COMPETITIVE STRATEGIES IN SUSTAINABLE DEVELOPMENT ECOSYSTEMS: CHALLENGES AND OPPORTUNITIES

Kseniia Zakharova[1]

[1]*Ph.D. (Economics), Associate professor of the Department of Economics and Finance, KROK University, Kyiv, Ukraine, e-mail: kfzakharova@gmail.com, ORCID: https://orcid.org/0009-0001-9045-2398*

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Abstract. *The escalating relevance of formulating competitive strategies for enterprises within sustainable development ecosystems is driven by the increasing interconnectedness of globalization, the rapid pace of technological advancements, and the growing recognition of the imperative to harmonize economic growth with environmental stewardship and social equity. This article aims to conduct a comprehensive investigation into the process of competitive strategy formation among firms operating within sustainable development ecosystems, with the peculiarities of inter-firm interactions within these ecosystems, encompassing competition, cooperation, and collaboration, serving as the object of inquiry. The research is underpinned by a qualitative-analytical methodology, involving a thorough review of scholarly literature, industry reports, and pertinent regulatory frameworks in the domains of strategic management, ecological economics, and antitrust regulation. The findings of this study reveal the intricate nature of competitive dynamics within sustainable development ecosystems, alongside the potential risks of anticompetitive practices and cartelization. Key determinants of competitive advantages are analyzed, highlighting the significant role of sustainable development principles and digital transformation. The practical significance of this research lies in its provision of recommendations for the adaptation of governmental antitrust policy to the exigencies of the digital economy, with the objective of fostering sustainable development and ensuring an equilibrium between competition and innovation. Consequently, the article elucidates the complex challenges and promising opportunities inherent in the development of competitive sustainable development ecosystems in the contemporary landscape.*

Keywords*: competitive strategies, sustainable development ecosystems, innovative business models, interaction of companies, competitive advantages, anti-competitive practices, antitrust regulation.*

JEL Classification: Q01, L10, L20, O31, K21

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Introduction. The concept of sustainable development, which seeks to balance economic growth with environmental protection and social justice, has become a global imperative. In the face of growing environmental concerns, social inequality and awareness of the finite nature of the planet's resources, businesses around the world are facing the need to rethink their development strategies. Traditional approaches to competition, which are often based on maximising short-term profits without proper consideration of externalities, are proving to be less viable and pose significant risks to both companies and society as a whole.

In Ukraine, this challenge is particularly acute amid the ongoing war and its devastating consequences. Economic recovery after the hostilities requires not only attracting investment and rebuilding infrastructure but also shaping a new development paradigm based on the principles of sustainable growth. Along with global trends, Ukrainian businesses are forced to look for competitive advantages, considering environmental constraints, social needs and the need for long-term sustainability. In this context, choosing the right competitive strategy is becoming a key factor not only for the survival and success of individual companies, but also for the sustainable development of the national economy as a whole.

Literature review. Recent research has explored various aspects of competitive strategies in sustainable development ecosystems. For example, Porter and Kramer pioneered the study of the need to transform competitive strategies, and in 2011 they emphasized the importance of creating shared value, aligning business interests with social needs. (Porter, 2011).) Some researchers argue that businesses are increasingly aware of their interconnectedness with the ecosystems in which they operate and are moving towards circular and regenerative models (Radjou, 2024). This transition requires competitive strategies that not only drive profitability but also contribute to the health and resilience of these ecosystems. However, navigating the complexities of sustainable development ecosystems presents both significant challenges and unique opportunities.

After the presentation of the «triple bottom line» concept, the researchers began to emphasise the need for businesses to consider not only economic, but also environmental and social indicators on an equal footing Elkington (2020). Furthermore, studies have examined the role of collaboration and partnerships in fostering sustainable innovation (Lieder & Rashid, 2021).

Other scholars have focused on the challenges of measuring and reporting sustainability performance (Eccles & Krzus, 2020), as well as the need for businesses to develop robust governance structures to manage sustainability risks and opportunities (Hiller, 2020).

