

UDC 3333.138
JEL: D78; L26; M19; M21
DOI: <https://doi.org/10.32983/2222-4459-2024-1-392-404>

THE POLICY OF HEROES – A NEW PHILOSOPHY OF VETERAN BUSINESS

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UDC 3333.138
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Petrukha N. M., Petrukha S. V., Hudenko B. O., Hudenko O. D. The Policy of Heroes – A New Philosophy of Veteran Business

The article highlights a new approach in the field of veteran business, which is called the «policy of heroes» and is the quintessence of the new Ukrainian doctrine, that is, a new vision and philosophy of what a successful Ukraine should be like after the victory. The article discusses the institutional and regulatory tendencies and empirical trends of the veteran entrepreneurial community and the role played by veterans in the development of modern Ukrainian society in general and business in particular. The general trends of veteran business are typologized, the key role of modern grant instruments of the State support (assistance) in the formation of a common mental space between society and veterans for their speedy reintegration into economic life, ensuring their full participation in the creation of the economic front of the State is substantiated. The purpose of this article is to analyze the impact of the russian-Ukrainian war on the dynamics of the formation of the veteran community, to carry out a typology of key challenges and, on their basis, a substantiation of the need for further strategizing of individualized and comprehensive reintegration of veterans into civilian life in order to ensure their successful and sustainable adaptation to the new socioeconomic realities of doing business. The scientific novelty of the article lies in the study of the «policy of heroes» in the paradigm of the new Ukrainian doctrine as a new phenomenon in the architecture of the institution of veteran business, its conceptualization through the prism of endo- and exogenous threats (risks) generated by the russian-Ukrainian war in the institutional and regulatory coordinates of adaptation of veterans to starting and running a business, including in rural areas. The article proves that the «policy of heroes» of the new Ukrainian doctrine strategizes and determines the vector of further institutional and regulatory progress in the system of the State incentives for business reintegration of veterans into civilian life. It is proved that the experience gained by veterans during their service in the institutional centers of the Security and Defense Forces forms unorthodox contours of anti-crisis inertia during both the initiation and further functioning of veteran business under the legal regime of martial law, providing the development process with signs of sustainability and predictability, taking into account the post-war context of the reconstruction of the national economy and the directives of the Ukraine Facility Plan for 2024–2027. This is fostered by the modernization and Europeanization by the State of tools to support veteran business through the system of grants. This system actually «stitches» the vision of the President of Ukraine regarding the «policy of heroes» declared in the vision of the new Ukrainian doctrine, with the current and future needs of veterans and the capabilities of the State, which, in particular, are determined by the need to accelerate the process of reintegration of veterans into public life.

Keywords: veteran, russian-Ukrainian war, veteran business, new Ukrainian doctrine, regulation, management, rural entrepreneurship, State support (assistance), Ukraine Facility Plan for 2024–2027.

Bibl.: 37.

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УДК 3333.138
JEL: D78; L26; M19; M21

Петруха Н. М., Петруха С. В., Гуденко Б. О., Гуденко О. Д. Політика героїв – нова філософія ветеранського бізнесу

Стаття висвітлює новий підхід у сфері ветеранського бізнесу, який отримав назву «політика героїв» та є квінтесенцією нової української доктрини, тобто нової візії та філософії того, якою має бути успішна Україна після перемоги. У статті розглядаються інституціонально-регуляторні тенденції та емпіричні тренди ветеранської підприємницької спільноти та ролі, яку відіграють ветерани в розвитку сучасного українського суспільства загалом і бізнесу зокрема. Типологізовано загальні тенденції ветеранського бізнесу, обґрунтовано ключову роль сучасних грантових інструментів державної підтримки (допомоги) у формуванні спільного ментального простору між суспільством і ветеранами задля якомога швидшої їх реінтеграції в економічне життя, забезпечення їх повноцінної участі у створенні економічного фронту держави. Метою цієї статті є аналіз впливу російсько-української війни на динаміку формування ветеранської спільноти, проведення типологізації ключових викликів та на їх основі обґрунтування необхідності подальшого стратегування індивідуалізованої та комплексної реінтеграції ветеранів у цивільне

