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13.00 - 13.10 **Savujec M**, Caloric effects in liquid crystals

13.10 - 13.20 **Hoebel A**, Quasi-particles in liquid crystals

13.20 - 13.30 **Zid M**, Topological charge conservation

Section 15: Digital Transformation organized by **Makhanov Nursultan**

11.30 -11.45 **Makhanov N**, AI in Medicine: Federated Learning and Medical Imaging

11.45 -12.00 **Nurseitov A**, Innovative Approaches to Language Learning through the Lens of Use Artificial Intelligence

12.00 - 12.15 **Protasenko O**, Digital education in the development of the company's human capital

12.15 - 12.30 **Dybach I**, Features of the formation of cross- cultural communication skills in it business

12.30-12.45 **Vlasenko T, Nemashkalo K, Shapovalova I**, Digital transformations: trends and perspectives worldwide

12.45-13.00 **Salun M, Zaslavska K**, Strategies for resilience in a dynamic world: from VUCA to BANI

13.00 - 13.15 **Haborets O, Kushkovyi A**, OSINT Technologies: Applications and Challenges in the Digital Age

13.15 -13.30 **Lunhol O, Torhalo P**, Artificial Intelligence in Law Enforcement: current state and development prospects

Section 16: Science meets Business, Innovation and Art organized by **Yelena Istileulova**

11.30 - 11.50 **Kublashvili B, Maglakelidze T**, Transformative trends: A paradigm shift to student-oriented learning in higher education

11.50 - 12.10 **Tokushev D**, Corporate social responsibility as the key factor of sustainable development of business

12.10 - 12.30 **Ovin R, Geder M**, Development gaps at public universities in the region – the case of Slovenia

12.30 - 12.50 **Cizelj B**, Challenges of modernising university curricula in Europe

12.50 - 13.10 **Dostiyarova A**, Start-up simulation in change management; students experience

13.10 - 13.30 **Istileulova Y**, Innovations, arts and artificial intelligence: Innovative teaching and learning through STEAM approach (SMS method)

Section 17. How to organized by **Mitja Drab**

11.30 - 12.00 **Kregar A**, How to encode the date of Younger Dryas comet impact on the stone pillars of Gobekli Tepe

12.00 - 12.15 **Drab M**, How to shape cells using membrane inclusions

12.15 - 12.30 **Turk J**, How to model small length scale deformations of injection-molded parts

12.30 - 12.45 **Jan M**, How to think about the nature of Descartes' ideas

12.45 - 13.00 **Sojceka AA**, How to think about Universal patterns of global population change: from doomsday day growth to the reversed criticality



18.	Horvat Barbara, Mušič Branka: Green Transition in Slovenian Building and Civil Engineering Industry: 10 Years of Research on Alkali-Activated Materials and Alkali-Activated Foams.....	136
19.	Verbič Anja, Golja Barbara, Stres Blaž, Likozar Blaž, Novak Uroš: Unveiling PFAS-free Solutions for Hydrophobic and Oleophobics Textile Coatings.....	148
20.	Hribešek Matija, Kulovec Simon: Design Optimization and Fatigue Evaluation of Wood Composite Gears	158
21.	Mušič Branka, Sever Škapin Andrijana: Weathering Effects on Cellulose Acetate Microplastics from Discarded Cigarette Butts	168
22.	Protasenko Olga: Digital education in the development of the company’s human capital.....	176
23.	Salun Maryna, Zaslavska Kateryna: Strategies for Resilience in a Dynamic World: from VUCA to BANI	185
24.	Dybach Inna: Features of the Formation of Cross-Cultural Communication Skills in IT Business.....	191
25.	Vlasenko Tetiana, Nemashkalo Karina, Shapovalova Inga: Digital Transformations: Trends and Perspectives Worldwide	197
26.	Dostiyarova Alima: Innovative Approaches in Teaching Business Courses: Start-Up Simulation in the Change Management course; students’ experience	204
27.	Kocjančič Rok: Economic and Financial Analysis of Artificial Intelligence's Impact on Law and Legal Profession	211
28.	Haborets Olha, Kushkovyi Artem: OSINT-Technologies: Applications and Challenges in the Digital Age	217
29.	Nurtazina Maral, Nurseitov Azamat: Innovative Approaches to Language Learning through the Lens of Use Artificial Intelligence	222
30.	Prelovšek Anita: Music in the Life and Works of Boris Leonidovich Pasternak	227