The urgent need to address climate change, resource depletion, and biodiversity loss has increased pressure on businesses to adopt sustainable practices around the world. Consumers are demanding transparency and accountability for environmental and social impacts, and investors are integrating ESG (Environmental, Social, and Governance) factors into their decisions, recognizing the long-term value of sustainable business (CBI, 2024). Technological advances are opening up new opportunities for sustainable solutions - from renewable energy sources to competitive strategies based on the principles of sustainable development.

Competitive strategies in sustainability ecosystems are extremely multifaceted, as companies must go beyond incremental improvements and implement systemic changes. This includes rethinking value chains, fostering collaboration across industries, and engaging with stakeholders to build trust and legitimacy. Companies that proactively integrate sustainability into their core strategies can gain a competitive advantage by attracting environmentally and socially conscious consumers, reducing operating costs through efficient use of resources, and improving their reputation (Radionova, 2022).

However, challenges abound. Measuring and reporting on sustainability performance remains challenging. Balancing short-term financial pressures with long-term sustainability goals while pursuing a traditional competitive strategy can be difficult. Simcoe and Kroll point out that the lack of standardized rules and metrics can create uncertainty (Simcoe and Kroll, 2023). In addition, companies may face resistance from internal stakeholders who are accustomed to traditional business models, so research into the challenges and opportunities associated with competitive strategies in sustainable development ecosystems is relevant and in demand.

Aims. This article aims to explore in depth the formation of competitive strategies of enterprises in sustainable development ecosystems, taking into account the challenges of globalisation, digital transformation, military conflicts and other global factors. The main focus is on analysing the specifics and types of interaction between companies in these ecosystems, including competition, cooperation and collaboration, as well as determining the role of sustainable development as a key competitive advantage. The study also aims to identify the risks to the competitiveness of ecosystems associated with digital transformation, including anticompetitive practices and cartels. In addition, the article aims to critically assess the role of the state in shaping the competitive environment in sustainable development ecosystems, analyse the prospects of state antitrust policy in digital markets, and provide recommendations for its improvement to ensure a balance between competition and innovation on the path to sustainable economic development.

Methodology. This research adopts a qualitative-analytical methodology, employing a comprehensive review of scholarly literature, industry reports, and relevant regulatory documents pertaining to competitive strategies, sustainable development, and digital economics. The analysis integrates theoretical frameworks from strategic management, ecological economics, and antitrust regulation to explore the complex interplay of competition and sustainability within evolving digital ecosystems. Empirical insights are drawn from case studies of leading global technology companies and analyses of market dynamics, complemented by an examination of existing legal and policy frameworks governing competition in digital markets across various jurisdictions. The study utilizes the method of comparative analysis to identify common patterns, key challenges, and emerging opportunities in the formation and implementation of competitive strategies aligned with sustainable development goals. Special attention is paid to the role of state intervention and the evolution of antitrust approaches in addressing anticompetitive practices within these dynamic ecosystems. The ultimate aim is to synthesize these diverse sources to provide a nuanced understanding of the strategic choices facing firms and the regulatory

considerations for fostering a competitive and sustainable economic landscape.

Results. Competitive strategies in sustainable development ecosystems is an extremely relevant topic that combines several important aspects of modern business, from choosing a competitive strategy to countering challenges in the interaction of sustainable development ecosystems. In the context of globalisation and rapid technological change, companies are forced to constantly look for new ways to achieve competitive advantage. The global business community is increasingly aware of the need for a transition to sustainable development, which involves balancing economic, social and environmental interests, but digital transformation, military conflicts, climate change, pandemics and other factors create new, sometimes insurmountable challenges for businesses.

The key aspects that we believe are worth considering when researching this topic are the specifics and types of interaction between companies within the ecosystem, given the dynamics of modern competition, sustainable development as a competitive advantage, the role of digital technologies, anti-competitive practices in ecosystems, and the role of the state in shaping the competitive environment in sustainable development ecosystems.

The interaction of companies within an ecosystem is a multifaceted and dynamic process that is determined by various factors, such as industry, company size, geographic location and level of technological development. Traditionally, the following types of interactions in ecosystems are distinguished:

Competition, where companies vie for market shares, customers and resources. This can be manifested in price reductions, the development of new products and services, and marketing wars, with companies producing similar products competing for customers by lowering prices and improving the quality of their products - the undeniable power of competition in action.