життя з метою забезпечення їхнього успішного та стійкого адаптування до нових соціально-економічних реалій ведення бізнесу. Наукова новизна статті полягає в дослідженні «політики героїв» у парадигмі нової української доктрини як нового феномену в архітектурі інституції ветеранського бізнесу, його концептуалізації через призму ендо- та екзогенних загроз (ризиків), породжених російсько-українською війною в інституційно-регуляторних координатах адаптації ветеранів до започаткування та ведення бізнесу, у тому числі на сільських територіях. У статті доведено, що «політика героїв» нової української доктрини стратегує та визначає вектор подальших інституційно-регуляторних поступів у системі державного стимулювання бізнес-реінтеграції ветеранів у цивільне життя. Доведено, що досвід, здобутий ветеранами під час служби в інституційних осередках Сил безпеки та оборони, формує неортодоксальні контури антикризово спрямованої інерційності під час як започаткування, так і подальшого функціонування ветеранського бізнесу в умовах правового режиму воєнного стану, надання процесу розвитку ознак сталості та передбачуваності з урахуванням повоєнного контексту реконструкції національної економіки та директив Плану для Ukraine Facility на 2024–2027 рр. Цьому сприяє осучаснення та європеїзація державою інструментів підтримки ветеранського бізнесу через систему надання грантів. Вказана система фактично «зшиває» бачення Президента України щодо «політики героїв» задекларованій у візії нової української доктрини, із сучасними та перспективними потребами ветеранів та можливостями держави, які, зокрема, детермінуються необхідністю припинення процесу реінтеграції ветеранів у суспільне життя.

Ключові слова: ветеран, російсько-українська війна, ветеранський бізнес, нова українська доктрина, регуляція, менеджмент, сільське підприємництво, державна підтримка (допомога), План для Ukraine Facility на 2024–2027 роки.

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In today's world, veterans of the Armed Forces of Ukraine are returning to civilian life where they often have to face numerous challenges and new realities, exposing crucial topics that are still not properly sensible to both society and the State. However, their apprehension of their own success and commitment to security goals and Ukrainian society elaborates them as heroes, creating an image of national invincibility in all its forms. In recent years, a new trend of veteran business has emerged in the field of entrepreneurship, which President of Ukraine V. Zelenskyy, during his speech in the Verkhovna Rada on the occasion of the Constitution Day of Ukraine, called «the policy of heroes», the dominants of new Ukrainian doctrine, that is, the modern vision and philosophy of how successful Ukraine can be after the victory. This philosophy not only emphasizes the importance of veterans in society, but also sees their contribution as a kind of catalyst for the post-war reconstruction, in particular, due to anti-crisis regulatory intervention in business development institutions, their adaptation first to wartime conditions, and then to the needs of post-war recovery. Such contextuality of the «policy of

heroes» in the development of veteran entrepreneurship actually brings it to a new paradigm level, which continues to be determined by the growing number of veterans returning to civilian life. The «policy of heroes» in the new Ukrainian doctrine opens up modern prospects for their integration and active participation in the creation of a stable and unwavering business environment, bringing the relevance of this kind of research to a new level of theoretical significance and practical necessity.

Analysis of the latest research and publications. The topic of veteran reintegration and the impact of the russian-Ukrainian war on the socioeconomic construct of the mechanisms of the State regulation of business development, including the involvement of veterans in this process, has become a new object for researchers. In particular, in the context of the completion of the second year of the full-scale war, the onset of which dates back to February 24, 2022, there is a real practical need for an in-depth study of the problems of veterans, their status, and possible options for adaptation in civilian life, including by means

of veteran business. Thus, the development of socio-economic, budgetary-fiscal, regulatory-investment, innovation-institutional and other principles of the functioning and the ontogenesis of entrepreneurship in general and veteran business in particular within the framework of the theoretical design of economic policy, public finance management system, change management, budget policy and policy of stimulating the development of small and medium-sized businesses, is devoted to in the scientific works of such scholars as T. Yefymenko [1], S. Hasanov [2], N. Zhuzhukina [3], N. Petrukha [4–6], O. Shubalyi [7; 8], V. Levin [9], Z. Varnalii [10], N. Andriyiv [11], H. Ryzhakova [12; 13], O. Shkuropat [14; 15], V. Pokolenko [16], I. Hon-tareva [17], etc.

