the context of sustainable development within the contemporary economic model. *Економічний дискурс*. 2025. Випуск 4. С. 44-53.  
DOI: <https://doi.org/10.36742/2410-0919-2025-3-5>

---

УДК 658.011 : 330.341.1

JEL Classification L25, M14, O10

**Dmytro Maslov**

PhD Student

National University «Zaporizhzhia Polytechnic»

Zaporizhzhia, Ukraine

E-mail: [haattabish58@gmail.com](mailto:haattabish58@gmail.com)

ORCID: 0009-0000-0310-5287

## FORMATION OF COMPETITIVE ADVANTAGES OF BUSINESS ENTITIES IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT WITHIN THE CONTEMPORARY ECONOMIC MODEL

### **Abstract**

**Introduction.** This article examines the impact of sustainable development and its individual components on the formation of competitive advantages of business entities within the context of the contemporary economic model. The relevance of the topic is determined by the current instability of the economic and political environment, the intensification of globalization challenges, and the necessity of implementing innovative technologies and digitalization in enterprise operations. A focus on sustainable development has become one of the key factors in achieving financial stability, social responsibility, and environmental balance in corporate activities.

**Methods.** The study was conducted using a combination of systemic, comparative, and logical analyses, along with economic modeling and synthesis of scientific approaches. The theoretical foundation of the research was based on the works of domestic and international scholars in the fields of sustainable development, innovation, digitalization, and enterprise competitiveness. In addition, practical examples of enterprises operating in contemporary conditions were considered, allowing a comprehensive assessment of both the opportunities and limitations associated with the implementation of sustainable development mechanisms.

**Results.** The study found that the principles of sustainable development contribute to the formation of competitive advantages through resource optimization, the adoption of new technologies, the enhancement of financial stability, and the maintenance of social and environmental responsibility. Key barriers to the implementation of sustainable development were identified, including a low level of technological equipment and digitalization, insufficient institutional support, and a lack of adaptation of sustainable development mechanisms to sector-specific requirements. It was shown that underestimating sustainable development processes reduces overall enterprise competitiveness and limits the ability to maintain market positions.

**Discussion.** The results of the study can be used to develop strategies for implementing sustainable development across different sectors of the economy, improve managerial decision-making, and enhance enterprise competitiveness in unstable external environments. Further research should focus on analyzing the interconnection between sustainable development and globalization processes, as well as developing practical mechanisms for integrating innovation and digitalization into sustainable development strategies.

**Keywords:** competitive advantage, competitiveness, contemporary economic model, sustainable development, economic development, formation of competitive advantage, digital transformation, globalization.

### **Introduction.**

In the context of the development of the latest economic model and modern instability in both the political and economic spheres, as well as in times of turbulent changes and the emergence of new challenges, the sustainable development of an enterprise becomes one of the key factors of its successful functioning and the formation of future directions of development. At the same time, sustainable development can be characterized as a process of forming a foundation for the future opportunities of an enterprise and accumulating potential for the period when its realization is able to bring significantly greater benefits and ensure further stable development of the enterprise.

Regarding the integration of the principles of sustainable development into the activities of an enterprise, the importance of this process, in particular, to the need to strike a balance between the economic efficiency of the organization's activities, the financial stability of the company, and social responsibility, including in the field of ecology and environmental protection. However, in practice, under real business conditions, a fairly large number of enterprises face significant difficulties, and some of them are generally unable to implement a sustainable development strategy, since the overall condition of the enterprise does not allow achieving the necessary balance between the specified components.

The main reasons for this situation are the insufficient level of technical equipment of enterprises, outdated fixed assets, ineffective management of the organization, ignoring modern development trends, in particular the untimely or incorrect implementation of digitalization of activities, as well as incomplete or almost completely absent transfer of the organization's business processes into the digital environment. As a result, such enterprises cannot fully implement sustainable development processes, since they are constantly on the verge of balancing between profitability, economic feasibility of activities, and attempts to achieve financial stability. In combination with a low level of competitiveness of the organization and the absence of relevant competitive advantages, this makes the process of finding a balance during the implementation of sustainable development almost impossible.