Collaboration, when companies join forces to achieve common goals, such as developing new technologies, entering new markets or improving production efficiency. For example, the manufacturer Ericsson cooperates with mobile operators to expand its market has more than 21 research and development centres in Europe, cooperating with industries and innovators in the region (Ericsson Homepage, 2023).

Cooperation, as a deeper level of cooperation that involves the exchange of resources, knowledge and technology between companies. For example, the Startup Group is uniting to create an innovation platform - the Ukrainian Startup Fund, whose programmes are designed to promote the development and growth of startups in Ukraine, has brought together more than 400 young entrepreneurs for development and prosperity (Ministry of Economy of Ukraine, 2024).

The key factors that influence the type of interaction between companies are:

- the nature of the product or service, as co-operation is more typical for complementary products, and competition is more typical for substitute products;
- size of companies, as large companies often have more resources to compete, while small companies may be more inclined to cooperate;
- the level of technological development stimulates both competition and cooperation;
- the regulatory environment or antitrust and other regulations affect the nature of

interactions between companies.

So why is it so important for businesses to understand the types of interactions in ecosystems? This understanding allows them to develop effective development strategies, and analysing the specifics of interactions in the ecosystem helps to anticipate and adapt to changes in the market and build strong partnerships, despite the fact that interactions in ecosystems are dynamic and may change over time. Companies should constantly analyse their environment to adapt to new conditions and choose the best interaction strategies.

Sustainability as a competitive advantage or how companies can use sustainability principles to create competitive advantages is a million-dollar question. Sustainability principles are increasingly being integrated into companies' business models. This is not just a trend, but a necessity, as consumers, investors and regulators are increasingly paying attention to the social and environmental responsibility of businesses. Here are some of the ways we believe companies can use sustainability to create competitive advantage:

innovations and new products:

- development of environmentally friendly products, e.g., creation of products with minimal environmental impact, use of recycled materials, energy efficiency;
- innovative technologies, such as the introduction of new technologies that reduce emissions, resource consumption and improve production efficiency;

improve brand image:

- social responsibility and support for social initiatives, employee volunteering, charity, which is of utmost importance during martial law;
- transparency, publication of social and environmental responsibility reports.
- communication, active communication with consumers and other stakeholders about their achievements in the field of sustainable development;

cost reduction:

- energy efficiency is on the agenda, the introduction of energy-saving technologies, which reduces energy costs;
- waste management and waste reduction, recycling, which significantly reduces disposal costs;
- optimisation of logistics processes by reducing transport costs and emissions of harmful substances;

investment attraction:

- ESG investing is a trend today, when sustainable companies are becoming increasingly attractive to investors who take into account environmental, social and governance factors when making investment decisions;
- access to new markets is no longer a distant future, as more and more countries and regions are now introducing sustainability requirements for companies wishing to operate in their markets.

talent acquisition and retention:

- corporate social responsibility is always relevant, but now, even at the start-up level, creating a positive image of the company as an employer that allows attracting and retaining talented employees is a promising and logical necessary step towards implementing a development strategy;

– human capital development or investment in employee training and development, and the creation of favourable working conditions.

The tools and strategies for achieving the above competitive advantages are diverse in the context of achieving sustainable development goals, but we identify the following as key ones:

– environmental impact assessment, environmental audit to identify key issues and develop plans to address them;
– implementation of environmental management systems, such as ISO 14001;
– cooperation with suppliers who adhere to the principles of sustainable development;
– life cycle product development: analysing the environmental impact of a product throughout its life cycle;
– implementation of energy efficiency programmes, reduction of energy consumption and greenhouse gas emissions;
– supporting local communities by investing in the development of local communities, supporting social and environmental projects.