The problems of business development in conflicts, including in the wartime, its adaptation to new socioeconomic conditions caused by wars were first systematized by Cornell University (New York, USA) in the four-volume «Managing a Business in War Time» [18], which was compiled during the First World War. On the territory of Europe, the impact of the First World War on doing business, its synchronization with the processes of post-war reconstruction of the British economy through the prism of tendency of national income, employment, production, productivity, investment and consumption is highlighted by G. D. H. Cole in his «The Post-war Condition of Britain» [19]. In parallel with the post-war recovery of business, the Western scientific school studied the issues of socioeconomic reintegration of veterans, the development of veteran business, thus, in particular, the Small Business Programs for Veterans [20], presented at the hearing before the Subcommittee on procurement, innovation, and minority enterprise development of the Committee on small business, House of representatives, USA, as well as the Summary on the Federal benefits for veterans, dependents, and survivors.

In Ukraine, on a regulatory basis, the need to develop the conception of a program for the heroization of the image of a defender as a model of heroism and patriotism on the quintessence of a system policy to form a positive perception of a war veteran by society, his involvement in the socioeconomic life of the country is provided for by the Program of Activities of the Cabinet of Ministers of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine dated June 12, 2020 No. 471, within the framework of the Goal 11.2 «Memory and Respect». However, this document remains at the stage of the draft administrative document of the Cabinet of Ministers of Ukraine, setting the tact of directive stagnation and «regulatory vacuum» in the development of veteran business.

Taking into account the regulatory uncertainty and the nonavailability of theoretical developments as to understanding the challenges faced by veterans, we note that this topic remains insufficiently studied in the scientific literature, with either fragmentation or emphasis on popular science publications. The insufficiency of comprehensive scientific research, its low adaptability to the conditions of the new military-political and socioeconomic reality in which Ukraine finds itself, creates the need for further scientific works aimed at improving the strategies of reintegration of veterans, understanding the impact of war on the business environment, the ability to integrate veterans into the conditions of socioeconomic life.

Aim of the research – analyze the impact of the ongoing russian-Ukrainian war on the dynamics of the formation of the veteran business community, identify the main challenges and the need for further strategizing of the individualized and comprehensive reintegration of veterans into civilian life in order to ensure their successful and sustainable adaptation to new business conditions.

The russia's unprovoked, illegal and unjustified invasion of Ukraine continues to cause enormous social, human, infrastructural, environmental and economic losses, relentlessly increasing civilian casualties, internal and external migration, while direct damage has already reached almost \$152 billion [21]. The most affected sectors of the national economy are housing and communal services, transport, trade and industry, energy and agriculture.

As a matter of fact, the russian-Ukrainian war has begun with an armed invasion of the Autonomous Republic of Crimea in February-March 2014 and its subsequent temporary occupation. In 2021, 43.300 km², or 7% of the country's territory were occupied by the russian federation. The full-scale invasion of 2022 expanded the area of occupied territories by 2.9 times [22]. During the initial period, the number of the Armed Forces of Ukraine amounted to about 250 thousand persons and remained stable until February 24, 2022 [23]. However, during the active hostilities and with the appearance of the first demobilized for health reasons, the previously gained experience in meeting the needs of veterans has become irrelevant and does not take into account the current scale of this socioeconomic challenge for our country. Thus, since 2014, the number of veterans (combatants, war vets and persons with disabilities as a result of war) in Ukraine has been steadily growing, reaching the level of 908 832 people [24], according to the Unified State Register of War Veterans as of August 1, 2023.

It should be borne in mind that the identifier of the status of a veteran in the regulatory and legal

plane differs significantly from the public understanding, and the presence of such sometimes destructive designation does not allow for effective programming of either the content or the quantitative and qualitative parameters of the State programs to support such people. In our opinion, this happened due to the usual practice of replicating the Soviet understanding of a veteran to the Law of Ukraine «On the Status of War Veterans, Guarantees of Their Social Protection», which was adopted back in 1993. Here we observe the process of transferring benefits (primarily sanatorium treatment, priority for obtaining a land plot, a number of other benefits), provided for a generation of veterans during the USSR times, to the veterans of the russian-Ukrainian war, which began in 2014 and continues to this day. This fact highlights the need to analyze the diversity of the veteran community in order to effectively anticipate and meet their needs in the reintegration process. The development of a comprehensive approach to their adaptation in civilian society is becoming an important task to ensure a quick and non-traumatic return of veterans to everyday life.

This important transition from military actions to everyday life requires attention to the invariance of the needs of the veteran community. Understanding the heterogeneity of veteran groups, from those who may be physically or psychologically injured to those who returned from the russian-Ukrainian war with not so pronounced symptoms, is an important element of successful reintegration, including business mentality.

