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EUROPEAN GREEN DEAL: SUSTAINABLE DEVELOPMENT POLICY

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Abstract. *The European Green Deal is a comprehensive strategy for transforming the European Union's economy, aimed at achieving climate neutrality by 2050. The study substantiates the key areas of this policy, in particular the development of renewable energy sources, increasing energy efficiency, implementing a circular economy, and preserving biodiversity. Particular attention is paid to instruments for regulating greenhouse gas emissions and stimulating "green" innovations. It is proven that the implementation of the European Green Deal contributes not only to reducing the negative impact on the environment, but also creates new opportunities for economic growth, modernization of industry and improvement of the quality of life of the population.*

Keywords: *ecological transformation, climate policy, environmental protection, energy efficiency, greenhouse gases, circular economy.*

In order to overcome the negative consequences of environmental pollution, stop the growth of global temperatures, and transform Europe into a climate-neutral continent, the European Green Deal (EGD) was adopted within the European Union in December 2019 - a program document of the Community, which includes nine interrelated components aimed at ensuring a balance between human economic activity and environmental preservation [1, p. 281].

Key areas of the European Green Deal: climate ambitions (reduction of greenhouse gas emissions), clean and secure energy (decarbonization of the energy system and transition to renewable energy sources, sustainable mobility (development of electric vehicles and ecological fuels), industrial strategy (circular economy), construction and renovation (energy modernization of buildings), "from field to fork" (reduction of pesticide use and development of organic farming), biodiversity restoration of ecosystems), zero pollution (cleaning of air, water, soil), green investments (support for scientific research for the implementation of new technologies).

The European Green Deal is an ambitious EU strategy that envisages reducing greenhouse gas emissions, transitioning to a circular economy, modernizing industry, and increasing energy efficiency, which will significantly impact the environment, energy, and economy. The EU is setting a global example by showing how countries can reduce greenhouse gas emissions and transition to clean energy. This is encouraging other countries (the US, China, etc.) to strengthen their own climate policies. The EU imposes environmental standards on imports (a "carbon tax"). This forces other countries to adapt their production to environmental standards in order to maintain access to the European market.

In a strategic dimension, the EGD represents the EU's attempt not only to lead the fight against climate change but also to ensure the comprehensive greening of the European way of production, consumption and regional development. The document is mandatory for implementation by all EU bodies and structures involved in the formulation and implementation of climate policy [2, p. 33].

The EGD programme focuses on transforming the economy through industrial modernisation, clean energy, sustainable transport systems, a circular economy and biodiversity protection. The European Green Deal aims to achieve climate neutrality by 2050, which requires a large-scale transformation of industry, energy and transport through the introduction of new technologies. The

main areas of stimulating green innovation in the EDC are: investment in research and development, digitalization and green transition, financial mechanisms, industrial incentives. The European Green Deal is seen as a new growth strategy that aims to transform the EU into a green, energy-efficient economy, while stimulating competitiveness and technological leadership.

The European Commission aims to ensure coherence between industrial, environmental, climate and energy policies to create an optimal business environment for sustainable growth, job creation and innovation. To achieve this goal, a procedure has been developed to transform the EU economy into a circular one, where the value of products and materials is preserved for longer, bringing significant economic benefits [3, p.4].

Key focuses of the program: climate neutrality (achieving net zero greenhouse gas emissions by 2050); clean energy (transition to renewable sources, energy efficiency and phasing out fossil fuels); circular economy (reuse of materials and reduction of waste); green mobility (development of electric transport, increasing requirements for vehicle emissions and development of charging infrastructure); sustainable agriculture (reducing pesticide use and greening the agricultural sector); biodiversity protection (measures to protect ecosystems and restore nature); zero pollution (reducing air, water and soil pollution); financing the transformation (directing investments towards modernization and ensuring a just transition for regions most dependent on carbon technologies).

It is worth mentioning that digitalization is a key element of the European Green Deal, acting as an important tool to achieve its goals. It combines environmental and technological transformation, helping to use resources more efficiently, reduce emissions and develop renewable energy.

The introduction of innovative digital solutions, such as artificial intelligence, the Internet of Things, and automation of production processes, will not only increase the efficiency of industry, but also ensure a more rational use of natural resources. Such technological renewal contributes to the transformation of traditional production models into "smart factories", which is an important step towards sustainable development of the region [4, p.195].

Digital technologies enable transparency in production, control of environmental impact and innovation. Digitalization is therefore a prerequisite for the transition to a sustainable and climate-neutral economy.

Thus, the European Green Deal transforms abstract principles of sustainable development into binding legislative and economic requirements. Ukraine is an active participant in the European Green Deal, seeking to integrate its environmental and energy policies with the EU to achieve climate neutrality.

Ukraine has not officially joined the Green Deal yet, but has declared its intention to participate in its implementation even before it becomes a candidate country for EU accession. The country is constantly consulting with its partners on full integration into the implementation of the EGD and is already taking practical steps at the level of dialogue to synchronize policy and legislation with the goals of the Green Deal [3, p. 6].

Despite the war, the country is implementing European standards, focusing on green reconstruction. Ukraine participates in EU climate initiatives aimed at protecting biodiversity and combating climate change to ensure sustainable development and improve the state of the environment. This accelerates the country's accession to the EU, lays the foundation for the development of a modern economy, and makes post-war reconstruction more environmentally friendly.

