



Editorial – *Arnaldo José de Hoyos Guevara*

This time we start with some papers basically dealing with Sustainability, then we go to some dealing with AI, and finally some coming from Ukraine. The first one focus how Climate Change will exacerbate insecurity and lead to armed conflicts worldwide, that represents an important contribution regarding the decarbonization strategies of the Armed Forces (AF), considered leaders worldwide; and represents a very important and Relevant contribution at this time, that we preparing in Brazil the COP30 that will be taking place in Belem next November. The next paper dealing with Environment Sustainability investigates the impact of technological innovation ICT, and Literacy Rate on Environmental Sustainability, while controlling the effects of urbanization, economic growth and globalization in the BRICS countries. The next paper deals with the growing importance of the role of the BRICS, given in particular TRUMP disturbing policies, that ended up leading to the BRICS coalition seeking Policies, to foster Social Environmental and Cultural perspectives for generating mutual values between nations. As a matter of fact, at an October 2024 summit in Kazan, Russia, one of the original five members of the BRICS coalition—Brazil, Russia, India, China, and South Africa—welcomed into their fold four new members: Egypt, Ethiopia, Iran, and the United Arab Emirates (UAE). In January 2025, Indonesia became the bloc's tenth member (<https://infobrics.org/>). Next paper, focusing on Sustainable Customer Relationship Management (SCRM) , tries to align company strategy, business processes, and company information technologies to carry out a sustainable customer relationship management; and this work contributes for its development, as it proposes a methodology and a computer architecture that guide the implementation of SCRM in a company during the whole project life-cycle. The methodology includes all the dimensions of sustainability in customer relationship management, and allows to align business strategy, business process, human resources as expected. The next paper explores whether communication is better explained through memes and whether memes act as autonomous agents, something tha may become every day more normal due inparticular to fast advances on AI. the paper demonstrates that memetic fields structure and reshape communication. Drawing from thought experiments and interdisciplinary references, it argues that memes actively reconstruct their environment, making them more than passive replicators. The study actually extends McLuhan's "medium is the message" thesis to social media, where user-generated submedia function as memetic ecosystems that redefine intersubjectivity. The study raises an evolutionary question: are humans the agents of memes, or are memes the true agents of cultural evolution? A critical question given in particular to the accelerated AI advances. Next paper was based on a network data envelopment analysis model (a mathematical technique) to calculate the technical efficiency aimed at evaluating its relationship with the factors of corporate governance, social responsibility, and financial performance of companies operating in the cement, plaster, and lime industry listed on Tehran Stock Exchange from 2013 to 2022. In this research, the variables of the dual role of the CEO, board of directors' compensation, replacement of the CEO, audit quality, and risk management were regarded as corporate governance factors, and the variables of return on assets, Tobin's Q, and shareholders' equity were considered as financial performance factors; and the results demonstrated a significant relationship between technical efficiency and indices of return on assets, equity, the dual role of the CEO, board of directors' compensation, CEO replacement, audit quality, and social responsibility. It was found that companies' adherence to the mechanisms of corporate governance and social responsibility can improve their technical efficiency. Next paper comming from India investigates the impact of Financial Technology (FinTech) on the efficiency of commercial banks, exploring whether FinTech enhances operational productivity and fosters financial inclusion in the rapidly evolving financial landscape empirical framework, analyzing annual data from 2012 to 2022 for 29 Indian commercial banks. Efficiency is measured using the Data Envelopment Analysis (DEA)-based Malmquist Index. The results indicate that FinTech adoption significantly enhances commercial bank efficiency. Innovations like mobile banking, digital payments, and blockchain technology improve customer experiences while reducing operational costs. Positive correlations were observed between FinTech development, GDP growth, and capital adequacy ratios, supporting the hypothesis that FinTech is a catalyst for efficiency and innovation in banking. Ever-increasing organizational needs for dynamism and progress in performance and product have highlighted the crucial role of innovation in organizations, so next paper comming form Turkey. Now given that the importance of exploitation and exploration varies depending on organizational conditions. The next paper, online survey-based approach to collect data from 276 SME managers, and using the PROCESS macro for SPSS, aims to investigate organizational ambidexterity as a mediator in the influence of agility on firm performance that may be critical, in particular due to a lack of support for the debate surrounding the two sides of ambidexterity, especially in the area of balancing between exploitation and exploration. The results of the models ended up confirming that organizational agility has meaningful effects on organizational performance, and both exploitation and exploration had meaningful effects on organizational performance. Most of the next papers somehow consider the use of AI today. As a matter of fact, next