Thus, based on the above, it can be argued that enterprises that do not realize the necessity, or for one reason or another do not implement and do not pay sufficient attention to the processes of systematization and adaptation of their activities, as well as measures for the implementation of sustainable development mechanisms, in combination with the specifics of their functioning, can in some cases form significant limitations and barriers to innovative and technological development. This, in turn, reduces the overall level of competitiveness of enterprises and neutralizes existing competitive advantages.

As a result, the aforementioned processes lead to the decline of the enterprise and a decrease in the profitability of its activities, since in the modern world the absence of growth and development significantly limits the enterprise's ability to maintain its positions in the market. This, in turn, leads to the loss of market positions, a reduction in potential for further development, and, in extreme cases, may result in bankruptcy if the enterprise and its management do not begin to act in a timely and decisive manner to correct the situation that has developed.

Thus, the study of the selected topic in modern conditions is an appropriate and promising area of scientific research, since only by ensuring the sustainable development of an enterprise is it possible to achieve stability of its activities, financial sustainability, innovative and technological advancement, as well as to obtain opportunities to maintain its own market share in domestic markets and, at the same time, to enter and consolidate positions in global markets. At the same time, sustainable development allows an enterprise to gain additional advantages from globalization processes and to minimize the threats and risks that accompany these processes.

### **Analysis of recent sources and publications.**

A significant number of scholars are engaged in the study of issues related to the formation of competitive advantages in the modern world, since this problem is relevant and, with the passage of time and the invention of new technologies, requires constant improvement. Equally important is the issue of

---

---

forming competitive advantages in the context of the sustainable development of an enterprise, as the modern unstable external environment requires business entities not only to continuously develop and improve their activities, but also to form a stable foundation for the sustainability of their functioning.

Among Ukrainian scholars who actively study the formation of competitive advantages in relation to the sustainable development of enterprises, Sokhan I. V. and Popovskiy V. H. [1] can be highlighted. In their research, they thoroughly examine the concept of a «sustainable competitive advantage» of a modern enterprise, factors influencing competitive advantages, methods of their formation, types and forms, as well as the logic through which enterprises acquire sustainable competitive advantages.

Alongside these authors, the issue of researching competitive advantages was addressed by Lema H. V., Koval O. R., and Zelenyi I. S. [2]. They analyzed the impact of sustainable development principles on the financial, resource, and production stability of enterprises, the efficiency of resource use, company image, and the overall level of competitiveness. As a practical component of their research, the authors provide empirical examples of Ukrainian enterprises, which allows the topic to be examined more broadly.

Related topics were also studied by Medianyuk Ye. H. [3] and Shapovalova I. O. [4]. Medianyuk focused on the relationship between sustainable development and the level of enterprise competitiveness, emphasizing that one of the main strategic priorities of an enterprise should be sustainable development and ways to achieve it. Shapovalova I. O. focused on the digital transformation of enterprises, confirming the thesis that the latest economic model is based on digital technologies [4].

At the same time, related topics were studied by Lopukh A. [5], Kovalivska S. V., Barannik V. O. [6], Manuilov O. V. [7], and Shaplat O. M. [8], who supplemented the views of previous authors by deepening the subject matter and the theoretical basis for the formation of competitive advantages through sustainable development and digital technologies.

Interest in the topic is demonstrated not only among domestic scholars. Thus, foreign researchers Kibik O., Slobodianiuk O., Belous K. [9] and Chen A., Li L. Shahid W. [10] studied the relationship between the digitalization of activities, the implementation of new technologies, and the application of sustainable development principles in the formation of enterprise competitive advantages. In the work of Kibik O., Slobodianiuk O., Belous K. [9], a model of digital optimization of the strategy for developing competitive advantages is presented, taking into account the transition to the principles of sustainable development and the digital economy, which deepens the theoretical basis for practical application in the activities of business entities.

