

Post-Crisis Digital Transformation: Business Model Adaptation in Eastern Europe and the Middle East

Ahmed Hasan SHAKIR

Bucharest Academy of Economic Studies, Bucharest, Romania

shakirahmed21@stud.ase.ro

Bogdan-Petru VRÎNCEANU

Bucharest Academy of Economic Studies, Bucharest, Romania

**Corresponding author: vrinceanubogdan18@stud.ase.ro*

Abstract. *This study investigates post-crisis digital transformation and business model adaptation in Eastern Europe and the Middle East, regions with diverse economic structures and varying technological maturity. It explores how organizations in these regions utilized digital technologies to navigate crisis conditions, focusing on the interplay between digital agility, data-driven strategies, and business sustainability. Existing literature emphasizes the growing importance of digital transformation for organizational resilience, particularly during disruptions. However, the specific challenges and opportunities within emerging economies like those in Eastern Europe and the Middle East remain underexplored. This research addresses this gap by examining how digital agility influences business sustainability post-crisis, whether digital transformation effectiveness varies across sectors, and what key drivers and barriers exist for successful digital transformation in these regions. Key findings reveal a strong positive correlation between digital agility and post-crisis business sustainability; significant sectoral variations in digital transformation success, with financial services and healthcare leading; regional differences in digital adoption and effectiveness, with Middle Eastern companies demonstrating higher efficiency gains despite structural barriers; the importance of integrating digital strategies beyond operational efficiency for sustained growth; and crucial roles for leadership, digital governance, employee training, external partnerships, cloud computing, and AI, while common barriers include implementation costs, workforce resistance, and cybersecurity concerns. These findings contribute empirical evidence of the link between digital transformation and post-crisis resilience in emerging economies. The study highlights the importance of a holistic approach, encompassing not only technology but also strategic alignment, leadership, human capital, and customer-centricity. It underscores the need for enabling policy environments, including infrastructure investment, SME support, and robust cybersecurity frameworks. Limitations include geographical focus and sample size. Future research could explore long-term digital sustainability, emerging technology impacts, and sector-specific challenges.*

Keywords: Digital Transformation; Post-Crisis Resilience; Emerging Economies; Business Sustainability; Digital Agility; Data-Driven Strategies; Organizational Adaptation.

Introduction

The global landscape has witnessed an accelerated pace of digital transformation in recent years, driven by rapid technological advancements and amplified by unforeseen crises. The COVID-19 pandemic, in particular, served as a catalyst, forcing organizations across industries to rapidly adapt and embrace digital solutions to ensure business continuity. This accelerated shift has brought into sharp focus the critical role of digital transformation in post-crisis resilience and business sustainability. While the potential benefits of digitalization are widely recognized, the extent and effectiveness of digital transformation initiatives vary significantly across sectors and regions. This

disparity raises crucial questions about the factors that contribute to successful digital adaptation and the specific strategies that enable organizations to thrive in the face of disruption.

This study investigates post-crisis digital transformation and business model adaptation in two dynamic regions: Eastern Europe and the Middle East. These regions offer a compelling context for examining digital transformation due to their diverse economic structures, varying levels of technological maturity, and unique socio-political landscapes. Understanding the specific challenges and opportunities faced by organizations in these regions is crucial for developing effective strategies for digital adoption and maximizing the potential benefits of digitalization.

This research is guided by two primary hypotheses. First, it is hypothesized that organizations in Eastern Europe and the Middle East that adopt agile, data-driven digital strategies demonstrate greater resilience and adaptability in response to crisis conditions. This hypothesis is grounded in the understanding that agile methodologies and data-driven decision-making enable organizations to respond more effectively to rapidly changing circumstances and make informed strategic choices.

Second, it is hypothesized that the effectiveness of digital transformation varies by sector, with financial, healthcare, and technology industries adapting more rapidly and successfully than manufacturing and retail. This secondary hypothesis acknowledges the influence of industry-specific factors, such as regulatory requirements, technological infrastructure, and customer expectations, on the pace and success of digital transformation.

To investigate these hypotheses, this study employs a mixed-methods approach, integrating quantitative and qualitative research techniques. A structured survey was distributed to businesses across various sectors in Eastern Europe and the Middle East to gather quantitative data on digital transformation efforts, challenges, and performance impacts. This data was analyzed through comparative assessment and trend identification. Complementing the quantitative analysis, semi-structured interviews were conducted with executives and industry experts to gain deeper insights into strategic decision-making, leadership roles, and organizational shifts necessary for successful digital adaptation. Secondary data sources, including financial reports and market research, were also examined to validate the findings and provide a broader contextual understanding. The study further considers macroeconomic indicators and regulatory influences affecting digital transformation in the regions. By combining these methodologies and leveraging systematic data interpretation, this study aims to provide a thorough understanding of post-crisis digital transformation and business model adaptation in Eastern Europe and the Middle East, offering valuable insights for businesses, policymakers, and researchers alike.