Preparation for increasing the number of veterans in society involves the creation of a system of support for them, which covers various aspects, such as medical care, psychological rehabilitation, education and professional adaptation. It is important to take into account the individual characteristics of each veteran, to ensure the composition of the above factors for the fastest possible formation of the institution of inclusion in general and an individualized support for each subgroup of veterans in particular.

A science-based approach to the reintegration of veterans into society should be based primarily on the postulates of indomitability, sacrifice and ensuring that they will have the necessary resources for successful reintegration into civilian life. That is why the President of Ukraine V. Zelenskyy [25] takes the initiative to include the «policy of heroes» in the future new Ukrainian doctrine aimed at addressing the needs of combatants and war veterans. This proposal of the President defines a new approach to providing support and attention to those who offered up their strength and health to defense of the sovereignty of our country.

The policy of heroes, as proposed by V. Zelenskyy, aims not only to recognize the contribution of

combatants, but also to provide specific measures and resources to address their needs. It includes material support, implementation of programs and initiatives towards social reintegration and improvement of the quality of life of veterans, and is present in the following slogans [26]:

- ✦ soldiers who want to continue serving Ukraine and the Ukrainian people must be sure that the State will support such a request;
- ✦ export of Ukrainian defense knowledge, practices and experience;
- ✦ real practice will be the basis of the new Ukrainian military education;
- ✦ Ukraine needs the integration of veterans into social and economic life;
- ✦ Ukrainian policy of heroes requires a real national standard of accessibility in urban planning, public and social space, educational system, and the business environment.

The policy of heroes in the context of the architecture of veteran business is an integral part of the strategic approach aimed at supporting and stimulating ex-combatants and veterans in their entrepreneurial activities. This set of measures is based on a deep understanding of the importance of the veterans' contribution to the overall development of the economy and society. It also takes into account the peculiarities and difficulties that veteran heroes may face when returning to civilian life, including those when starting their own business.

The primary goal of the policy of heroes is to provide veterans with proper recognition and support in their desire to start the businesses on their own. This includes financial assistance, a comprehensive training system, counseling, and mentoring. The mainstream of strategy of the policy of heroes is the creation of «business angels» that would assist in adapting to the sectoral specifics of entrepreneurial activity, helping veterans find optimal opportunities for the successful start and further development of their own businesses. That is, an important aspect is to support veterans both at the stage of «launching» a business and at creating conditions for its sustainable development during all phases of the life cycle of the particular veteran's business project. To enable this, it is necessary to develop effective mechanisms of interaction between veterans, the regulatory institutional environment, civil society institutions and the business community. This approach will be the foundation for building a sustainable system of regulatory support that will contribute to the economic, social and psychological recovery of veterans, provide them with the possibility to actively participate in the development of society and restoration of the economic front of the State.

The leitmotif of «The Policy of Heroes» is present in such key aspects as:

1. *Support on the part of the institutional environment*: Creating conditions for the successful functioning of a veteran business, taking into account its characteristics and needs, which may include special programs, tax benefits, as well as priority access to resources for development.

2. *Financial support*: Providing access to financial resources for veteran business startups through the provision of loans with preferential terms, grants or other contemporary forms of the State support (assistance).

3. *Infrastructure and consulting support*: Providing access to the necessary infrastructure and consulting services for veteran entrepreneurs through the formation of a contextual training system, further consulting on business management issues and mentoring, based on successful business projects of the veteran community.

4. *Creation of a favorable image in the conditions of information «noise»*: The formation of a positive perception of veteran business in society, its associativity with invincibility and the fundamental basis of the economic front of the State, including information campaigns, public activities and other event initiatives to support veteran business.

In general, the policy of heroes aims to create a favorable and supportive environment for veterans so that they can successfully integrate into entrepreneurial centers and implement their own business projects.

According to the forecasts of the Ministry of Veterans Affairs of Ukraine [27], by the end of hostilities, the estimated number of veterans and their families will vary between 4–5 million persons. A significant part of this group of people is likely to receive the status of a disabled person, which may make it difficult for them to return to the professional activities they carried out before the start of the Russian-Ukrainian war, or negatively affect the ability to start their own business. Nevertheless, the experience gained by the veteran in various institutions of the security and defense forces is an important resource for the State, which will first carry out some anti-crisis corrective business actions, and then ensure the stability of the veteran business, its successful involvement in the economic front of the State with an emphasis on the territories that either border on those where military actions take place or those remaining in the ongoing hostilities situation.