### **Purpose.**

The main purpose of the article is to study the patterns and possibilities of using sustainable development mechanisms as a tool for ensuring the stable development of an enterprise, the introduction of new technologies, minimization of production costs, and increasing the level of social and environmental responsibility. At the same time, the article aims to theoretically substantiate, using practical examples, how through sustainable development an enterprise can form guidelines for building strategic plans for the sustainability of economic activity, as well as for the implementation and realization of sustainable development policy based on managerial decisions and appropriate instruments.

### **Research methodology.**

The research was conducted using a comprehensive approach that combines systemic, comparative, and logical analysis, economic modeling, and the generalization of scientific approaches.

1. System analysis made it possible to assess the impact of sustainable development on various components of enterprise activity: financial stability, efficiency of resource use, social and environmental responsibility.

2. Comparative analysis was used to compare business processes and enterprise models with different approaches to the implementation of sustainable development, as well as to assess the practices

of leading companies in the field of digitalization and innovation.

3. Logical modeling and economic modeling were applied to evaluate the effectiveness of strategies for integrating sustainable development principles into enterprise activities and to identify key barriers and risks accompanying these processes.

4. Analytical generalization of scientific sources included the analysis of works by domestic and foreign authors on sustainable development, competitiveness, and digitalization, which made it possible to form a systemic vision of potential opportunities and threats for enterprises.

The methodology provides a comprehensive assessment of the mechanisms for forming competitive advantages of enterprises based on sustainable development, their practical implementation, and adaptation to modern challenges, including globalization processes and digital transformation.

### **Results.**

In the modern world, sustainable development has become one of the main strategic priorities for the development of a modern enterprise. Such a high level of attention paid by enterprises to sustainable development and its principles is due to the fact that sustainable development in today's world is one of the key factors ensuring the stability of an enterprise's operations and development.

At the same time, sustainable development of an enterprise corresponds to current trends and challenges faced by businesses. These include the need to ensure economic efficiency, financial stability, a sufficient level of competitiveness to maintain market positions, as well as compliance with environmental standards, legal constraints, and social responsibility toward the population of a particular region. Thus, in modern conditions, the principles of sustainable development act as a kind of guideline for enterprises, helping them adhere to certain norms and standards while maintaining economic efficiency and feasibility of activities in the context of the latest model of the digital economy and global changes.

For Ukrainian producers, sustainable development is even more relevant, since in addition to standard constraints dictated by global changes and the need to maintain competitive positions and market share amid deepening globalization processes, national enterprises also face regulatory and legal restrictions, limited access to certain types of technologies, and challenges of instability in the national economic and social space due to military aggression by the Russian Federation. Thus, by studying the chosen topic, a theoretical basis is formed through which modern enterprises can gain the opportunity to properly adapt to new conditions.

However, before proceeding to a more in-depth study of the issue of forming competitive advantages of a modern enterprise in the context of sustainable development under the conditions of the latest economic model, it is first necessary to define sustainable development and describe the opportunities, challenges, and barriers that a modern national enterprise will face when applying the principles of sustainable development in its activities.

Thus, sustainable development can be described as a concept based on several core principles, including, in particular: the economic feasibility of an enterprise's activities, financial benefit from operations as one of the main incentives of economic activity, environmental friendliness of activities, or the reduction of harm caused to the environment, including as one of the factors of social responsibility or intergenerational responsibility (also referred to as responsibility for sustainable development) [5].

At the same time, in the context of the chosen topic, it is also necessary to examine what sustainable development means for a specific enterprise. Thus, sustainable development for an enterprise is a set of strategic and tactical actions aimed at adapting the enterprise's activities and business operations to new conditions and achieving a balance between economic, social, and environmental components. The main goal of all these actions is the formation of a base and a stable foundation that meets the needs of the present generation while remaining socially responsible to future generations, without harming the level of competitiveness, economic feasibility, and potential of a particular enterprise. In other words, the sustainable development of an enterprise is the process of achieving harmony between the enterprise's activities, its potential and interests on the one hand, and the external