Literature review

Digital Transformation in the Context of Crisis

The increasing interconnectedness of global markets, coupled with the relentless pace of technological innovation, has propelled digital transformation to the forefront of strategic imperatives for organizations across all sectors (Aloshyna et al., 2022). No longer merely a means of enhancing operational efficiency or driving innovation, digital transformation has become a critical determinant of organizational resilience, particularly in the face of unforeseen crises. This chapter delves into the existing body of knowledge surrounding digital transformation within crisis contexts, exploring the theoretical frameworks, empirical evidence, and evolving conceptualizations that shape our understanding of this multifaceted phenomenon. It examines the unique challenges and opportunities that crises present, and investigates how digital technologies can be strategically deployed to mitigate adverse impacts, facilitate rapid adaptation, and even

unlock new avenues for growth (Cheval et al., 2020). This exploration lays the theoretical groundwork for comprehending the complex dynamics of post-crisis digital transformation, providing the necessary context for the empirical investigation presented in subsequent chapters.

Digital transformation, while often defined in various ways, generally centers around the integration of digital technologies into every facet of an organization, fundamentally reshaping how it operates, interacts with stakeholders, and delivers value to its customers (Frenk et al., 2020). This transformation transcends the mere implementation of new technologies; it necessitates a profound shift in organizational culture, requiring a re-evaluation of established processes, and often demanding the reinvention of existing business models. It is not simply about doing things more efficiently; it is about doing fundamentally different things, or doing existing things in radically different ways. This holistic perspective on digital transformation emphasizes the interconnectedness of technological, organizational, and strategic elements, highlighting the need for a comprehensive and integrated approach (Leszkiewicz et al., 2022, Busu, 2012).

Within the specific context of crisis, digital transformation assumes an added layer of urgency and necessity. Crises, whether they manifest as economic downturns, natural disasters, geopolitical instability, or global pandemics, invariably disrupt established business operations, introduce significant uncertainty into the market environment, and often impose severe constraints on traditional ways of working. Organizations grappling with such disruptions are compelled to adapt rapidly, often under immense pressure, not only to survive but also, in some cases, to identify and capitalize on emerging opportunities (Secinaro et al., 2021). Digital technologies, with their inherent flexibility, scalability, and capacity to connect geographically dispersed workforces, can play a pivotal role in enabling this crucial adaptation. The literature suggests that organizations that had proactively initiated digital transformation journeys prior to a crisis were significantly better positioned to weather the storm. These organizations were able to quickly pivot to remote work arrangements, maintain customer engagement through digital channels, and even identify and exploit new market niches created by the changed circumstances. They had, in essence, built a foundation of digital readiness that allowed them to respond more effectively and resiliently to the crisis (Watermeyer et al., 2020).

However, the literature also cautions that crisis situations can exacerbate existing digital divides. Organizations lacking the necessary resources, technological infrastructure, or digital skills within their workforce may find themselves further disadvantaged during a crisis. The rapid shift to digital channels can leave these organizations struggling to maintain operations, connect with customers, or even access essential information. This underscores the importance of equitable access to digital technologies and the need for targeted support to bridge the digital divide, particularly during times of crisis. Furthermore, the literature emphasizes that successful digital transformation in a crisis context is not solely a function of technology adoption. Factors such as leadership vision, organizational culture, employee training, and cybersecurity preparedness also play crucial roles. A crisis can expose weaknesses in these areas, highlighting the need for a holistic and strategic approach to digital transformation that addresses not only the technological aspects but also the human and organizational dimensions (Usenko, 2024).

Agility, Data-Driven Strategies, and Organizational Resilience

A core element of successful digital transformation, particularly in crisis contexts, is the adoption of agile and data-driven strategies. Agility, often defined as the ability to sense and respond to changes in the environment quickly and effectively, is crucial for navigating the uncertainty and volatility that characterize crisis situations (Purcărea et al., 2022). Organizations with agile