Implementation of the Ukraine Facility Plan for 2024–2027 will require highly qualified specialists in various spheres of public life. Already at the beginning of its implementation in Ukraine, there is a list of pri-

ority areas where, with the application of an integrated approach to adaptation and active cooperation with employers, it is possible to successfully adapt jobs for veterans, taking into account their acquired skills and the health status, also to form an institutional platform for starting a veteran business.

The role of veterans in creating a new business philosophy in the conditions of both the legal mode of martial law and the post-war reconstruction of Ukraine is to actively support the need to implement the unique experience, values and skills acquired during their military service into corporate and entrepreneurial values, social standards, corporate policy mechanisms, policies aimed at achieving the Sustainable Development Goals until 2030. This role is determined by the veteran's gained genetic code of doing business:

1. *Leadership skills*: Veterans, due to their military experience, often possess a high level of leadership qualities, such as responsibility, the ability to make quick and deliberate decisions, organizational skills, and the ability to work in a team.

2. *Ability to work under pressure, determination*: Veterans who have survived combat have sufficient experience in stress management and decision-making in the face of uncertainty. These qualities are critical to running a veteran business successfully.

3. *Work ethics, commitment*: Military service educates high ethical principles, societal values, social responsibility, and dedication to assigned tasks. This is transposed into the entrepreneurial environment in the form of dedication to one's own business and social responsibility, including for hired employees.

4. *Technical and strategic skills*: Some veterans, in particular those who received a military, technical or managerial specialty before the full-scale invasion of the Russian Federation on the territory of Ukraine, introduce additional corporate value through an unorthodox vision into technical development, technological process and strategizing the vision of doing business, its anti-crisis behavioral correction.

5. *Adaptability, creativity*: The ability to adapt and manage change, to develop a nonorthodox vision to solve immediate crisis problems is a key resource in the start and development of a veteran business in the new military-political and socioeconomic reality of its conduct.

6. *Communication skills*: The ability to communicate effectively, which is also necessary in veteran business, is activated through the experience of interaction between veterans within military teams and between institutional units of the security and defense forces.

The participation of veterans in the formation of a new business philosophy is of decisive importance,

as they contribute innovative (extraordinary) qualities that form the foundation for the creation of the crisis-resistant, efficient and socially responsible enterprises. Their military background and unique stress management skills make them valuable members of the business community, demonstrating a high level of endurance, leadership qualities and the ability to work in extreme conditions, which are important aspects when doing business under the legal mode of martial law and low business predictability. Thus, the skills of a veteran as a hired manager in administering a team, resolving conflicts and making strategic decisions are also based on military experience, but can be successfully used to optimize the work of teams, implement ambitious business strategies, and adapt the business to the new military-colored conditions of its conduct.

As noted above, the ever-growing number of veterans poses significant socioeconomic and financial challenges to existing policies in Ukraine and requires their comprehensive adaptation and effective response strategies. It can be expected that a significant part of veterans will receive the status of a disabled person, making it difficult for them to return to the economically active population stratum in all its forms and adapt to modern civilian life. However, it is important to take into account that veterans with disabilities are a fairly valuable labor resource that has great potential for successful use in fulfilling the tasks of the Ukraine Facility Plan for 2024–2027. Thus, together with other stakeholders, the State should, not awaiting the cessation of the Russian-Ukrainian war, improve and expand programs and services that would facilitate an effective adaptation of veterans to civilian life and the labor market. It is important to adapt existing strategies, in particular the National Strategy for Creating a Barrier-Free Environment in Ukraine until 2030 [28] with an emphasis on the need to address the specific difficulties faced by veterans, in particular those who have a disabled person status when starting their own business and hiring.

In this context, it is appropriate to propose additional measures, such as creating inclusive working environments, providing access to specialized training and retraining, as well as actively involving employers in the process of adapting workplaces for veterans with disabilities. Understanding the importance of using the potential of this group of people can contribute not only to their own professional development, but also to the reconstruction and development of the country as a whole.

The implementation of a comprehensive adaptation approach and active cooperation with employers determine promising areas for the modernization of jobs in priority sectors of the national economy. Tak-

ing into account the competencies acquired by veterans and their state of health, initiatives such as the institution of accessibility will contribute not only to the social adaptation of veterans, but also to the creation of conditions for their effective professional growth, starting their own business, involvement in the processes of creating added value and the post-war recovery of the economy of Ukraine.