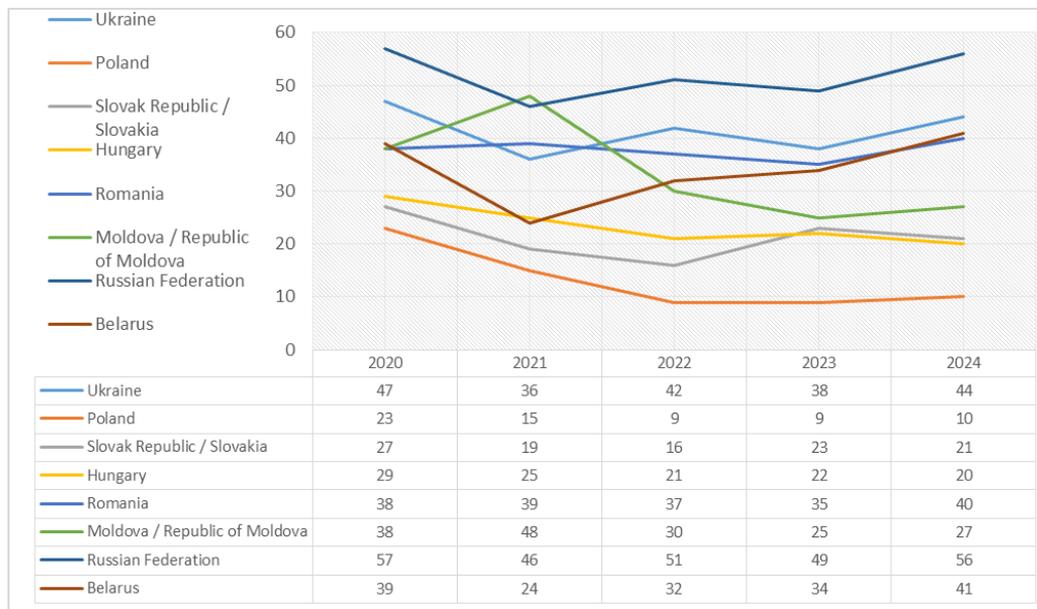
environment (society and the natural environment) on the other, without causing harm to either side [3].

Regarding regulation and control over enterprises' compliance with the concept of sustainable development, at the global (international) level the main regulatory body responsible for monitoring and reporting on the level of sustainable development of countries worldwide is the United Nations. In Ukraine, these issues are addressed by a set of government bodies, parliamentary structures, working groups, and international partners, including the Cabinet of Ministers of Ukraine, the Ministry of Environmental Protection and Natural Resources, the Committee on Economic Development, as well as international working groups under the UN and UNDP, in particular within the framework of the Sustainable Development Cooperation Framework for 2025 – 2029 between the Government of Ukraine and the UN system [4; 5].

The main barriers that slow down the sustainable development of Ukrainian enterprises are predominantly financial or investment-related barriers. Among them, the following can be identified: limited access to financial resources, the absence of state initiatives to support the sustainable development of enterprises (in particular due to military actions), a decline in investment levels and capital outflow abroad, the high cost of new technologies, high risks of activity under the conditions of military aggression by the Russian Federation, and outdated equipment. All these factors reduce the number of initiatives and make the process of sustainable development of national business a very complex task.

Initiatives that adhere to the principles of sustainable development are mostly financed through foreign grants and international environmental projects. At the same time, it should be noted that, despite all the challenges, national producers continue to implement sustainable development initiatives, which only strengthens their resilience [5].

Confirmation of this is provided by the UN data — the Sustainable Development Report, which are systematized and presented in Fig. 1. These reports highlight the position of various countries of the world with regard to sustainable development.



**Fig. 1. Rankings of countries worldwide based on their progress toward achieving sustainable development goals**

*\*Source: compiled by the author based on the Sustainable Development Reports for 2020–2025 [11-16].*

Thus, in particular, it can be observed that Ukraine, prior to the beginning of the full-scale invasion by the Russian Federation, despite the fact that a hybrid invasion had already been ongoing for eight years at that time, was improving its positions in terms of sustainable development. The deterioration that began in 2022 was caused, in particular, by the shock of the full-scale invasion and the corresponding negative consequences that disrupt the balance of sustainable development. However, it should be noted that maintaining positions at an appropriate level also indicates the ability of the country and its national producers to overcome severe challenges and adhere to the chosen path.