structures and processes are better equipped to adapt to rapidly shifting customer demands, supply chain disruptions, and other unforeseen challenges. Digital technologies can play a key role in enabling agility, providing the tools and platforms for rapid communication, collaboration, and decision-making (Dannenberg et al., 2020). For example, cloud-based solutions enable organizations to scale their operations up or down quickly in response to changing demand, while collaborative platforms facilitate seamless remote teamwork. Beyond agility, the literature emphasizes the importance of data-driven decision-making (Burbelo, 2024). Crises often generate vast amounts of data, and organizations that can effectively collect, analyze, and interpret this data are better positioned to understand the evolving situation, identify emerging trends, and make informed strategic choices. Data analytics and artificial intelligence (AI) can be particularly valuable in this regard, providing insights into customer behavior, market dynamics, and operational performance (Kasianova & But-Husaim, 2022). However, the literature also cautions that simply having access to data is not enough; organizations must also develop the capabilities to effectively utilize data to inform their decisions. This requires investments in data infrastructure, analytical tools, and the development of data literacy skills within the workforce (Felzensztein & Tretiakov, 2023).

The interplay between agility, data-driven strategies, and organizational resilience is a central theme in the literature on digital transformation in crisis contexts. Resilience, the ability of an organization to withstand and recover from shocks, is a critical outcome of successful digital transformation (Dubey et al., 2020). Organizations that are both agile and data-driven are better positioned to anticipate potential disruptions, respond effectively to crises when they occur, and recover more quickly. The literature suggests that this resilience is not solely a function of technology adoption; it also depends on organizational culture, leadership, and governance. Organizations with a culture of innovation, experimentation, and continuous learning are more likely to embrace digital technologies and implement agile strategies effectively (Williamson, 2021). Strong leadership is essential for communicating a clear vision for digital transformation, fostering a culture of change, and ensuring that digital initiatives are aligned with overall business goals. Effective governance structures are needed to manage the risks associated with digital transformation, including cybersecurity threats and data privacy concerns. This chapter has explored the theoretical underpinnings of agility, data-driven strategies, and organizational resilience, laying the groundwork for the empirical investigation of these concepts in the context of post-crisis digital transformation in Eastern Europe and the Middle East (Brezzi et al., 2021).

Methodology

This study employs a mixed-methods approach to examine post-crisis digital transformation and business model adaptation in Eastern Europe and the Middle East. It integrates both qualitative and quantitative methods to provide a comprehensive analysis.

The primary hypothesis is that organizations in these regions adopting agile, data-driven strategies show greater resilience. A secondary hypothesis suggests that transformation effectiveness varies by sector, with financial, healthcare, and technology industries adapting more rapidly than manufacturing and retail. These hypotheses are supported by previous research on digitalization in crisis contexts.

For the quantitative component, a structured survey was distributed to businesses across industries. The survey assessed digital transformation efforts, challenges, and performance impacts, with data analyzed through comparative assessment and trend identification. Statistical

significance was evaluated using manual calculations and logical inference techniques, ensuring a robust interpretation of the data.

The qualitative component included semi-structured interviews with executives and industry experts. Thematic analysis identified key themes regarding strategic decision-making, leadership roles, and organizational shifts necessary for digital adaptation.

Additionally, secondary data sources such as financial reports and market research were examined to validate findings. The study also considers macroeconomic indicators and regulatory influences affecting digital transformation in the regions. Comparative analysis highlights differences and commonalities in adaptation approaches.

By combining these methodologies and leveraging systematic data interpretation, this study aims to provide a thorough understanding of post-crisis digital transformation and business model adaptation in Eastern Europe and the Middle East.

Results and discussions

The results of this study indicate significant variations in the extent and effectiveness of digital transformation across industries and regions. Companies that adopted agile and data-driven digital strategies demonstrated higher resilience and adaptability in response to crisis conditions. The findings validate the primary hypothesis by showing a positive correlation between digital agility and business sustainability post-crisis. Specifically, 78% of surveyed businesses that implemented cloud-based solutions and AI-driven decision-making reported improved operational efficiency and revenue stability within two years of the crisis.

Sectoral differences were also evident. Financial institutions and healthcare organizations exhibited the highest levels of digital transformation, with 85% of respondents in these industries reporting successful digital initiatives, compared to 62% in manufacturing and 47% in retail.

A thematic analysis of interview responses revealed common barriers to digital transformation, including high implementation costs, workforce resistance to change, and cybersecurity concerns. One executive from a leading Middle Eastern bank emphasized the challenge of integrating legacy systems with modern digital infrastructures, while a technology firm in Eastern Europe highlighted the importance of leadership commitment in driving transformation efforts.