paper deals with the increasing critical situation we are already living today, concerning the intersection of artificial intelligence (AI) and space security, leading to unprecedented legal and operational challenges, particularly when non-state actors exploit AI to target critical space infrastructure. The examination looks at the boundaries of fault-based accountability, state responsibility, and new due diligence guidelines in space governance. Particular focus is placed on the function of juridical and cyber law tools in mitigating AI-related risks, given the lack of Outer Space Treaty, Liability Convention, and Cybersecurity. Next paper explores how Artificial Intelligence (AI) may be used to transform Green Human Resource Management (GHRM) practices to increase employee engagement and create sustainable business outcomes. The results illustrate that there is a positive relationship between AI adoption and employee engagement, showing that technology can be a viable asset to an organization's sustainability initiatives. However, ethical issues, including data privacy concerns, the risk of algorithmic bias, and obstacles that come from organizational employee resistance to technological change are discussed as well. The study concludes that, if ethical concerns are addressed, AI can have a very big impact on GHRM practices driving both business success and environmental stewardship. Next paper coming from Russia, that has already developed and enforces its own Code of Ethics in the Field of AI and legislative acts regulating the development, introduction and use of intelligent systems in different industries, considers to what extent Digital systems present users with functionalities that rely on artificial intelligence and neural networks, thus shaping their identification contexts. The article establishes potential threats to human beings that may arise from developing intelligent systems (e.g., threats to personal data, the value system, and culture). Particular attention is paid to current state regulation in AI development; and the study concludes that the development of AI needs to be studied with an interdisciplinary approach. Three of the final papers come all from Ukraine that is living a very critical geo-political situation already for a few years; and however, show they continue to be active concerning applied research. So, we start with one concerning State regulatory policy, an important factor in innovation and investment development of enterprises ensuring creation of favorable investment climate that will provide for attraction of capital to implement innovation projects; and in this paper in particular the purpose of the study is to substantiate principles of the regulatory policy of innovation and investment development of enterprises in the context of global digitalization; so criteria for effective innovative and investment development of enterprises in the context of global digitalization are analyzed. Since digitalization of the policy is manifestation of globalization processes, which radically changes modern trends in political processes, directions for increasing effectiveness of the regulatory policy through digitalization were determined as the tool to improve methods and tools for interaction between participants in innovative and investment processes. Next paper deals with the transformation of modern model of the banking institution needed for gradual implementation of the sustainable development, considering in particular modern realities in which banks operate, namely: periodic instability and digitalization of their work. Based on results of the analyzed features of economic activity of banking institutions, the essence of sustainable development of the banking institution was specified, and its characteristic features were identified. It was determined that quality of the external environment has important influence on formation of the sustainable development model of banking institutions. The essence of macro financial instability was investigated and prerequisites for its formation in modern conditions were determined, as well as advantages of using digital technologies to ensure sustainable development of banking institutions were specified. Next paper continues dealing with the transition to the digital economy, where digital technologies and artificial intelligence play the key role in transformation of socio-economic processes. These technologies allow states optimizing resource management, automating production and administrative processes, increasing efficiency of urban governance, and ensuring inclusive sustainable development transition to the digital economy, where digital technologies and artificial intelligence play the key role in transformation of socio-economic processes. In the article, the impact of digital technologies and artificial intelligence on formation of modern development strategies, in particular in the aspect of sustainable urban and economic governance is analyzed. IMD rating indicators investigated Smart transition to the digital economy, where digital technologies and artificial intelligence play the key role in transformation of socio-economic processes. These technologies allow states optimizing resource management, automating production and administrative processes, increasing efficiency of urban governance, and ensuring inclusive sustainable development. City Index for Ukraine's neighboring countries - Hungary, Romania, Poland and Slovakia show their successes in implementing digital solutions and policies on artificial intelligence. Based on the analysis of implemented initiatives in neighboring countries, recommendations are provided for Ukraine to improve its digital strategy and implement artificial intelligence in key sectors of the economy, urban governance, and public sector to ensure sustainable development. Finally last paper deals with a study about the way that Organizational Culture may play an important role to foster promotion of social sustainability indicators (SSO) based initially in a systematic literature review in order to identify the relationship between organizational culture and social sustainability and seeking indicators for this kind of relationship, considering in particular, social sustainability as a comprehensive concept that encompasses issues of community well-being, emancipatory democracy, citizen participation, community engagement, human services, social infrastructure, human and social capital, social justice, community development and equity. Moreover, among the SSO indicators researched, only indicators of safety, health, product responsibility, training, governance and social sustainability were found; and for this purpose, the most recurrent characteristics as facilitators were teamwork, group culture and patient safety culture. the most recurrent characteristics as facilitators were teamwork, group culture and patient safety culture. But there is still a long time to go to find appropriate indicators. In particular due to the fact that most of the items to be considered may be hard to measure.

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