Sustainable development is not just a fashion trend, but a necessity for business survival in the long term. Companies that invest in sustainability gain competitive advantages, improve their reputation and create a more sustainable business. However, digital technologies affect competitive strategies in ecosystems, and digital transformation is radically changing the business landscape, creating both new opportunities and significant challenges for companies. Within ecosystems, this impact is particularly pronounced, but the opportunities offered by digital technologies are just as promising:

– personalisation and digital tools allow companies to collect and analyse large amounts of customer data, which allows them to create personalised products and services. This increases customer loyalty and creates a competitive advantage;
– fast time-to-market allows you to quickly develop, test and launch new products and services;
– creating of innovative business models with the help of digital technologies and access to platforms that bring together different market participants;
– automation of company processes and routine tasks can increase efficiency and reduce costs;
– collaboration and partnerships on digital platforms facilitate cooperation between companies and the creation of new ecosystems.

Despite what we believe to be compelling competitive opportunities in the context of ongoing digitalisation and innovative business models, the risks associated with digital transformation require constant and close attention from businesses. Cyber threats and the growing number of cyber-attacks pose risks to data security and reputation, and we hear about it every day as the importance of data grows: data is becoming a new strategic resource and companies that can effectively store, collect, analyse and use it have a significant competitive advantage. But while digital technologies are lowering barriers to entry, which increases competition, there is often a digital divide where not all companies have equal opportunities for digital

transformation, which can deepen inequality, but all market participants need to constantly adapt to new technologies to remain competitive.

Consequently, digital technologies affect competitive strategies in ecosystems, the nature of competition is changing - competition is shifting from the level of individual products to the level of ecosystems, companies are competing to create the most attractive ecosystem for their customers and partners, in such conditions, the importance of partnerships increases, cooperation with other companies becomes increasingly important for achieving market success, and each partnership carries the risk of market cartelisation. This risk is hidden, including in platform solutions and other innovative approaches of new business models. In addition, the roles of ecosystem participants are changing. Therefore, in order to compete successfully in the digital era, companies need to be innovative, customer-focused, invest in digital technologies, build strong partnerships based on the rules of fair competition and ensure cybersecurity, so that they can effectively adapt to changes and use digital technologies to their advantage, and have significant competitive advantages.

In confirmation of this thesis, let us give an example of the competitive strategies of innovative leaders in the world: Apple, Amazon and Alibaba. Each of these companies has developed a unique competitive strategy that has allowed them to achieve leadership in their markets and create powerful ecosystems. The common features of these successful ecosystems are a strong central platform that unites all ecosystem participants, they are highly open to innovation, but keep their focus on the needs and desires of users, sometimes well ahead of those needs. All of these ecosystems are open to collaborating with other companies and creating mutually beneficial relationships, and they have the ability to scale and adapt to market changes regardless of the type of interaction with competitors, which makes them successful and leading the world without using anti-competitive practices.

Instead, the infamous Microsoft KIN ecosystem, when, despite huge investments, Microsoft's attempt to create a ‘competitor’ to the iPhone failed. The reasons for the failure were the lack of a clear strategy, poor integration of devices and software, as well as insufficient understanding of user needs, and the desire to win a competitive contest without really competing. Or the example of Google Glass - a project that aimed to create smart glasses also failed to achieve commercial success, one of the reasons for the failure was a flawed competitive strategy - the high price of the device and the lack of a clearly defined target audience.

The analysis of each of these cases clearly demonstrates that even with large investments and technological capabilities, without a clear and verified competitive strategy and understanding of user needs, a product can fail.

However, the intensification of competition caused by the revolution in information technology and the unprecedented development of innovations not only complicates, but sometimes radically changes the environment of enterprises, when the survival of enterprises, their competitiveness, ability to gain and maintain leading positions in the market largely depends on the speed of the enterprise's response to such changes, the ability and ability to apply new methods and principles of business organisation (Tabakharniuk, 2016; Zakharova, 2017).

Table 1. Competitive strategies of innovative leaders: successes and failures

Company	Product/Service	Competitive strategy	Reasons for success/failure
Apple	iPhone, iPad, MacBook, App Store, Apple Music	Closed ecosystem, focus on design, premium positioning, integration of hardware and software	High customer loyalty, synergy between products, premium image
Amazon	Amazon Marketplace, AWS, Kindle, Prime Video	Platform model, customer focus, innovation, vertical integration	Huge scale, variety of services, customer focus
Alibaba	Alipay, Alibaba Cloud	Variety of services, focus on the Chinese market, partnerships	Large domestic market, wide range of services, strong partnerships
Google	Google Glass	Smart glasses, augmented reality	High price, lack of a clear target audience, poor integration with other Google products

Source: systematized by author

The above-mentioned risk of market cartelisation is associated with anticompetitive practices that may arise within the framework of dynamic multidimensional competition among ecosystems, which, by the way, are very difficult to detect and prevent.