At the same time, it should be emphasized that the process of forming competitive advantages in the context of sustainable development requires continuous monitoring and improvement of the theoretical framework. This is due to the fact that, considering the events occurring during a certain period of time, the actions and strategies of an enterprise may require adjustment in order to preserve equilibrium and balance in its activities, which corresponds to the essence of the concept of sustainable development of an enterprise [3].

Thus, it can be stated that the system of information collection, situation monitoring, and data analysis is one of the key components influencing an enterprise and its sustainable development. Without such a system, ensuring the sustainability of enterprise development, adherence to the basic concepts of sustainable development, and the acquisition of competitive advantages would be significantly more difficult. At the same time, this system helps an enterprise systematize the progress of sustainable development implementation, track problems and key obstacles, and make informed and well-considered decisions [3].

Based on all of the above, it is possible to identify and formulate the steps an enterprise should take to develop sustainable competitive advantages in the context of the organization's sustainable development, including in particular:

1. Identifying and segmenting the market with the detection of niches or gaps that are unoccupied or have a low level of competition due to a small number of suppliers, while maintaining demand and interest from consumers.

2. Understanding customer needs and forming competitive advantages based on this data, which ensures greater attractiveness of the enterprise's products in the eyes of customers.

3. Identifying and systematizing the strengths and weaknesses of the enterprise and building the enterprise's strategy in accordance with current market and global realities, including consideration of sustainable development principles.

4. Forming an enterprise development model taking into account industry-specific and internal characteristics. That is, creating a development model and strategy that, through the conceptual features of sustainable development, strengthens the enterprise's strengths and compensates for its weaknesses.

5. Establishing a system for signaling the loss of market positions, protecting and improving competitive advantages, and creating development potential.

By following these steps, an enterprise will be able not only to effectively use its advantages and potential, but also to obtain greater returns on invested capital, as well as attract new investments, which under modern conditions is an important factor for enterprise development [1; 4].

For the successful formation of competitive advantages under conditions of sustainable development, an enterprise needs to pay sufficient attention to this issue and build its strategy taking into account the concepts of sustainable development at all levels. At the same time, such a strategy should be based on the following components of sustainable development:

- Conscious social responsibility of management toward society and stakeholders;
- Implementation of modern technologies and solutions to increase production efficiency and environmental safety, which contributes to the realization of the principle of innovation;
- The principle of transparency, which provides for openness in the publication of reports and the provision of information on environmental and social activities in accordance with international GRI or ESG standards, ensuring transparency in the allocation of resources and the results of environmental

