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INTEGRATED STRATEGY AS A STRATEGIC IMPERATIVE FOR FIRMS AND INDUSTRIES IN THE CONTEXT OF EUROINTEGRATION AND EU ACCESSION

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Abstract. *This paper examines the gap between academia and practitioners in Ukrainian management studies, particularly in eurointegration research. It highlights the paradox of Ukrainian scholars, referred to as 'integrators', who study eurointegration but are not fully integrated into the process themselves. The study offers insights and proposes solutions for bridging this divide, emphasizing the need for an 'integrated strategy' that combines bottom-up academic efforts with top-down governmental approaches. This strategy involves scholars conducting grassroots-level analysis to inform national policies, and the government incorporating academic research into setting strategic eurointegration goals. This dual approach aims to align academic rigor with practical application, creating a cohesive and effective eurointegration strategy. The paper suggests a model for collaborative and sustainable eurointegration in Ukraine, underlining the significance of integrating academic research into government policy for successful eurointegration.*

Keywords: *eurointegration, integrated strategy, bottom-up approach, top-down approach, Ukrainian scholars, government policy, collaborative strategy, academic insights, strategic imperative.*

Context and problem statement. In the field of strategic management, the significance of context in the formulation of strategies is highly emphasized due to its impact on both organizational actions and outcomes. As J. Frishammar [1] highlighted, context is not only crucial to organizations but also warrants attention for its influential role. Typically, context is described as "...a dynamic combination of various elements such as factors, features, processes, or events that affect the phenomena under investigation", as noted by S. Michailova [2:130]. A.M. Pettigrew further underscores the explanatory power of context, asserting its vital role in understanding the occurrence of a phenomenon and in explaining both actions and their outcomes [3]. Consequently, the belief that "context counts" or "context matters" has gained widespread acceptance, and, as Teagarden with co-authors advocates [4], it has a critical importance in enhancing research rigor and accuracy of understanding.

In the case of Ukraine, its context in all aspects is determined by the eurointegration process, which has become a defining feature, antecedent and trigger of the nation's strategic,

economic, and social development. This steadfast commitment to align with European Union standards, values and principles has not only shaped organizational and governmental policies but also deeply influenced the cultural and societal life within Ukraine, as well triggered academic management studies. Significantly, Ukraine's clear aspirations towards European integration have been a main reason of the Russian invasion and the war. The war has drastically altered Ukraine's strategic landscape, imposing new challenges and complexities. Organizations and policymakers now must navigate a reality where their eurointegration goals are intertwined with the exigencies of conflict and defense. This scenario underscores the critical importance of strategic adaptability and resilience, particularly in a context where national aspirations toward European integration are met with external military aggression and geopolitical turmoil.

Existing management research has extensively documented that the process of eurointegration represents a significant shift of paradigms, encompassing a multitude of complex and multidimensional changes. These changes exert considerable pressure on businesses, compelling them to adapt to the new "rules of the game" [5]. In response, businesses are required to reevaluate and modify their strategies to effectively navigate this transformed landscape. These responses demand "*integrated strategy*" (IS) that blends market components or market strategy (MS) with nonmarket components or nonmarket strategy (NMS). The concept of IS was developed and proposed by D. Baron [6; 7; 8].

The integrated strategy is essential, first of all, for sectors that are heavily regulated in the European Union - pharmaceuticals, healthcare, wine industry and other branches of agriculture and so on.

Yet complications arise with the necessity for strategic responses to be developed not only at the level of individual firms but also across entire industries. At the firm level, strategies are often focused on internal capabilities, competitive positioning, and market-specific adaptations, tailored to the unique strengths and challenges of each business. In contrast, industry-level responses require a broader, more collaborative approach, because they seek to protect the interest of the whole industry. Hence, firms must find common ground and align their interests with sector-wide goals. This involves engaging in collective actions, such as setting industry standards, advocating for favorable policies when joining EU, and fostering other benefits for the entire sector. Such collective strategy could be seen as a case of "*co-opetition*" [9; 10]. Thus, while individual firm strategies are more introspective and competitive, industry-level strategies necessitate cooperation and a shared vision for the future of the sector.

This broader scope of strategy development necessitates bigger focus on NMS and requires the engagement of policymakers. Such engagement is vital for aligning industry practices with the overarching goals of eurointegration, underscoring the crucial role of policymakers in facilitating adaptation at both the firm and industry levels.