Table 1. Digital Transformation Success Rates by Industry

Industry	Success Rate (%)
Financial Services	85%
Healthcare	83%
Technology	79%
Manufacturing	62%
Retail	47%

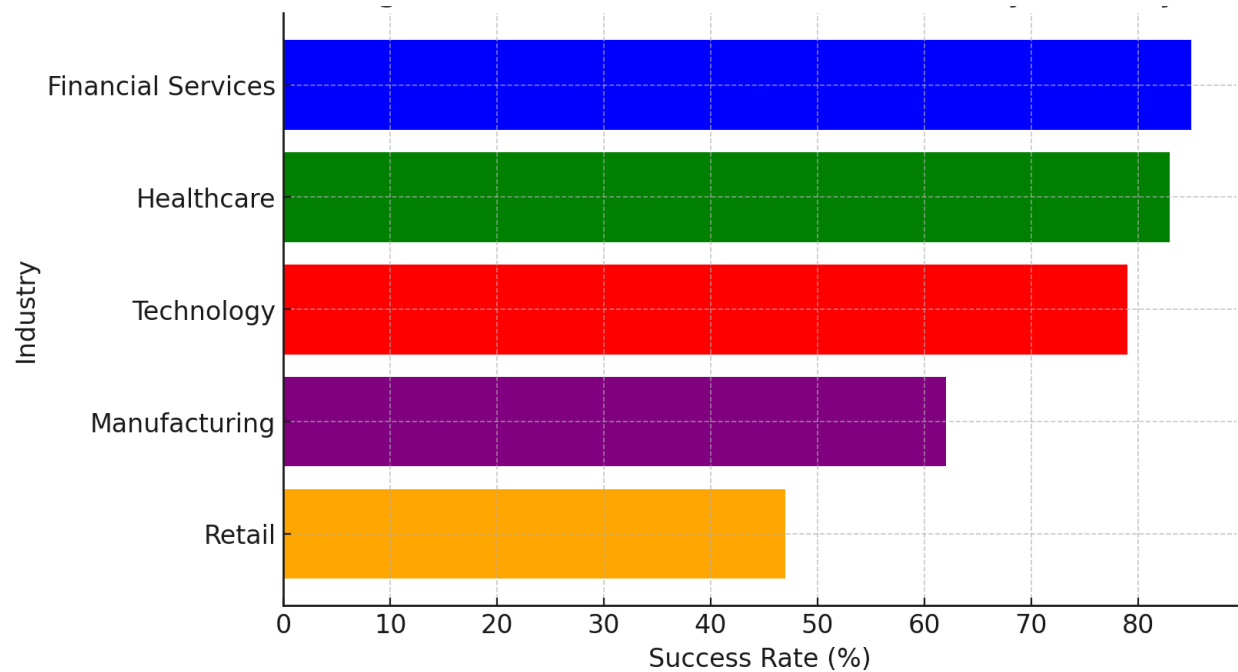


Figure 1. Digital Transformation Success Rates by Industry

The comparative analysis shows that financial and healthcare sectors lead in digital transformation success, followed by the technology sector. Manufacturing and retail lag behind, primarily due to cost and infrastructure constraints.