The undisputed strategy for building the competitiveness of enterprises in such conditions is no longer always based on capital concentration, but on absolutely revolutionary business models - platform business models (Uber, Airbnb, Amazon Marketplace), subscription models (Netflix, Spotify, Microsoft 365), freemium models (Dropbox, Spotify), carsharing models (Uber, BlaBlaCar), direct-to-consumer (DTC) models (Warby Parker, Dollar Shave Club), etc. п., the real state of the competitive environment in the markets in which they operate is sometimes almost impossible to correctly**.**

Anti-competitive practices in ecosystems can arise in a variety of ways and create significant obstacles to competition, innovation and consumer choice. Let's look at some typical examples of such practices and how to identify and prevent them.

Typical anticompetitive practices in ecosystems are:

- abuse of dominance - companies with a dominant position in the market may use their power to eliminate competitors, set unreasonably high prices or restrict access to important resources;
- cartel agreements, where competitors may enter into secret agreements to fix prices, allocate markets or limit production, leading to artificially high prices for consumers;
- abuse of vertical relationships: large companies may abuse their position in relationships with suppliers or customers by dictating contractual terms that restrict competition;
- dumping - selling goods at a price lower than the cost price in order to eliminate competitors from the market;
- discrimination - favoring certain customers or suppliers, which creates unequal conditions for competition.

Detection of anticompetitive practices in digital markets includes methods used to detect anticompetitive practices in traditional markets, but with certain nuances.

Table 2. Identifying anti-competitive practices in digital markets

Aspect	Problem	Reason
Market monitoring	Complexity of monitoring	High market dynamics, large amounts of data, complex algorithms
	The need for specialised tools	Special tools and expertise are needed to analyse big data and identify complex patterns of anticompetitive behavior
Complaints from consumers and competitors	Asymmetry of information	Consumers and competitors may not have sufficient information about anticompetitive practices of large platforms
	Fear of repression	Companies may be afraid to file complaints for fear of reprisals from dominant players
Data analysis	Large amounts of data	Digital platforms collect huge amounts of user data that can be used to identify anti-competitive practices
	Complexity of analysis	Analysing this kind of data requires specialised knowledge and tools
International cooperation	Transnational nature	Many digital markets are global in nature, making it difficult to coordinate the efforts of different countries
	Different regulatory modes	Different countries have different approaches to regulating digital markets, which complicates international cooperation

Source: systematized by author

Detecting and preventing anticompetitive practices in digital markets is a complex task that requires a comprehensive approach, and it is necessary to constantly improve legislation, strengthen the capacity of competition authorities, promote digital literacy and international cooperation (Figure 1).