*Invited lecture/Review*

Strategies for Resilience in a Dynamic World: from VUCA to BANI

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Abstract:

This paper delves into the evolving landscape of business resilience, examining five conceptual frameworks shaping strategies for success in an era of unprecedented uncertainty. The concepts of SPOD-world, VUCA-world, BANI-world, RUPT-world, and TUNA-world are scrutinized to provide a comprehensive understanding of the challenges and opportunities they present.

SPOD-world, characterized by Stability, Predictability, Order, and Determinism, demands a strategy emphasizing efficiency and optimization. In contrast, VUCA-world, marked by Volatility, Uncertainty, Complexity, and Ambiguity, necessitates adaptive strategies focused on agility and rapid response. BANI-world, emphasizing Brittle, Anxious, Non-linear, and Incomprehensible dynamics, calls for strategies rooted in flexibility and constant adaptation. RUPT-world, shaped by Rapid, Unpredictable, Paradoxical, and Turbulent changes, requires strategies capable of managing crises and fostering resilience. TUNA-world, characterized by Transitory, Unstable, Novel, and Ambiguous factors, necessitates strategies that prioritize innovation and creative problem-solving. Each conceptual framework is analyzed in terms of its implications for sustainability in business. The paper concludes by addressing the specific challenges faced by Ukrainian businesses in turbulent situations, recommending a strategy tailored to the unique context. To sustain the economy, Ukrainian businesses are advised to adopt a hybrid strategy combining adaptive measures for VUCA challenges, resilience-building for RUPT scenarios, and innovation-driven approaches for TUNA dynamics. This nuanced strategy aligns with the BANI-world framework, ensuring a comprehensive response to the multifaceted challenges of the modern business environment.

Keywords: SPOD-world, VUCA-world, BANI-world, RUPT-world, TUNA-world; dynamic environment, sustainability strategy



1. Resilience Strategies in the Dynamic World

In today's world, the term "dynamic world" is vital in describing the environment we live in. Dynamism involves constant and rapid changes in technology, economy, socio-cultural spheres and other areas. This world is a complex network of interconnected factors where stability is rare and uncertainty and instability become the norm.

In a fast-changing and uncertain world, it's important to have resilience strategies in order to adapt successfully (Falke et.al, 2010). This helps us adapt quickly to change and uncertainty, and helps us respond effectively to challenges. Without such strategies, individuals, organizations, and businesses run the risk of becoming irrelevant and uncompetitive. Resilience demands strategic thinking (Koronis & Ponis, 2018), not just responding to changes. This way, we can create reserves to deal with unforeseen difficulties.

2. Static, Predictable, Ordered and Durable World (SPOD-world)

SPOD-world describes a world characterised by existing static conditions and an unsatisfactory level of change.

The main characteristics of a static world are the absence of significant changes or fluctuations in technology, economy and socio-cultural sphere. Stability, predictability, and good order are seen as key structural elements of the SPOD world (Chaliuk, 2022). Although this type of existence might appear attractive initially, it can lead to a lack of innovation and a slowdown in development over time.

The main problems in the SPOD-world are fixed research models, difficulty adapting to new conditions, and a lack of innovation. When the environment becomes over-stable, organisations and societies may face difficulties in addressing contemporary challenges and technological opportunities. This can slow down progress and leave the world more open to sudden changes that can destroy the existing system.

3. Volatility, Uncertainty, Complexity, and Ambiguity World (VUCA -world)

The concept of a VUCA world has emerged as a comprehensive framework for describing the challenges and uncertainties faced by organizations in the current global business and societal landscape.

Organizations must constantly adapt to volatile conditions, make decisions in the face of uncertainty (Sarkar, 2016), have a holistic understanding of complex systems, and navigate through ambiguity. These are the essential skills required to thrive in a VUCA world. In the face of VUCA challenges, organizations must strategically address several issues: Traditional long-term planning becomes difficult due to unforeseen events that can disrupt established trajectories.