As for the specific measures and policies envisaged by the EGD, they include the adoption of a number of strategies; the adoption of the "Climate Law" and new versions of regulations and directives in the areas of energy taxation, transport, agriculture, waste; financial instruments, in particular the mechanism of the so-called "just transition" [1, p. 282].

Ukraine has gradually begun to expand cooperation with the Community on issues of adaptation to the Green Deal, improving the regulatory framework for the purpose of environmental protection. However, the implementation of key provisions of the Green Deal in Ukraine may be complicated by a number of factors, most of which are of an economic nature [1, pp. 281-282].

Ukraine's accession to the European Green Deal is a long-term process for several key reasons — it is not a single agreement, but a comprehensive transformation of the economy, energy and environmental policy. It is not just about joining the initiative, but about a complete restructuring of the economy to new environmental standards. For Ukraine, this is especially difficult due to the war, limited resources and the need to simultaneously rebuild the country.

National energy and climate plans, as well as national strategies for the implementation of the EU Common Agricultural Policy, are key documents of strategic state planning, forming the basis for the implementation of the goals of the European Green Deal [2, p. 33].

Despite the fact that the pace of implementation of the tasks has slowed down significantly due to the war, it is important for European countries that Ukraine be a partner in the European Green Deal program for economic, environmental and geopolitical strategic reasons. Ukraine is a key country for energy transit and the development of renewable sources. Cooperation will help reduce the EU's dependence on fossil fuels, integrate the Ukrainian energy system into the European one, develop hydrogen energy, and reduce the influence of other geopolitical players.

Thus, the European Green Deal is truly shaping a new economic reality, not only in the EU but also globally. It is not just an environmental initiative, but a large-scale strategy for economic transformation.

The European Green Deal is not just about ecology. It is new rules of the game for business; new markets and professions; new risks for those who lag behind. A new economic paradigm is being formed, where competitiveness is determined not only by price and quality, but also by ecological footprint. It is a response to global challenges: climate change, resource depletion, inequality.

In the long term, the integration of European industry into global technological and supply chains can stimulate the development of partnerships between government agencies, scientific institutions and the private sector. The synergy of these entities contributes to the intensification of research and development in the field of environmentally friendly technologies, which increases the competitiveness of the region in the global market. Joint projects aimed at modernizing infrastructure and developing innovative solutions allow more effectively solving tasks related to energy saving and reducing the negative impact on the environment [4, p.195].

The European Green Deal is not just an environmental policy, but a new economic growth strategy to create a fair and prosperous society. It is an important step towards an environmentally safe and sustainable future.

Ukraine is an important partner in the implementation of the European Green Deal due to its significant potential for decarbonizing the economy. Its participation involves the development of renewable energy and increasing energy efficiency. Integration into European climate policy promotes technological modernization. At the same time, institutional reforms and investment support are necessary. Thus, Ukraine has the potential to become an active actor in the green transition.

Thus, the European Green Deal is a fundamental transformation of the EU economy, aimed at achieving results through industrial modernization and the implementation of sustainable development principles. For Ukraine, this is a strategic opportunity to increase competitiveness, which requires active adaptation of legislation to EU environmental standards.

The European Green Deal is not just an internal EU policy, but a global factor that is changing the economy, environmental standards, and international relations, shaping more sustainable development in the world.

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ANTICIPATIVE MANAGEMENT AS A TOOL FOR IMPROVING THE EFFECTIVENESS OF IT COMPANY MANAGEMENT SYSTEMS: PROCESS APPROACH AND MODELING

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Abstract. *The article presents selected results of a research project entitled "Development of a Management System for IT-Sector Enterprises Based on the Integration of ISO Standards: IT Service Quality Management, Project Management Guidelines," carried out on commission from FUNCTIONSOFT LLC (IT outsourcing).*

Approaches to building the toolkit of anticipative management within the management system of IT companies are examined. Emphasis is placed on the process approach as the foundation for constructing a manageable system of business processes oriented toward value creation and the achievement of strategic and operational goals. The theoretical foundations of process management have been adapted to the specifics of IT outsourcing. The rationale for representing an IT company as an integrated system of business processes encompassing the software development lifecycle, resource management, client interaction, and quality control is substantiated. The results were obtained through a study of FUNCTIONSOFT's operations, which enabled the modeling of a structured network of business processes and the identification of their interaction patterns. An approach to aligning business processes with management tasks is proposed, contributing to greater management transparency, resource optimization, and improved operational efficiency. The anticipative nature of the management system manifests in its capacity to respond proactively to changes, interpret informational signals, and formulate forward-looking management actions. It is demonstrated that functional modeling and the principles of continuous improvement provide the foundation for the digitalization of management and the development of competitive advantages of IT companies. Prospects for further research are related to the formulation of management functions of IT companies and the development of a three-dimensional model of the management system: "Business Processes × Management Tasks × Management Functions" for the analysis, evaluation, and optimization of management decisions in digital anticipative systems.

Keywords: *anticipative management, management system, process approach, IT outsourcing, business processes, SDLC, ISO standards, digitalization.*