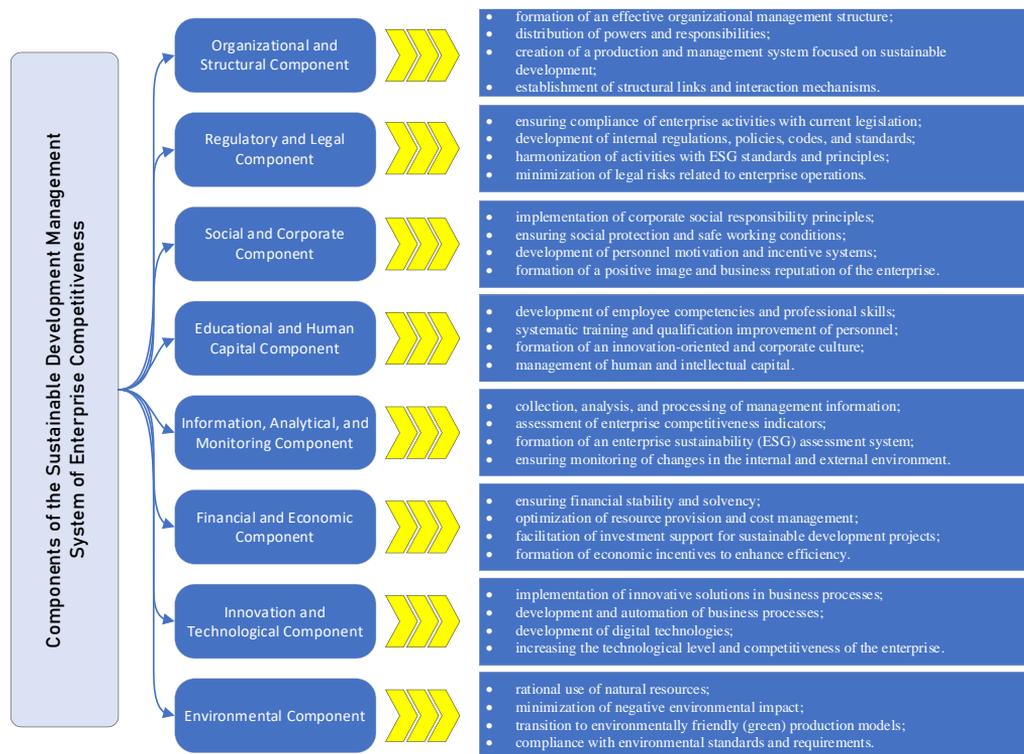
activities;

– The principle of inclusiveness, which includes the involvement of stakeholders in the decision-making process and ensures equal opportunities for all employees, takes into account cultural, social, and individual characteristics, creating favorable conditions for cooperation, innovation, and sustainable development of the enterprise;

– The principle of continuous improvement, which provides for constant analysis and optimization of processes to increase efficiency, ensure innovative development and adaptation to changing conditions, as well as achieve high standards of quality and stability in all aspects of activity;

– The principle of preventing environmental disasters, which provides for the implementation of preventive measures to reduce the risks of negative impact of the enterprise on the environment, in particular through the use of environmentally safe technologies, regular monitoring of emissions, and strict compliance with environmental standards.

Relying on the specified components of sustainable development, an enterprise will be able to implement and acquire new competitive advantages [3; 6]. At the same time, for a deeper exploration of the topic, it is possible to build a sustainable development management system, which is presented in Figure 1.



**Fig. 2. Components of sustainable development of an enterprise under the conditions of the latest economic model\***

\*Source: compiled by the author based on [3; 7; 8; 17].

Based on all of the above, it is possible to single out the main directions on which enterprises should focus their attention when forming competitive advantages in the context of sustainable development, taking into account the latest challenges and conditions of the modern world. In this regard,

it is important to pay attention to the following key aspects:

1. Integration of adaptive sustainability assessment models. Enterprises need to implement innovative approaches for the comprehensive assessment of their economic, environmental, and social performance in real time, using adaptive indicators that allow for prompt responses to changes and optimization of sustainable development strategies.

2. Digital transformation as a factor of resilience. Under conditions of digitalization, it is important to focus on the study and implementation of technologies such as big data and innovative solutions that enhance the resilience of both production and management processes. This makes it possible to significantly improve the efficiency of resource management and adaptation to changes.

3. Formation of a corporate culture of sustainable thinking. Enterprises should integrate the principles of environmental awareness and social responsibility into the system of internal management and personnel motivation. Creating a corporate culture oriented toward sustainable development contributes to increasing employee loyalty and involving stakeholders in the decision-making process.

4. Adaptation to the wartime and post-crisis environment. In conditions of instability, it is important to develop strategies that allow enterprises to maintain competitiveness and resilience even during periods of crisis situations or force majeure changes. Enterprises must promptly adapt their sustainable development strategies to new economic conditions and find effective solutions for post-crisis recovery [2; 18].