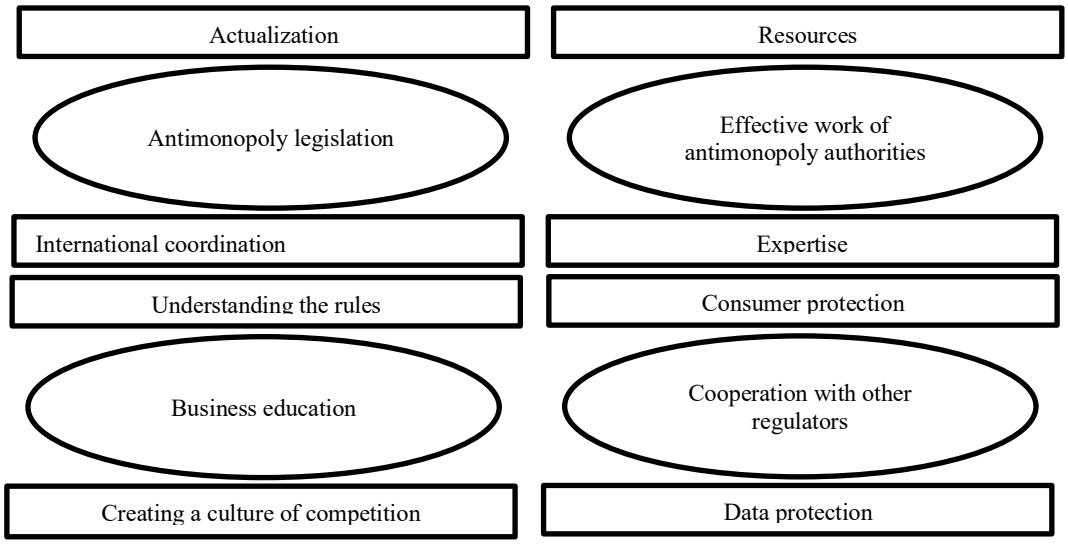

Figure 1. Specifics of preventing anti-competitive practices in digital markets

Source: systematized by author

Preventing anti-competitive practices in digital markets is an ambitious but challenging goal. Legislation needs to be constantly adapted to the rapid changes in digital markets, and close cooperation between different countries is required to develop common standards. Antitrust authorities should have sufficient resources to conduct complex investigations, and antitrust staff should be highly skilled in digital technologies. In addition, it is important to cooperate with data protection authorities

and consumer protection authorities to ensure their interests on their part, companies should clearly understand what actions are anti-competitive and promote integrity and healthy competition among companies.

The cross-border nature of digital markets and the network effect lead to a significant concentration of market power in the hands of a few large companies. This situation exacerbates the problem of inequality and can lead to restrictions on competition. Google's dominance in the search market, for example, demonstrates how a fast-moving market can polarise, leaving smaller players with the best chance of success (Statcounter Global Stats, 2020). This winner-take-all scenario threatens innovation and diversity in the market. The tendency of digital markets to identify one or more leaders is reflected in the peculiarities of their formation, in particular, there are clear differences in the conditions of functioning of such markets at the development stage and at the stage when the market is already formed (Pozhar, 2025). The developmental stage of digital markets is characterised by relatively low barriers to entry, low concentration, but fierce competition between participants for users, the main role of innovation in competition, the availability of differentiated products and low user loyalty to the products of specific market participants. The problem for the prospects of competition is that sooner or later the power of the leaders in the digital markets that have developed over time will be so significant that they will be able not only to influence the state of competition in the market where they operate, but also to set the rules of competition in that market and other related markets, and to make monstrous acquisitions, but the latter is also facilitated by user behavior and the significant role of data in digital markets.

The peculiarities of anticompetitive practices in ecosystems are difficult to detect, as such anticompetitive practices in ecosystems can be disguised as cooperation or innovation, the emergence of new technologies creates new opportunities for anticompetitive practices and many ecosystems are transnational, which makes them difficult to regulate. Nevertheless, tackling anticompetitive practices in ecosystems is an important task to ensure effective competition, innovation and consumer protection.

Discussion. The results of this study highlight the complex and dynamic nature of competitive strategies in sustainability ecosystems. The analysis reveals that the interactions between companies in these ecosystems are multifaceted, encompassing both traditional competition for market share and resources, as well as a significant level of cooperation and collaboration aimed at achieving common sustainability goals. This is in line with the growing recognition that tackling complex environmental and social challenges requires collective action and strategic alliances. In addition, the study highlights the key role of sustainability as a potential source of competitive advantage, enabling companies to drive innovation, improve brand image, reduce costs, attract investment and retain talent. The integration of digital technologies has been identified as an important factor in achieving these benefits through personalisation, faster time to market, new business models, process automation and enhanced collaboration. However, the study also draws attention to the inherent risks associated with digital transformation in these ecosystems, especially with regard to cybersecurity, digital divide and the potential for market mapping arising from close partnerships and platform dominance. These risks require careful consideration by

businesses and proactive regulatory oversight. An analysis of successful and unsuccessful technology ecosystems clearly demonstrates that a clear competitive strategy combined with a deep understanding of user needs remains a prerequisite for success, even in the face of technological advancement. Increased competition driven by technological innovation and the emergence of platform business models further complicates the competitive environment, requiring businesses to be flexible and adaptable. Finally, the study emphasises the crucial role of the state in shaping a competitive environment conducive to sustainable development through effective antitrust regulation, support for innovation and a level playing field. In summary, this study contributes to a deeper understanding of competitive dynamics in sustainability ecosystems and offers valuable insights for businesses seeking to leverage sustainability for competitive advantage, as well as for policymakers seeking to foster innovation and fair competition in the digital age, while promoting sustainable development goals.