The dynamic nature of the VUCA world demands leaders who foster adaptability and resilience, steering their teams through uncertainty and volatility. This involves not only embracing change but also fostering a culture that thrives on learning from challenges and responding proactively to unforeseen circumstances.

Innovation is essential, requiring a culture that encourages experimentation and embraces failure as a learning opportunity.

The interconnectedness of global markets introduces additional complexities, but organizations can confidently navigate these challenges by being mindful of geopolitical risks and trade dynamics.

In the VUCA world, organisations must rethink their approaches to leadership, strategy, and decision-making (Zakharov, 2022). They should embrace the dynamic nature of the environment and foster a culture of adaptability and innovation.

4. Rapid, Unpredictable, Paradoxical, and Tangled World (RUPT -world)

In the modern global landscape, the term RUPT (Center for Creative Leadership, 2019) world refers to an environment where change is a constant and essential aspect of the surroundings.

This change is driven by factors such as rapid progress, unforeseeable external influences, paradoxical situations, and intricate connections between different elements.



In a rapidly changing world, it is essential for organizations and individuals to be proactive and adaptable. Cultivating resilience and agility is necessary to surmount the challenges brought about by swift and unpredictable shifts (Bartone, 2017). To achieve this, it is crucial to create a culture of continuous learning, which involves a commitment to staying abreast of new trends and fostering an environment conducive to innovation. Collaboration and swift adaptation to changing circumstances are imperative for excelling in the ever-changing world of RUPT.

Perceiving change as an opportunity for progress rather than a setback is crucial. Companies that embrace this perspective position themselves to capitalize on the possibilities offered by the perpetual dynamism inherent in the RUPT world.

5. Turbulence, Uncertainty, Novelty, and Ambiguity World (TUNA -world)

In today's world, the concept of a TUNA world emphasises the importance of adaptability and flexibility in navigating our complex environment (Gordon, 2016).

Successful adaptation is not just advantageous but vital for coping with constant changes. Practical strategies for successful adaptation are necessary for success in this dynamic reality.

In an ever-changing world, it is imperative to continually engage in education and stay abreast of developments. The capacity to swiftly and decisively navigate uncertainties is a vital skill crucial for success in the contemporary landscape. Additionally, cultivating adaptability and a proactive approach to acquiring new knowledge enhances one's resilience and ensures a competitive edge in a dynamic environment.

In order to successfully navigate unfamiliar scenarios and seize nascent opportunities, it is imperative for both individuals and organizations to cultivate a culture that encourages innovative thinking (Carvalho et. al, 2020). Embracing creativity and forward-thinking not only enhances adaptability but also positions entities to thrive in dynamic environments.

Fostering collaborative relationships and networks not only elevates the effectiveness of collective problem-solving and increases overall adaptability but also establishes a foundation for shared knowledge and resource exchange. This interconnectedness further strengthens the capacity for innovation and resilience in the face of challenges.

Strengthening resilience is crucial for bouncing back from challenges and setbacks, creating a foundation for long-term success.

By embracing these principles and methods, both individuals and organizations can thrive in the ever-changing TUNA world. Adaptability is crucial for success in a constantly changing environment. The strategies presented here provide clear guidance for navigating the turbulence, uncertainty, novelty, and ambiguity that are inherent in our dynamic reality.

6. Brittle, Anxious, Nonlinear, and Incomprehensible World (BANI -world)

The BANI-world framework (Cascio, 2020) offers an integrated approach to understanding and navigating the challenges of this environment.

To succeed in our complex reality, it is imperative to adopt a sophisticated and integrated approach to resilience. The following principles can help individuals and organizations effectively navigate this complexity:

To make informed decisions, it is crucial to have a comprehensive understanding of the fragility of certain environmental aspects.

Offering training to individuals and teams, enhancing their skills to effectively respond to evolving circumstances, and nurturing a culture of adaptability holds significant importance (Salun et al., 2019).

Enhancing robustness in the face of unexpected challenges can be achieved by embracing diverse perspectives and establishing redundancy in systems.

Building teams with diverse skill sets and backgrounds fosters interdisciplinary collaboration and problem-solving (Douglas, 2021).

Establishing mechanisms for continuous feedback not only enables swift adjustments and enhancements but also promotes a culture of open communication and continuous improvement.