According to the Ministry of Veterans Affairs [29], 43% of those who completed their service in the security and defense sector faced the problem of unemployment. Among veterans who were unemployed after returning to civilian life, a particularly high proportion was observed among residents of rural areas (49%) and young people aged 18 to 24 (61%). It is important to take into account that limited opportunities for obtaining and developing civilian skills at certain stages of the formation of a post-war personality have negative impact on employment after completion of service, starting a veteran business. Thus, before the full-scale invasion, only a little more than 3 thousand veterans used the State-based vocational (course) training program in 2021 [30], of whom 2820 people mastered driving lessons, 198 mastered a foreign language, 86 mastered IT competencies, and only 37 veterans studied management. That is, only one out of ten veterans received the skills to start and run a business before the start of the full-scale invasion.

One of the ways to solve this problem is the need, within the terms of implementing the Ukraine Facility Plan for 2024–2027, to creation of appropriate programs aimed at veterans who are in difficult life circumstances or have lost or partially lost their ability to work, including the physical or mental ability to perform certain jobs, along with employment initiatives and internships. Thus, the prevailing trend towards unemployment of veterans in rural areas is primarily due to the lack of skills and experience in agriculture or employment in non-agricultural business activities in rural areas. It should also be borne in mind that the conditions for doing agricultural business are changing significantly (logistics, access to financial resources, energy crisis, mined arable land, etc.), negatively affecting the employment of the rural population in general and the demand for the veterans' labor in particular. In contrast, we would like to emphasize that the existing entrepreneurial experience of a veteran gained in rural areas is low adaptive to the conditions of a large city, thus necessitating the development of additional measures and comprehensive barrier-free strategies to improve the veterans' access to the labor market as soon as possible and reduce high unemployment rates, ensuring the transition from sociologization of economic policy to economic policy of inclusive development.

Presented below is a typologization of the key challenges that veterans face when starting their own business:

1. *Scarcity and inaccessibility of financial resources:* Veterans may face artificial and institutional barriers when attracting financial resources to start their own business or its further development. The solution to this problem involves reducing the cost of loans and providing grant support to veteran businesses, in particular through the instrumental expansion of microfinancing from the Ukrainian Veterans Foundation, increasing the amount of grants for veterans and their family members under the eRobota program.

2. *Lack of mental readiness of veterans for their own business:* Many veterans do not have proper training and competencies in the field of entrepreneurship. However, the promotion of successful cases of entrepreneurs, the expansion of information and image support for veteran businesses and the involvement of higher education institutions in comprising the database of free lectures for veteran entrepreneurs will foster their training, gradually leveling this «bottleneck». Especially important is the need to develop IT infrastructure to provide access to the professional development of veterans in rural areas. Thus, the provision of funds for the development of broadband Internet in the programs for socioeconomic development of communities in rural areas will allow a veteran to provide access to professional courses, trainings and other educational initiatives aimed at improving his business skills.

3. *Ineffective institutional and regulatory environment for creating veteran businesses:* The presence of artificial barriers and the lack of real, rather than declarative, barrier-free access to obtaining licenses, permits and other documents has become an insurmountable obstacle for veterans. Simplification and digitalization of procedures, providing advice on these issues will greatly facilitate the «start» of a veteran in business.

4. *Social stigmatization:* Certain categories of veterans face an increase in social stigmatization or public rejection of their business opportunities due to their military experience and either physical or emotional disabilities. The further course towards the sociologization of public finances and the transition to an inclusive development policy will gradually eliminate stereotypes and increase the adaptability of society to the needs of veterans, their perception of veteran business as a novel business phenomenon.

5. *Lack of relevant business centers and advisory infrastructure:* Veterans feel the lack of network branching (mainly in rural areas, de-occupied territories, zones bordering active hostilities), support, access to the Diia.Business instruments and the opportunities to exchange relevant experience and best business practices. Launching and providing special

veteran networks and initiatives will make it possible to address this communication gap.

6. *Insufficient mental training:* Several groups of veterans do not have proper mental training and are not psychologically ready to start a veteran business, effectively manage it, although they have sufficient intellectual potential or a past experience of entrepreneurial activity. The creation along with the focused work of veteran development centers at the leading higher education institutions will provide a kind of mentoring and provision of the appropriate level of psycho-emotional impetus for starting a veteran business.