Continuously improving antitrust laws, strengthening market control and developing international cooperation is the role of the state in shaping a competitive environment that promotes sustainable development. Its policies and regulations influence the behavior of companies, stimulate innovation and ensure fair competition.

Table 3. Key functions of the state and policy, key to shaping the competitive environment

Functions	Policies and regulation
Creating a legal framework	Antitrust regulation
	Regulation of markets
Ensuring a level playing field for all market participants	Support for small and medium-sized businesses
	Investment in infrastructure
Stimulating innovation	Stimulating innovation
	Environmental regulation
Supporting sustainable development	Social policy
	Stimulating innovation

Source: systematized by author

For example, the development and improvement of legislation that regulates economic activity, protects consumer rights and promotes competition, helps to remove barriers to entry, prevent monopolisation and abuse of dominance. By promoting innovation, the government is creating a favorable environment for the development of new technologies and business models, providing financial support for innovative projects and supporting sustainable development. The necessary policies and regulations serve the purpose of ensuring control over compliance with antitrust laws, preventing collusion, abuse of dominance and other anticompetitive practices, and regulating markets to ensure that the rules of the game are established in various markets, especially in such sectors as energy, transport and utilities. Tax incentives, easier access to finance, mentoring and training programs support small and medium-sized businesses, while the creation of modern infrastructure promotes business development and improves the quality of life of the population, and tax incentives for companies investing in research and development, technology parks and innovation clusters. Setting environmental standards and requirements for companies encourages

the use of environmentally friendly technologies. Social policy is responsible for ensuring social justice, supporting vulnerable groups, and creating conditions for human capital development.

Examples of successful government policies within the framework of the Sustainable Development Goals in Ukraine today include:

- creating special economic zones that offer tax benefits, simplified business registration procedures and other advantages to attract investment;
- support for start-ups, such as grants, acceleration programs and other types of support for young companies;
- development of digital infrastructure, such as investments in broadband internet, cloud technologies, introduction of electronic services, creation of technology parks and innovation clusters, and other digital tools;
- promoting green technologies, introducing an emission trading system, introducing renewable energy sources and subsidising renewable energy sources (although Russia will continue to destroy our wind and solar power plants), programs for building insulation, modernising heating systems, encouraging the use of energy-efficient appliances.

Conclusions. The role of the state in shaping the competitive environment in sustainable development ecosystems is multifaceted, and the effectiveness of public policy affects not only the country's economic development, but also its social welfare and environmental protection. To achieve the goal of legal regulation of digital markets - preserving competition - experts believe that an ex-ante approach is advisable. This is successfully reflected in the legislation and implemented in the practice of the European Union, in countries such as Germany and Japan. The ex-ante approach is an important tool for regulating digital markets, as it helps to prevent monopolies, ensure fair competition and stimulate innovation. However, the development of effective regulatory measures requires a deep understanding of the specifics of digital markets and constant monitoring of changes in this area. Therefore, the use of both ex-ante and ex-post approaches to digital markets is based on objective reasons and aims to ensure effective protection of competition in such markets in the interests of all participants, and it is also important to understand that public policy should be aimed not only at creating equal conditions for all market participants, but also at stimulating innovation, sustainable development and social responsibility of business

The future of competitive strategies in sustainable development ecosystems is associated with further digitalization, the growing role of artificial intelligence and other new technologies. Companies that can effectively adapt to these changes and integrate the principles of sustainable development into their operations will have significant competitive advantages, provided that the state antitrust policy is effective, as today the formation of a competitive environment in sustainable development ecosystems is a common task for business and the state.

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