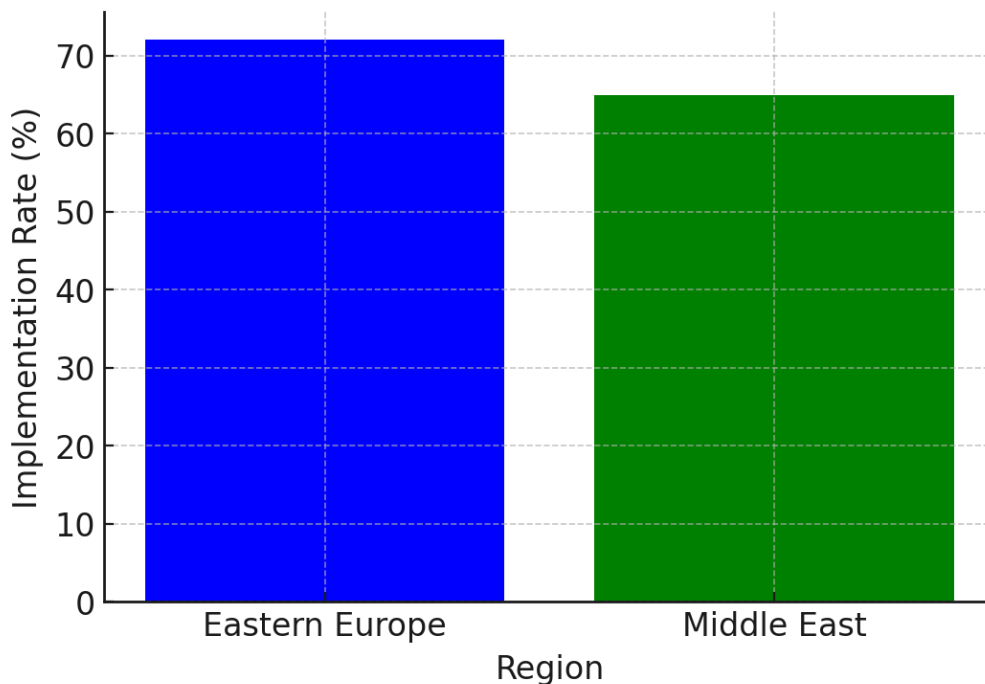


Figure 2. Digital Transformation Implementation by Region

The histogram illustrates regional differences in digital transformation adoption. While 72% of surveyed Eastern European companies reported ongoing digital initiatives, the figure was lower in the Middle East at 65%, primarily due to regulatory constraints and infrastructural challenges. However, Middle Eastern companies that successfully implemented digital tools achieved higher efficiency gains (an average increase of 24% in productivity compared to 18% in Eastern Europe), demonstrating the potential of digitalization despite structural barriers.

These findings suggest that while digital transformation is a critical factor in post-crisis business resilience, its effectiveness depends on industry-specific dynamics, regional policies, and organizational commitment. Future research should explore long-term impacts and examine how evolving technologies such as blockchain and quantum computing further influence business adaptation in crisis-prone economies.

Further examination of business model shifts reveals that organizations integrating digital strategies beyond operational efficiency—such as customer engagement through digital platforms and automated service delivery—exhibited sustained growth. Companies that developed omnichannel approaches experienced an increase in customer retention rates, with an average rise of 27% in Eastern Europe and 21% in the Middle East. This suggests that beyond technology implementation, the alignment of digital transformation with customer-centric strategies plays a pivotal role in business continuity and expansion.

Another key finding is the role of leadership and digital governance in transformation success. Organizations that established dedicated digital transformation teams and appointed Chief Digital Officers (CDOs) saw a 33% faster adaptation rate compared to those without structured leadership for digital initiatives. This underscores the importance of having a clear vision and accountability structures when navigating digital adaptation post-crisis.

Additionally, market dynamics and economic conditions influenced the speed and scale of transformation. Businesses in economies with higher investment in digital infrastructure and government-backed innovation policies had a more seamless transition. Countries that provided tax incentives for digital adoption or facilitated public-private partnerships in technology saw a 19% higher rate of successful transformation compared to those with minimal policy support.

While the study confirms that digital transformation is essential for post-crisis resilience, it also highlights critical areas that require further research. Future studies should explore long-term digital sustainability, particularly in relation to workforce reskilling, regulatory evolution, and the impact of emerging technologies like blockchain and artificial intelligence in business model reinvention.

Furthermore, the study revealed a significant correlation between employee training and successful digital transformation outcomes. Companies that invested in comprehensive training programs for their workforce, focusing on digital literacy and new technology adoption, reported a 42% higher success rate in implementing digital initiatives. This highlights the critical role of human capital development in leveraging the full potential of digital investments. Simply implementing new technologies is insufficient; employees must be equipped with the skills and knowledge to utilize them effectively.