### **Conclusions and prospects.**

Based on the conducted research, it can be concluded that sustainable development is a critically important factor for the successful operation of enterprises under modern conditions. It requires finding a balance between economic efficiency, social responsibility, and environmental safety of production. At the same time, the theoretical framework formed in the study, as well as the recommendations regarding the steps that enterprises should take and the main directions to which attention should be paid when implementing the components of sustainable development, allow national companies to approach the issue of sustainable development in a more comprehensive manner. This, in turn, ensures the effective integration of sustainable practices into their activities, which positively affects the competitiveness and long-term stability of enterprises.

Sustainable development is a comprehensive approach to conducting economic activity, in which the balance between three main components – economic, social, and environmental – serves as the basis for strategic decision-making. This includes not only the integration of sustainable development principles into all aspects of enterprise management, from strategic planning to corporate culture, but also the construction of an effective management system that allows adaptation to changes in the external environment.

The conducted research also demonstrates that, despite numerous challenges faced by national producers, Ukraine's positions in the field of sustainable development remain stable in international rankings. This indicates the ability of Ukrainian enterprises to adapt to difficult conditions, in particular to the burden of war and other crisis factors. However, for further development, it is important that enterprises not only maintain existing achievements but also actively implement the latest technologies and strategies to improve environmental and social performance. This will strengthen their positions in global markets and ensure stable development in a global competitive environment.

Thus, the implementation of sustainable development principles at Ukrainian enterprises has strategic importance for ensuring their long-term competitiveness. Enterprises that integrate environmental and social practices gain advantages in the form of cost reduction, increased efficiency, and strengthened reputation. This allows them not only to meet modern market requirements but also to contribute to the sustainable development of the national economy.