A typologization of the above problems by crisis blocks allows us to identify areas for the development and implementation of effective programs and initiatives aimed at starting and improving veteran business. To do this, it is necessary to implement the vertically and horizontally integrated cluster barrier-free programs covering various sectoral initiatives (education, science, culture, professional development, infrastructure, employer support, etc.) as part of the policy of heroes, consolidated by the National Strategy for Creating a Barrier-Free Environment in Ukraine and the goals defined in the Budget Declaration for 2025–2027.

This model is supported by empirical data from a survey of veterans [31] on their readiness for professional self-expression, while restraining this due to the employers' biased attitudes towards employees with veteran status. Thus, 31.7% of respondents noted significant difficulties in finding a job after military service, while another 26.7% chose the answer «rather encountered» concerning the problems of social reintegration or starting their own business. That is, in the tenth year of the Russian invasion of Ukraine, we have not been able to form an effective model for the reintegration of veterans, but there are real barriers in the field of employment of veterans, the lack of measures aimed at overcoming stereotypes, ensuring equal opportunities in the labor market, and the veterans' access to financial resources to start their own business.

Tactical measures in this realm should include in the Strategy for the Development of Higher Education in Ukraine for 2021–2031 [32] and in the work of the State-based employment centers measures aimed at raising awareness of employers about the benefits of hiring veterans. Conducting extensive explanatory work, including courses in postgraduate training and business education programs on creating a barrier-free space for professional development and understanding the unique skills of veterans will help increase interest in them from socially responsible businesses and enterprises focused on the implementation of the Sustainable Development Goals. In particular, it is

necessary to actively develop dual training programs for veterans, which will include elements of vocational training, psychosocial support and business adaptation, provided by the entities of the real sector of the national economy. The creation of such initiatives can become a key factor for the successful integration of veterans into civilian life, overcoming challenges in the field of employment, and dissolving mental barriers in creating a veteran business.

The results of empirical studies [33] of the readiness of Ukrainian enterprises to employ veterans, which included a survey of about 500 managers and business owners of various sizes and sectors of the economy, indicate a generally low level of readiness of employers to employ veterans in general and veterans with disabilities in particular – only about 10%. That is, more than half of those enterprises that are ready to employ a veteran are enterprises that have chosen the model of sustainable development, enterprises with foreign investments or representative offices of foreign companies. In other words, the scales of readiness of either Ukrainian or foreign companies to employ veterans of the Russian-Ukrainian war prevail in favor of the latter. This is due to the specifics of corporate policies, which are usually imbued with the spirit of inclusive and sustainable development, and to the prevailing trend of social responsibility and accessibility of corporate programs for social protection of employees of an enterprise with foreign investments or representative offices of foreign companies in Ukraine. The above said requires, within the framework of the «New Veteran Policy» vector in the Government's Priority Action Plan for 2024 [34], taking measures to strengthen the partnership between the business environment and the veterans' organizations through awareness-raising campaigns on the benefits of interaction with veterans and actively implementing policies aimed at reducing the stigma of a veteran in the role of an employee and/or business owner. For this purpose, it is advisable to develop a specialized State-controlled target program.

It should also be remembered that after the Russian-Ukrainian war, most veterans, including those with disabilities, will face substantial challenges [35]:

The first one is to return to the family, especially in the case when it has emigrated and successfully adapted to new conditions. That is, the probability of emigration of the veteran himself as well is high;

The second one is the forced labor emigration, which will be used by those veterans who will either not be able to find a job or will receive offers with a low level of wages. This option is supported by the empirical data of the State Employment Service at the beginning of 2024 – the average salary in the vacancies submit-

ted to the employment service was UAH 18 thousand [36], with the subsistence minimum for able-bodied persons amounting to UAH 3.028 [37]. For comparison, in Poland, the country with the largest number of the veterans' families, as of mid-2023, the average salary was more than UAH 70 thousand (PLN 7.363.57) [38], i. e., the gap is more than four times. The solution to this problem should be facilitated by the formation of a common strategic vision for the return of forced migrants to the Ukraine together with the allies, the adoption by the Government as soon as possible of the Strategy for the formation of a system of transition from military service to civilian life for the period until 2032 and the implementation of the Ukraine Facility Plan for 2024–2027, which, among other things, will ensure macroeconomic stability, increase in the level of well-being of the population and accelerate Ukraine's path to membership in the European Union. This triad is a kind of sprouts for uniting families and starting a family veteran business as the quintessence of the «Policy of heroes» in the new Ukrainian doctrine.