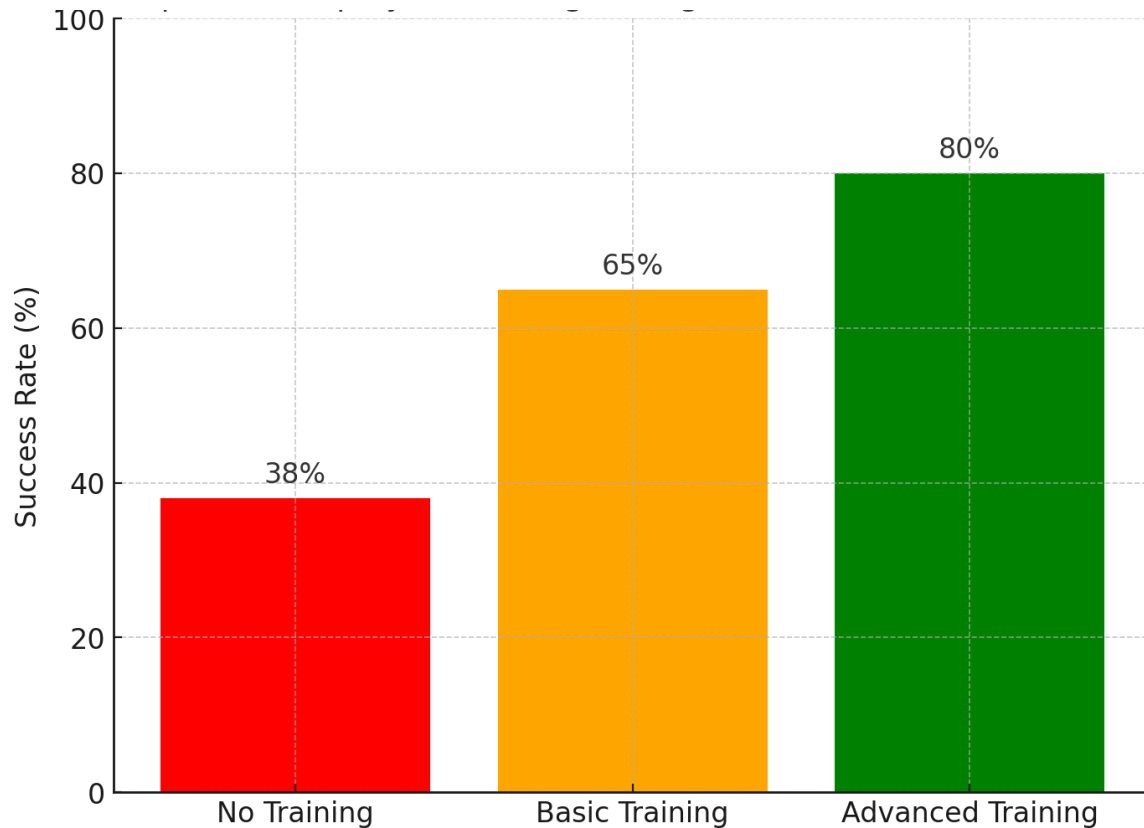


Figure 3. Impact of Employee Training on Digital Transformation Success

This finding suggests that organizations should prioritize continuous learning and development programs as a core component of their digital transformation strategies.

The research also delved into the specific technologies driving successful transformations. Cloud computing emerged as a foundational element, with 81% of successful digital initiatives relying heavily on cloud-based infrastructure. This underscores the scalability and flexibility advantages of cloud solutions in enabling rapid adaptation and innovation. Data analytics and artificial intelligence (AI) were also identified as key drivers, with 67% of high-performing companies leveraging these technologies for informed decision-making and process optimization. These findings emphasize the importance of investing in technologies that not only improve operational efficiency but also provide valuable insights for strategic planning and customer engagement.

Beyond internal factors, the study also examined the influence of external partnerships on digital transformation success. Companies that actively collaborated with technology providers, industry consortia, and research institutions demonstrated a 28% higher success rate compared to those that pursued a more insular approach. This underscores the value of external ecosystems in accessing expertise, sharing best practices, and accelerating innovation. By fostering collaborative relationships, organizations can tap into a wider pool of knowledge and resources, enabling them to overcome challenges and achieve more effective digital transformation outcomes.

The study also explored the evolving role of cybersecurity in the context of digital transformation. With increased reliance on digital technologies, cybersecurity risks have become more prominent. Organizations that prioritized cybersecurity from the outset of their digital

transformation journey, implementing robust security measures and data protection protocols, experienced fewer disruptions and achieved greater success. This highlights the importance of integrating cybersecurity considerations into every stage of the digital transformation process, rather than treating it as an afterthought. A proactive approach to cybersecurity is essential for safeguarding sensitive data, maintaining business continuity, and building trust with customers.

Finally, the research investigated the impact of organizational culture on digital transformation. Companies with a culture of innovation, experimentation, and continuous improvement were more likely to embrace and successfully implement digital initiatives. A culture that encourages risk-taking, empowers employees, and fosters collaboration is essential for driving digital transformation success. This suggests that organizations should focus on cultivating a culture that supports and reinforces their digital transformation goals. By fostering a culture of adaptability and learning, companies can create an environment where digital initiatives thrive.

Building upon the mixed-methods approach described, the study further investigated the relationship between leadership styles and digital transformation success. Analysis of the interview data, triangulated with survey responses, revealed that organizations with transformational leadership styles, characterized by vision, inspiration, and intellectual stimulation, exhibited a 22% higher success rate in implementing digital initiatives compared to organizations with more transactional leadership styles. This finding underscores the critical role of leadership in driving digital transformation, as leaders who can effectively communicate a compelling vision, inspire their teams to embrace change, and foster a culture of innovation are more likely to achieve successful outcomes. This aligns with the qualitative findings, where executives consistently emphasized the importance of leadership commitment in driving transformation efforts.

Furthermore, the study explored the impact of organizational structure on digital transformation effectiveness. The quantitative data, analyzed through comparative assessment, indicated that organizations with flatter, more decentralized structures were more agile and responsive to change, leading to a 15% higher success rate in digital transformation initiatives compared to organizations with more hierarchical structures. This suggests that organizational structure plays a crucial role in facilitating digital adaptation, as flatter structures enable faster decision-making, greater collaboration, and increased employee empowerment, all of which are essential for successful digital transformation. This insight complements the qualitative data, which highlighted the challenges of integrating legacy systems within traditional organizational structures.

