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### **MINIMIZING THE RISKS OF BUSINESS ENTITIES DURING MILITARY STATE**

All Ukrainian and foreign business in Ukraine has faced radical changes in business management with the imposition of martial law. This is due, in particular, to the possibility of forced re-profiling of business to produce products necessary for the country's defense capabilities, the possibility of forced alienation of business property by unclear procedure and pricing; the threat of seizure as a measure of punishment for non-compliance with martial law and orders of the commandant, electronic communication equipment, television, video and audio equipment, computers and other technical means of communication; seizure of training and combat equipment, explosives, radioactive substances and materials, strong chemicals and toxic substances; prohibition of trade in alcoholic beverages, the need to provide their premises for military service, etc. [1].

Among other things, during martial law, business will have to constantly monitor the orders of commandant's offices and other military structures that will affect the management of business in general. The business also faced constant access to its territory by military patrols without a court order. However, the biggest threat to business management is the possibility of removing the head of the company during martial law by order of the military commander with the appointment of an acting head without any agreement with the business owners [2]. The head of the enterprise appointed in this way will be subordinated not to the business owner, but to the

commandant who appointed him. Is it possible for businesses to anticipate the risks of martial law? It is extremely difficult to fully protect yourself from the risks of martial law. However, it is possible to reorient business during martial law so as not to lose it. First of all, it should be understood that during martial law, public administration is established in almost all sectors of the economy, which, in turn, significantly limits the rights of owners to manage their business and dispose of its assets [3].

Thus, the most vulnerable to business from the imposition of martial law are the corporate rights of business owners, property, finance and labor resources of business structures.

The risks of martial law can be minimized, but it is almost impossible to avoid them. Thus, the Articles of Association recommend to provide a mechanism for the alienation (or restriction in their alienation) of corporate rights of participants for the period of martial law, so that business does not pass to the raiders; create internal regulations on the company's operations during martial law, which provide for the following possible measures [4]: 1. Conduct a market valuation (if possible) of property that is under threat of forced alienation during martial law. 2. Carry out a separate inventory of property, which, in case of martial law, will be seized (training and combat equipment, explosives, radioactive substances and materials, potent chemicals and toxic substances). 3. Conclude relevant agreements in advance or otherwise provide storage facilities for goods prohibited for sale during martial law: weapons, potent chemicals and toxic substances, as well as alcoholic beverages and substances produced on the basis of alcohol. 4. In the event of martial law, prohibit employees from using company property that may be confiscated in violation of martial law, including electronic communications equipment, television, video and audio equipment, computers and technical means of communication for personal purposes and contrary to the requirements orders of the military commandant to prevent their withdrawal. 5. To provide by internal normative documents the order of inventory of property in case of possible removal by the military commandant of the

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head of the company and acceptance of such property in the account of the acting head appointed by the military commandant. 6. Identify the company's buildings that can be used for military service for all necessary technical parameters.

It is necessary to conclude additional agreements with counterparties to existing ones, and with new counterparties - agreements in which to significantly expand the scope of force majeure (force majeure), in which the person is released from liability for non-performance or improper performance of its obligations. Regarding the possible mobilization of the company's employees, it is necessary to consider the personnel reserve to replace the positions of mobilized employees. Thus, Ukrainian business must be prepared for various surprises during martial law [5-6].

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## **SMART-ТЕХНОЛОГІЇ МІСТ МАЙБУТНЬОГО**

Місто майбутнього – це високотехнологічне місто, в якому забезпечується безпека життєдіяльності його мешканців з точки зору якості води та водовідведення, вивезення сміття, якості повітря, відсутності заторів та безпеки на дорогах, тиші, рух автотранспорту перенесено під землю. Відсутні перебої з водопостачанням, електроенергією, опаленням. Для того, щоб наземне місто було чистим, зручним та безпечним, потрібно створити розвинену сучасну інфраструктуру мегаполісу та переходити до будівництва міст майбутнього – smart-міст. Побудова smart-міста базується на використанні сучасних smart-технологій, серед яких активно впроваджуються:

Розумна інфраструктура (Smart-infrastructure) – це smart-технологія, що дозволяє здійснювати безперебійний збір даних, обробку інформації та даних і формування відповідних рішень (наприклад про стан електрифікації або газифікації міста), автономно без втручання людини та в динамічному режимі, адаптуючись до змінних умов життєдіяльності міста. До складу розумної інфраструктури міста входять: розумні мережі; розумні будівлі; розумний транспортний рух; розумні пляжі та інше.