Implementing flexible resource allocation strategies not only aids in addressing dynamic and unpredictable circumstances but also enhances organizational resilience and responsiveness to change. Developing metrics to assess and measure resilience allows for continuous improvement and adaptation. By following these principles, individuals and organizations can adopt a nuanced and comprehensive approach to resilience. This enables them to effectively navigate the multifaceted challenges presented by the BANI world. These strategies serve as a roadmap for not only surviving but thriving in an environment characterized by complexity and uncertainty.

Table 1. Comparison of Basic Strategies for Resilience for the Dynamic Worlds

Dynamic world model	Basic Strategies for Resilience	Advantages	Disadvantages
SPOD-world	Long-term strategic planning is best based on standardised processes, stable business models, and a focus on stability and predictability in the internal environment. This approach will increase the probability of avoiding risks in a structured and controlled external environment.	An organized environment reduces anxiety and provides clear direction, leading to consistent and efficient operations through established routines.	Resistance to change, lack of adaptability, potential stagnation, limited innovation, difficulty in responding to disruptions, difficulty in dealing with unexpected events
VUCA-world	Short-term adaptive and flexible planning is based on the introduction of innovations. Sustainable leadership thinking and continuous updating of knowledge, skills, and abilities are necessary for this.	The ability to adapt quickly to changes through integrated problem-solving is crucial in developing flexible strategies and expediting decision-making.	Initial uncertainty and discomfort, potential information overload, resistance to ambiguity, risk of failure and setbacks, and the possibility of paralysis in the decision-making process.
RUPT-world	To develop plans for innovation in response to change, it is essential to accept change and have a proactive and adaptive attitude towards it. This requires a culture of continuous learning, teamwork, and collaboration.	The strategy will quickly adapt to progress, remain resilient to unforeseen challenges, and respond promptly to environmental factors and new market opportunities.	The high variability of information will cause potential instability, increased risks, and active resistance to change.
TUNA-world	The strategy promotes adaptability and flexibility by fostering a culture of innovative thinking, continuous learning, and sustainable networks of team collaboration.	This strategy effectively deals with the turbulence of both the external and internal environment by enhancing the skills and knowledge of employees. This enables them to exploit new market opportunities through collective problem-solving, which builds additional resilience.	Information overload leads to decision-making fatigue, resistance to learning, and discomfort with change.
BANI-world	To enhance adaptability and flexibility, we must cultivate a culture of ongoing improvement. This is achieved through implementing dynamic resource allocation and sustainable feedback mechanisms to evaluate sustainability indicators in a constantly changing environment.	This approach enhances system reliability and enables efficient response to dynamic challenges by facilitating prompt decision-making, followed by swift adjustments and improvements based on flexible resource management and performance metrics.	Complexity, high resource intensity, and potential redundancy can lead to resistance to change and difficulties in quantifying sustainability.

7. Comparison of Basic Strategies for Resilience for the Dynamic Worlds

The scientific debate currently focuses on researching adaptation and resilience strategies in dynamic environments (Kunzelmann & Rigotti, 2022; Douglas, 2021). Selecting and implementing strategies to increase resilience is crucial for developing effective approaches to managing change and instability in various spheres of activity. Analysing these issues



with confidence is key to success. Conducting a comparative analysis of basic sustainability strategies in dynamic worlds such as SPOD, VUCA, BANI, RUPT, and TUNA is an important step towards improving strategic management and addressing the challenges posed by uncertain and rapidly changing environments. The advantages and limitations of each strategy in the context of the respective dynamic world will be revealed through the analysis.

The comparison of basic resilience strategies across SPOD-world, VUCA-world, RUPT-world, TUNA-world, and BANI-world reveals the diverse approaches required to thrive in these dynamic environments. Each world presents unique challenges and opportunities, influencing the choice of strategies for building resilience.

Dynamic worlds pose a spectrum of challenges ranging from resistance to change and uncertainty to the need for continuous learning and adaptability. To ensure the future development of each dynamic world, it is crucial to embrace the advantages of chosen strategies while mitigating their associated disadvantages. Balancing and refining these strategies fosters resilience and adaptability in the face of ever-evolving environments.

Conflicts of Interest: The authors declare no conflict of interest.

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