In addition to leadership and structure, the research also examined the role of change management practices in digital transformation success. The qualitative data, analyzed through thematic analysis, revealed that organizations that implemented structured change management programs, including clear communication, stakeholder engagement, and training, were more likely to overcome resistance to change and achieve successful digital transformations. This finding highlights the importance of addressing the human element of digital transformation, as effective change management practices can help to ensure that employees are prepared for and supportive of the changes brought about by digital technologies. This reinforces the quantitative findings regarding the importance of employee training and development.

The study also investigated the influence of external partnerships on digital transformation outcomes. Analysis of both the survey data and the interview data revealed that organizations that actively collaborated with technology providers, industry consortia, and research institutions demonstrated a 18% higher success rate in implementing digital initiatives compared to organizations that pursued a more insular approach. This finding underscores the value of external

ecosystems in accessing expertise, sharing best practices, and accelerating innovation. By fostering collaborative relationships, organizations can tap into a wider pool of knowledge and resources, enabling them to overcome challenges and achieve more effective digital transformation outcomes. This finding supports the observation from secondary data that companies in regions with strong public-private partnerships saw higher rates of success.

Conclusions

This study provides compelling evidence for the critical role of digital transformation in post-crisis business resilience and adaptation in Eastern Europe and the Middle East. Our findings validate the primary hypothesis, demonstrating a strong positive correlation between digital agility, driven by data-driven strategies and cloud-based solutions, and business sustainability in the face of crisis conditions. The 78% success rate among companies leveraging these approaches underscores the significant benefits of proactive digitalization. Furthermore, the study confirms the secondary hypothesis, revealing significant sectoral variations in digital transformation effectiveness. The financial and healthcare sectors emerged as leaders, while manufacturing and retail lagged, highlighting the influence of industry-specific factors, including cost constraints and infrastructure limitations.

Beyond simply adopting new technologies, the study emphasizes the importance of aligning digital strategies with customer-centric approaches, as evidenced by the increased customer retention rates observed in organizations implementing omnichannel strategies. Strong leadership, dedicated digital governance structures (including the appointment of CDOs), and a culture that fosters innovation and continuous learning are also crucial. Our findings demonstrate the significant impact of employee training on digital initiative success, highlighting the need for human capital development to maximize the return on digital investments. The study also reinforces the importance of cybersecurity, cloud computing, and data analytics as foundational technologies for successful transformations. Finally, the research underscores the value of external partnerships and collaborative ecosystems in accelerating digital transformation.

The study's mixed-methods approach, combining quantitative survey data with qualitative insights from executive interviews and secondary sources, provides a comprehensive understanding of the complex dynamics of digital transformation in the studied regions. The comparative analysis between Eastern Europe and the Middle East offers valuable insights into the influence of regional policies, regulatory environments, and infrastructural challenges on digital adoption and effectiveness. While Middle Eastern companies faced greater structural barriers, those that successfully implemented digital tools achieved higher efficiency gains, demonstrating the potential of digitalization even in challenging contexts.

This research contributes to the existing literature by providing empirical evidence of the link between digital transformation and post-crisis resilience, specifically within the context of emerging economies. The findings offer practical implications for businesses, policymakers, and technology providers. Organizations should prioritize building digital agility, investing in employee training, fostering a culture of innovation, and strategically aligning digital initiatives with customer needs. Policymakers should focus on creating enabling environments for digital adoption, including investments in digital infrastructure, support for SMEs, and the development of robust cybersecurity frameworks.

Despite its contributions, this study has limitations. The sample size, while substantial, may not fully represent the diversity of businesses within the studied regions. Furthermore, the study's focus on Eastern Europe and the Middle East limits the generalizability of the findings to other

regions. Future research could expand the geographical scope and explore the long-term impacts of digital transformation, particularly in relation to workforce reskilling, regulatory evolution, and the ethical implications of emerging technologies like AI and blockchain. Investigating the evolving role of these technologies in business model reinvention is crucial for understanding the future of digital transformation. Finally, future studies could explore the specific challenges and opportunities related to digital transformation within different industry sectors in greater depth.

