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UKRAINE**

**XIV МІЖНАРОДНА НАУКОВО-ПРАКТИЧНА
КОНФЕРЕНЦІЯ**

**«ФІНАНСОВЕ УПРАВЛІННЯ ТА ІНФОРМАЦІЙНО-АНАЛІТИЧНЕ
ЗАБЕЗПЕЧЕННЯ БІЗНЕСУ В УМОВАХ ВОЄННОЇ ЕКОНОМІКИ ТА
ПОВОЄННОГО ВІДНОВЛЕННЯ: ІННОВАЦІЇ, РИЗИКИ ТА
МОЖЛИВОСТІ»**

**XIV INTERNATIONAL SCIENTIFIC AND PRACTICAL
CONFERENCE**

**«FINANCIAL MANAGEMENT AND INFORMATION-ANALYTICAL
SUPPORT OF BUSINESS IN THE CONDITIONS OF A WARTIME
ECONOMY AND POST-WAR RECOVERY: INNOVATIONS, RISKS AND
OPPORTUNITIES»**

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environmental initiatives. It is possible to create the potential for investment support for environmental modernization projects of railway transport enterprises in the current conditions by developing investment partnerships with international organizations such as the World Bank, EBRD, and USAID, which provide grant support for projects in the transport sector aimed at decarbonization, increasing energy efficiency, and ensuring sustainable growth of the transport industry.

In addition, partnership programs with scientific institutions, environmental funds and private investors can also become a catalyst for environmental transformations at railway transport enterprises, which will become not only a source of resource support, but also a tool for institutional development, technology transfer and the formation of innovative ecosystems.

The mechanism of "green" bonds has significant potential for attracting funds for environmental development projects of railway transport enterprises through the issuance of targeted debt instruments, with the possibility of participation of both public and private issuers. Due to the transparency of the mechanism, "green" bonds allow to ensure the targeted use of the attracted funds, which increases investor confidence, reduces risks and contributes to the formation of a positive image of the enterprise as an environmentally responsible market participant.

Summing up, it is worth noting that the implementation of environmentally-oriented resource management at railway transport enterprises is a necessary prerequisite for ensuring sustainable development of the industry in the context of a digital and circular economy, which allows turning environmental challenges into strategic opportunities, but requires a comprehensive transformation that includes attracting large-scale funding, modernizing management systems, developing industrial-ecological partnerships, and regulatory and institutional support.

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MODELS OF ANTI-CRISIS MANAGEMENT OF ENTERPRISE ACTIVITIES: FOREIGN EXPERIENCE

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In many countries of the world, crisis management is not only a response to emergencies, but also part of strategic management focused on sustainability, digital transformation and environmental responsibility of business. The crisis management approach involves not only overcoming current challenges, but also forming the long-term ability of enterprises to adapt to changes, manage risks and ensure the continuity of critical services. In such models, crisis management is integrated into the overall system of strategic planning, financial control, environmental monitoring and communication with stakeholders. In particular, in the countries of the European Union, the USA, Canada and

Singapore, models are implemented that combine digital risk management platforms, environmental audits, scenario planning and public-private partnerships. Enterprises use artificial intelligence tools, IoT, blockchain and ESG indicators to monitor resources, predict crisis situations and ensure transparency of management decisions. Such models allow not only reducing financial and operational losses, but also to increase public trust, attracting investments, and meet international standards of sustainable development. They demonstrate that anti-crisis management is not a temporary reaction, but a permanent management function that ensures the stability and competitiveness of an enterprise in the face of global challenges. Currently, several principled approaches to implementing anti-crisis management of enterprise activities in the face of change have been formed.

1. Adaptive management model. An adaptive approach to anti-crisis management of enterprise activities, or in other words, an adaptive management model, is a modern management approach based on the ability of an enterprise to quickly respond to environmental changes, rethink management decisions, and flexibly adapts resources in accordance with current challenges. Such a model is especially relevant in conditions of instability, when enterprises face economic, technical, social, and environmental risks. Foreign examples confirm the effectiveness of this approach. In the US and Canada, municipal services use digital systems to monitor emergency situations, allowing them to quickly adapt resources and service routes [1].

2. Resilience-based management model. The resilience-based management model is a strategic approach that assumes the ability of an enterprise not only to overcome crisis situations, but also to maintain functionality, adapt to change and develop in conditions of multidimensional instability. Resilience in this context means the ability of a system to withstand external influences – economic, climatic, social – without losing key functions. Management decisions are made taking into account long-term consequences, the relationships between infrastructure, ecology and public expectations [2].

In international practice, examples of the implementation of this model are various projects and programs aimed at risk management in the municipal sector. In particular, Rotterdam (Netherlands) has a program called “Resilient City”, which combines water resources management, environmental planning and social adaptation.

3. Digital response model. In today's multidimensional environment of instability – economic, energy, environmental and social – enterprises face constant challenges that threaten the continuity of basic services. The digital response model involves the use of modern digital tools for rapid detection, analysis and resolution of crisis situations. Its key goal is to ensure the speed, accuracy and transparency of management decisions, reduce losses and increase public trust [2].

4. The public-private partnership model is a strategic anti-crisis management tool that allows enterprises to attract resources, technologies and management expertise of the private sector to overcome systemic challenges. The key anti-crisis function of the public-private partnership model is the ability to attract investments for infrastructure modernization without burdening the local budget, optimize costs through efficient management, digitalization and energy-saving solutions, improve the quality of services through technologies, service standards and management experience of the private partner, distribute risks between the parties, which reduces the vulnerability of the

enterprise to financial, technical and regulatory threats, ensure transparency and accountability through contractual mechanisms, KPIs and independent audits [1].

5. ESG-oriented model. The ESG-oriented model (Environmental, Social, Governance) is a modern approach to anti-crisis management that integrates environmental, social and management aspects into the strategic and operational activities of enterprises. It allows not only to respond to crisis situations, but also to form a sustainable, responsible and transparent management system focused on long-term efficiency and public trust.

The anti-crisis function of the ESG model is to create capabilities and opportunities for:

- reducing reputational risks through openness and responsibility;
- attracting investments from international donors, banks, funds that are focused on ESG criteria;
- increasing resilience to environmental, social and regulatory challenges;
- building trust from the public, authorities and partners [1, 2].

In general, it can be stated that foreign models of anti-crisis management are characterized by multidimensionality, technological support and strategic orientation, which ensures their effectiveness in conditions of high turbulence and systemic risks.

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FINANCIAL RISKS OF PUBLIC-PRIVATE PARTNERSHIP: FEATURES AND CONTRADICTIONS IN THE POST-WAR PERIOD

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The post-war recovery of Ukraine's economy will require huge resources and radical management decisions. The public-private partnership (PPP) model is an innovation in governance and represents a reform of traditional subordination between institutions of public authority and private companies. It is based on the exploitation of the respective advantages of public, municipal, social and private capital.

The public side of PPP transfers responsibility for designing, building, financing, operating and maintaining public projects throughout their life cycle to private companies. It also makes full use of its advantages in fund raising, project management and can improve the efficiency and operation of projects through structured incentives.

In the construction and operation of public infrastructure projects on a PPP model, the question of how to sensibly attract private capital and stimulate the behaviour of private companies is important. The PPP model is an innovative model of cooperation between public institutions and private companies, especially in the

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