CONCLUSIONS

Thus, the conceptualization of the «Policy of heroes» in the new Ukrainian doctrine lays the seeds of a new philosophy of veteran business. These sprouts are determined by a set of strategies and measures for socioeconomic support and stimulation of veterans to their integration into the entrepreneurial environment, bringing the «veteran business» to a new level of theorizing and practical implementation.

Theoretically, this philosophy is based on an understanding of the importance of the veterans' contribution to the development of the economy and society, as well as on the awareness of the special difficulties that they may face when returning to civilian life, taking into account both the new socio-political reality and the economic normality of doing business. That is why the «Policy of heroes» proclaimed by the President of Ukraine through the prism of the formation and development of veteran business centers is based not only on the architectonics of the institutional and regulatory environment of support at the stage of their integration into the field of entrepreneurship, but also on active participation in the formation of a positive attitude of society and business communities to this important category of Ukrainian society.

From the standpoint of practice along with taking into account empirics, it is defined that the initiation and regulatory trigger for the sustainability of veteran business development generates additional benefits not only for the veteran himself, but also for the general public welfare, deducing the need to stimulate entrepreneurial initiative among veterans, in particular through the modernization of financial support

mechanisms for starting a veteran business, which are embodied in the mechanisms of grant support for a new regulatory level of ontogenesis.

However, in the future, it is necessary to continue the course of improving the financial and economic aspects of supporting the development of veteran business, in parallel with the process of forming a positive image of veterans among the general population. Such a proactive approach to creating a new philosophy of veteran business paves the way for improving mutual understanding and support for this important category of entrepreneurs, but should be taken into account by the experience of the countries that are or have been in military conflicts and have succeeded in the development of veteran businesses. This should become one of the promising directions of further scientific research in the field of business of veterans. ■

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УДК 658.001.2:658.8

JEL: M10; M16; M21; M31; M37

DOI: <https://doi.org/10.32983/2222-4459-2024-1-404->

РОЛЬ БРЕНД-МЕНЕДЖМЕНТУ У ФОРМУВАННІ ІМІДЖУ УКРАЇНИ ЯК БІЗНЕС-ПАРТНЕРА: ВПЛИВ НА МІЖНАРОДНЕ СПРИЙНЯТТЯ

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УДК 658.001.2:658.8

JEL: M10; M16; M21; M31; M37

Гой Н. В., Вейдер Т. М., Мединська Т. І. Роль бренд-менеджменту у формуванні іміджу України як бізнес-партнера: вплив на міжнародне сприйняття

Метою статті є дослідження ролі та значення бренд-менеджменту як основи розвитку цінностей держави на ринку. У сучасному маркетингу і в умовах конкуренції на ринку актуальними питаннями є розвиток бренду як важливого маркетингового інструменту, який відіграє провідну роль для компаній і загалом держави на українському та міжнародному ринках. Візуальна привабливість товарів і послуг справляє першочергове враження на споживачів, і тому пріоритети стратегії розвитку бренду є очевидними. Розуміння термінів «бренд» і «бренд-менеджмент» дозволяє ефективно застосовувати на практиці дані маркетингові інструменти. У новій глобальній цифровій економіці бренди у взаємодії з менеджментом складають велику частину вартості самої компанії та значне джерело доходів. Бренд є викликом теперішнього та майбутнього і являє собою механізм управління одразу кількома сферами: маркетинговою, соціальною та економічною. У сучасному міжнародному середовищі взаємодія бренду та менеджменту набуває інтенсивного розвитку, підлаштовуючись під стрімкі зміни на світовому ринку та впровадження інноваційно-комунікаційних технологій. Для ефективного функціонування маркетингу та розвитку українських компаній, які зосереджені на ринку та впливають на економіку, необхідно детально розглянути питання порядку функціонування бренду як інноваційного інструменту як на теоретичному, так і на практичному рівнях. Зокрема, важливими складовими є безпосередня реалізація даного механізму, перелік і зміст основних стадій застосування, ознак і видів, використання динаміки зростання показників на вітчизняному та міжнародному ринках. У даному дослідженні наведено особливості використання інноваційного інструменту бренду, які є потребою сучасних компаній, їх специфіки, загального впливу, а також зроблено прогнози на майбутнє. Використання бренд-менеджменту позитивно впливає на функціонування та презентацію України на ринку.

Ключові слова: імідж, бренд, бренд-менеджмент, бізнес, сучасний міжнародний ринок.

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