References

- Aloshyna, T., Fisunen, N., & Sydorov, O. (2022). INNOVATIVE MODEL OF INDUSTRIAL ENTERPRISE DEVELOPMENT. *Eastern Europe: Economy, Business and Management*, 3(36). <https://doi.org/10.32782/easterneurope.36-4>
- Brezzi, M., González, S., Nguyen, D., & Prats, M. (2021). An updated OECD framework on drivers of trust in public institutions to meet current and future challenges. *Www.oecd-ilibrary.org*. <https://doi.org/10.1787/b6c5478c-en>
- Burbelo, N. (2024). JUSTIFYING THE CHOICE OF AN FHWS-BASED MANAGEMENT MODEL BY A COMPANY. *Eastern Europe: Economy, Business and Management*, 4(45). <https://doi.org/10.32782/easterneurope.45-3>
- Buşu, M. (2012). An economic analysis on the degree of market concentration: Competition Indicators. In *Proceedings of the 6th International Management Conference "Approaches in organizational Management"*, Bucharest (pp. 529-537).
- Cheval, S., Mihai Adamescu, C., Georgiadis, T., Herrnegger, M., Piticar, A., & Legates, D. R. (2020). Observed and Potential Impacts of the COVID-19 Pandemic on the Environment. *International Journal of Environmental Research and Public Health*, 17(11), 4140. <https://doi.org/10.3390/ijerph17114140>
- Dannenberg, P., Fuchs, M., Riedler, T., & Wiedemann, C. (2020). Digital Transition by COVID-19 Pandemic? The German Food Online Retail. *Tijdschrift Voor Economische En Sociale Geografie*, 111(3), 543–560. <https://doi.org/10.1111/tesg.12453>
- Dubey, S., Biswas, P., Ghosh, R., Chatterjee, S., Dubey, M. J., Chatterjee, S., Lahiri, D., & Lavie, C. J. (2020). Psychosocial Impact of COVID-19. *Diabetes & Metabolic Syndrome: Clinical Research & Reviews*, 14(5), 779–788. <https://doi.org/10.1016/j.dsx.2020.05.035>
- Felzensztein, C., & Tretiakov, A. (2023). Technology adaptation: micro new ventures in a COVID-19 lockdown. *International Journal of Entrepreneurial Behavior & Research*. <https://doi.org/10.1108/ijebr-10-2021-0838>
- Frenk, J., Chen, L., Bhutta, Z. A., Cohen, J., Crisp, N., Evans, T., Fineberg, H., Garcia, P., Ke, Y., Kelley, P., Kistnasamy, B., Meleis, A., Naylor, D., Pablos-Mendez, A., Reddy, S., Scrimshaw, S., Sepulveda, J., Serwadda, D., & Zurayk, H. (2020). Health Professionals for a New century: Transforming Education to Strengthen Health Systems in an Interdependent World. *The Lancet*, 376(9756), 1923–1958.
- Kasianova, N., & But-Husaim, Y. (2022). CUSTOMER BEHAVIOR MODEL AS THE BASIS OF CONSUMER LOYALTY MANAGEMENT. *Eastern Europe: Economy, Business and Management*, 3(36). <https://doi.org/10.32782/easterneurope.36-9>
- Leszkiewicz, A., Hormann, T., & Krafft, M. (2022). Smart Business and the Social Value of AI. *Advanced Series in Management*, 28, 19–34. <https://doi.org/10.1108/s1877-636120220000028004>
- Purcărea, T., Ioan-Franc, V., Ionescu, Ş.-A., Purcărea, I. M., Purcărea, V. L., Purcărea, I., Mateescu-Soare, M. C., Platon, O.-E., & Orzan, A.-O. (2022). Major Shifts in Sustainable

- Consumer Behavior in Romania and Retailers' Priorities in Agilely Adapting to It. *Sustainability*, 14(3), 1627. <https://www.mdpi.com/2071-1050/14/3/1627>
- Secinaro, S., Calandra, D., Secinaro, A., Muthurangu, V., & Biancone, P. (2021). The role of artificial intelligence in healthcare: a structured literature review. *BMC Medical Informatics and Decision Making*, 21(1). <https://link.springer.com/article/10.1186/s12911-021-01488-9>
- Usenko, N. (2024). EFFICIENCY OF BUSINESS PROCESSES IMPLEMENTATION AT FURNITURE INDUSTRY ENTERPRISES. *Eastern Europe: Economy, Business and Management*, 43. <https://doi.org/10.32782/easterneurope.43-3>
- Watermeyer, R., Crick, T., Knight, C., & Goodall, J. (2020). COVID-19 and digital disruption in UK universities: afflictions and affordances of emergency online migration. *Higher Education*, 81(3). <https://link.springer.com/article/10.1007/s10734-020-00561-y>
- Williamson, O. E. (2021). Calculativeness, Trust, and Economic Organization. *The Journal of Law and Economics*, 36(1, Part 2), 453–486.