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PARTNERSHIP ECOSYSTEMS: BUILDING SUSTAINABLE BUSINESS ALLIANCES IN THE FACE OF CHANGE

A deep analysis of the modern business landscape reveals unprecedented dynamism and exponential complexity, characterized by increasing global competition, accelerated digital transformation, unpredictable geopolitical changes, climate challenges, and the rapid spread of innovation. This environment is often described as VUCA (Volatility, Uncertainty, Complexity, Ambiguity) or even BANI (Brittle, Anxious, Non-linear, Incomprehensible). In such conditions, the ability of individual companies to operate in isolation or rely solely on internal resources becomes extremely limited. Instead, collaboration, extending beyond traditional bilateral partnerships, is gaining increasing strategic importance, forming more complex, dynamic, and resilient structures known as partnership ecosystems.

The theoretical foundation of the partnership ecosystem concept has an interdisciplinary origin, drawing insights from organizational theory, strategic management, network economics, and systems biology. One of the founders of this approach is James Moore [2], who first applied the term "business ecosystem" to describe a dynamic network of companies interacting to create and deliver a product or service. Unlike the traditional view of competition as a "zero-sum game," the ecosystem approach focuses on co-opetition, where firms can simultaneously compete and collaborate to expand the overall market space. Key theoretical frameworks underlying partnership ecosystems include: Resource-Based View (RBV), which emphasizes that ecosystems allow companies to access external unique resources and key competencies unattainable on their own; Transaction Cost Economics (TCE), according to which ecosystems can reduce costs associated with coordination and exchange through the establishment of trust and shared platforms; Network Theory, which views partnership ecosystems as complex networks where the relationships between participants form their structure and dynamics; and Value Co-creation Theory, where value is generated through interactive collaboration between various participants who jointly develop innovations and solutions [4].

Thus, partnership ecosystems act as a complex adaptive system that evolves through the interaction of its components, their ability to learn, and knowledge exchange to achieve common strategic goals.

Creating mutual value is a central objective of a partnership ecosystem, which can manifest in various forms. This includes: access to new markets and clients through joint market entries and cross-selling; cost reduction and resource optimization through joint procurement or infrastructure sharing; acceleration of innovation through knowledge exchange, joint R&D, and access to new technologies; increased resilience to external shocks by diversifying risks and jointly responding to crises; and enhanced reputation and brand through association with successful and innovative partners [3].

Risk management in partnership ecosystems requires a systemic approach. The main risks are loss of control (especially for the central player); the "free rider" risk, where some participants benefit without proportional contribution; conflicts of interest that may arise despite common goals; the risk of information leakage or cybersecurity due to intensive data exchange; and the risk of dependence on a key partner. Effective risk management mechanisms include clear definition of roles and responsibilities, transparent rules of interaction, legally formalized confidentiality and intellectual property agreements, joint monitoring and evaluation of effectiveness, and the development of trust through regular communication and shared successes [1].

In conditions of intensifying modern challenges such as war, geopolitical instability, pandemics, climate change, and accelerated technological development (particularly artificial intelligence), partnership ecosystems demonstrate their extraordinary value and adaptability for the national economy. They are a vital tool for responding to geopolitical changes, allowing companies to diversify risks in supply chains, find alternative suppliers and markets, and jointly adapt to new regulations. Ecosystems accelerate digital transformation, especially for SMEs, by providing access to cloud services, AI platforms, data, and expertise, enabling them to implement digital solutions faster and remain competitive. They play a key role in achieving sustainable development goals and ESG (Environmental, Social, Governance) goals, as joint initiatives to reduce carbon footprints, implement circular economy principles, and establish ethical supply chains become much more effective at the ecosystem level. Furthermore, ecosystems are an ideal environment for open innovation and R&D, facilitating joint research programs, hackathons, and knowledge exchange among various industries.

In summary, in an environment of continuous global challenges, partnership ecosystems are transforming from a competitive advantage into a necessary condition for the survival and sustainable development of Ukrainian businesses. They allow companies to move beyond internal limitations, gain access to new resources and competencies, accelerate innovation, and diversify risks. Building and effectively operating such ecosystems requires a deep understanding of their architecture, value creation mechanisms, and the ability to systematically manage complex interactions. Successful partnership ecosystems are not just a collection of alliances, but dynamic, adaptive structures that constantly evolve. They require significant investments in trust, transparency, shared technological platforms, and a culture of collaboration. However, the potential benefits — in the form of increased resilience, accelerated growth, and the capacity for innovation — significantly outweigh the associated challenges.

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DEVELOPMENT OF CREATIVE PERSONALITY AS A TOOL FOR PROVIDING MODERN EUROPEAN BUSINESS EDUCATION

The modern business environment is becoming increasingly dynamic, multidimensional and unpredictable. Creativity is a fundamental characteristic for the development of innovative ideas and solutions in the academic environment, encouraging students to think outside the box. In this context, traditional approaches to business education are losing their effectiveness, giving way to new models that focus on the development of flexible skills, critical thinking and creativity. One of the key factors for successful European business education today is the development of a creative personality, capable not only of adapting to changes, but also of actively generating ideas and forming innovative solutions.

In early educational systems, creativity was considered a luxury, not a necessary component of learning. In modern European business, creativity is considered not as an additional advantage, but as a basic competence. Creativity is recognized as a fundamental component of effective learning, necessary for attracting students to innovation. Creativity is an integral and permanent characteristic of a person, which is characterized by creative abilities, manifested in non-standard creative ways of thinking, the ability to generate a large number of original and useful ideas and feelings and characterizes both the personality as a whole and the results of the activity of this person [4].

Creativity as a multifaceted concept plays a crucial role in education. Understanding its definition and historical context helps teachers realize its importance in the development of students' critical thinking skills. Creativity in the academic context refers to the ability to generate new ideas and solutions. It goes beyond traditional boundaries and is important for creating a dynamic learning environment.

Global corporations are actively looking for specialists who are able to think outside the box, generate new ideas, see opportunities where others see limitations, combine knowledge from different fields to create new solutions. These qualities do not arise by chance, they must be systematically developed in the process of business education. The initiator, creator and implementer of innovations is a person with his natural desire to learn and create something new. People who belong to the category of innovators create a special social space that determines the course of innovative development, its vector and result [5]. Methods and tools of creative management, which are components of innovative management, are considered in sources [1-3].

Modern European business education is actively moving away from the traditional approach to teaching, and instead focuses on: interdisciplinarity – a combination of economics, psychology, sociology, design and IT; project learning – work on real cases; entrepreneurial thinking – willingness to take initiative and risk; reflection and self-knowledge – awareness of one's strengths and personal goals. All this contributes to the formation of a creative, proactive personality, capable not only of absorbing knowledge, but also of creating new approaches to solving problems.