---

---

**References**

1. Sokhan, I.V., & Popovskiy, V.H. (2023). Formuvannya konkurentnykh perevah yak fundamentu mitsnoi konkurentospromozhnosti pidpriemstv [Formation of competitive advantages as the foundation of strong enterprise competitiveness]. *Biznes Inform* [Business Inform], 2, 236–241. Retrieved from <https://doi.org/10.32983/2222-4459-2023-2-236-241>.
2. Lema, H.V., Koval, O.R., & Zelenyi, I.S. (2025). Upravlinnia biznes-seredovyshchem v umovakh staloho rozvytku [Management of the business environment under sustainable development]. *Visnyk Natsionalnoho universytetu «Lvivska politekhnika». Seriya: Problemy ekonomiky ta upravlinnia* [Bulletin of Lviv Polytechnic National University series: «Economics and Management Issues»], 9 (1), 203–211. Retrieved from <https://doi.org/10.23939/semi2025.01>.
3. Medianyuk, Y.H. (2025). Pryntsyipy upravlinnia stalym rozvytkom pidpriemstva yak stratehichniy orientyr pidvyshchennia yoho konkurentospromozhnosti [Principles of managing sustainable enterprise development as a strategic guideline for increasing competitiveness]. *International Science Journal of Management, Economics & Finance*, 4 (3), 111–125. Retrieved from <https://doi.org/10.46299/j.isjmef.20250403.12>.
4. Shapovalova, I.O. (2025). Formuvannya stiikykh konkurentnykh perevah pidpriemstva u tsyrovomu seredovyshchi [Formation of sustainable competitive advantages of enterprises in the digital environment]. *Aktualni problemy innovatsiinoi ekonomiky ta prava* [Actual Problems of Innovative Economy and Law], 3, 63–72. Retrieved from <https://doi.org/10.36887/2524-0455-2025-3-13>.
5. Lopukh, A. (2024). Zabezpechennia staloho rozvytku vitchyznianskykh pidpriemstv: vyklyky ta mozhlyvosti [Ensuring sustainable development of domestic enterprises: Challenges and opportunities]. *Enterprise development as a factor of national economic growth: 23rd International Scientific and Practical Conference*. Igor Sikorsky Kyiv Polytechnic Institute. Retrieved from <https://conf-keip.kpi.ua/article/view/317716>.
6. Kovalivska, S.V., & Barannik, V.O. (2021). *Zaprovadzhennia mekhanizmiv dosiahnennia tsilei staloho rozvytku v Ukraini u mizhrehionalnomu spivrobotnytstvi* [Implementation of mechanisms for achieving the Sustainable Development Goals in Ukraine through interregional cooperation]. Kyiv: National Institute for Strategic Studies. Retrieved from <https://niss.gov.ua/sites/default/files/2021-01/csr.pdf>.
7. Manuilov, O. (2024). Development of a strategy for sustainable development of enterprises in conditions of uncertainty. *Ukrainian Journal of Applied Economics and Technology*, 2, 60–64. Retrieved from <https://doi.org/10.36887/2415-8453-2024-2-10>.
8. Shuplat, O.M. (2025). Theoretical principles of developing investment strategies taking into account the principles of sustainable development. *Economics: Time Realities*, 5 (81), 113–121. Retrieved from <https://doi.org/10.15276/ETR.05.2025.13>.
9. Kibik, O., Slobodianiuk, O., Belous, K., Redina, Y., Kornilova, O., & Prymachenko, I. (2024). Strategy for developing competitive advantages of market entities in the era of digitalization. *Economic Affairs*, 69 (Special Issue), 139–147. Retrieved from <https://doi.org/10.46852/0424-2513.1.2024.16>.
10. Chen, A., Li, L., & Shahid, W. (2024). Digital transformation as the driving force for sustainable business performance: A moderated mediation model of market-driven business model innovation and digital leadership capabilities. *Heliyon*, 10 (8), e29509. Retrieved from <https://doi.org/10.1016/j.heliyon.2024.e29509>.
11. Sachs, J.D., Lafortune, G., Fuller, G., & Iablouovski, G. (2025). Sustainable development report 2025: Financing sustainable development to 2030 and mid-century. Sustainable Development Solutions Network; Dublin University Press. Retrieved from <https://doi.org/10.25546/111909>.
12. Sachs, J.D., Lafortune, G., & Fuller, G. (2024). Sustainable development report 2024: The SDGs and the UN Summit of the Future. Sustainable Development Solutions Network; Dublin University Press. Retrieved from <https://doi.org/10.25546/108572>.
13. Sachs, J.D., Lafortune, G., Fuller, G., & Drumm, E. (2023). Implementing the SDG Stimulus. Sustainable Development Report 2023. Dublin: Dublin University Press. Retrieved from <https://doi.org/10.25546/102924>.
14. Sachs, J. D., Kroll, C., Lafortune, G., Fuller, G., & Woelm, F. (2022). From crisis to sustainable development: The SDGs as roadmap to 2030 and beyond Sustainable Development Report 2022. Cambridge University Press. Retrieved from <https://doi.org/10.1017/9781009210058>.
15. Sachs, J.D., Kroll, C., Lafortune, G., Fuller, G., & Woelm, F. (2021). Sustainable Development Report 2021: The decade of action for the Sustainable Development Goals. Cambridge University Press. Retrieved from <https://doi.org/10.1017/9781009106559>.
16. Sachs, J. D., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., & Woelm, F. (2020). The Sustainable Development Goals and COVID-19: Sustainable Development Report 2020. Cambridge University Press. Retrieved from <https://doi.org/10.1017/9781108992411>.

17. Yakymenko, I.L., Petrashko, L.P., Dyman, T.M., Salavor, O.M., Shapovalov, Ye.B., Halaburda, M.A., Nychyk, O.V., & Martyniuk, O.V. (2022). *Stratehiia staloho rozvytku: Yevropeiski horyzonty* [Sustainable development strategy: European horizons]. Kyiv: National University of Food Technologies. Retrieved from [https://rep.btsau.edu.ua/bitstream/BNAU/7990/1/stratehiia\\_staloho.pdf](https://rep.btsau.edu.ua/bitstream/BNAU/7990/1/stratehiia_staloho.pdf).

18. Halushka, Z.I., & Luste, O.O. (2021). *Stratehii rozvytku biznesu: teoriia i praktyka* [Business development strategies: Theory and practice]. Chernivtsi: Yurii Fedkovych Chernivtsi National University.

Received: 09.11.2025 / Review 10.22.2025 / Accepted 12.30.2025