However, by contrast to Ukrainian policymakers, Ukrainian scholars seem to be excluded or, at least, "not massively invited"- neither by officials and bureaucrats nor by businesses - to actively participate in the development of such strategies. Hence, current academic discourse often lacks 'inside-out' perspectives that are grounded in the specific socio-political and economic realities of Ukraine. Indigenous theories [11;12;13] can offer more relevant and effective frameworks for understanding and managing the eurointegration process. So, from academia view, the most serious problem emerges from the relatively low involvement of Ukrainian scholars in this process of eurointegration. This lack of participation signifies a significant gap in effectively linking the eurointegration process with its desired outcomes.

In my opinion, this problem is twofold.

First, the published studies have insufficient relevance for practitioners – both businesses and policymakers – hence, as consequences, they do not have high visibility and strong impact on practice. Because of existing gap between academic research and practical application in businesses, particularly in the context of eurointegration and EU accession, even existing academic theories and models often remain underutilized in practical business scenarios, therefore, demand for more actual and more specific to Ukrainian context is almost absent.

Second, our theoretical contribution is still “*laisse à désirer*” because we, Ukrainian scholars, as insiders that know very well “domestic context” and related issues, but do not generate new, and fully contextualized constructs, concepts, and indigenous theories, and therefore do not significantly advance management sciences. But “there is nothing more practical than a good theory”!

Tough, we see again the well-known situation of “practitioners-academia” divide [14; 15; 16; 17] when “managers are from Venus” and “researchers from Mars” [18: 19].

Literature overview. In exploring the literature on eurointegration and its impact on various sectors and levels of the Ukrainian economy, a detailed content analysis of fifty-one relevant articles was conducted [20]. They were published in 2014-2022. Thei analysis revealed a diverse array of research methodologies, encompassing quantitative methods (44.6%), qualitative approaches (35.3%), and mixed methods (20.1%). These methodologies underscore the multifaceted nature of the research field, reflecting the complexity of eurointegration as a phenomenon and its varied impacts across different sectors and levels of the economy. The typical types of papers are briefly described below.

At the micro level, studies focused on specific business and company-related issues emerging from eurointegration. For instance, research by [21] explored the intricacies of cost management, auditing, and reporting in the coalmining sector. This study was particularly significant for its in-depth analysis of how two coalmining enterprises navigated the new regulatory landscape imposed by eurointegration. By detailing the specific changes and challenges these enterprises faced, the study provided a valuable insight into the microeconomic implications of eurointegration.

Another notable *micro-level* study was conducted by S. Zapara and V. Strelnyk [22], who examined the adoption of environmental management systems in coalmining enterprises. This research was framed within the context of normative institutional pressures emanating from EU Directive 1836/93. The study highlighted the challenges and opportunities faced by Ukrainian coalmining enterprises in aligning with European environmental standards, shedding light on the practical implications of regulatory alignment with the EU.

N. Orlova and I. Mokhova [23] offered a different angle, investigating the competitiveness and investment attractiveness of the Ukrainian railway industry, particularly focusing on the national monopoly “Ukrzaliznytsia.” Their study provided a nuanced understanding of how eurointegration affected the railway sector, influencing investment flows and competitive dynamics.

Moving to the *meso level*, the studies extended their focus to sector-specific analyses. This included diverse areas such as banking audit services, creative industries, cargo transit, tourism, and agriculture. A key study of V. Sukhonos with colleagues [24] delved into the banking audit services, attempting to formalize market parameters to facilitate better understanding and regulatory intervention. This study was instrumental in outlining the structural changes and new market dynamics emerging in the banking sector as a result of eurointegration.

Additionally, research at this level often addressed broader regional development issues. For example, some studies investigated the formation of high-tech scientific and production associations, highlighting how eurointegration was reshaping regional economic landscapes and fostering new forms of industrial collaboration.

At the *macro level*, the topics became more expansive, covering international trade between Ukraine and the EU, economic security, and the implementation of European Green Deal provisions. The paper of O. Kiforenko [25] provided a quantitative analysis of trade issues, offering valuable insights into the shifting patterns of trade and economic relations between Ukraine and EU member states. However, a common limitation in these macro-level studies was their lack of deep contextualization. Eurointegration was often taken as a given backdrop, with insufficient exploration of its complexities and nuances.

A unique study in this realm was conducted by O. Durman et al. [26], which investigated eurointegration as a complex and multifaceted phenomenon. Their innovative approach utilized Graph Theory to evaluate strategic functions within the framework of the Association Agreement with the EU. This study stood out for its methodological rigor and for its attempt to quantify and analyze the multifaceted nature of eurointegration.

Despite these in-depth analyses, a prevailing trend in the literature was the view of eurointegration primarily as a backdrop or context for the studies. Phrases like "in the context of european integration" were commonly used, yet there was often a lack of deeper integration or conceptualization of this context within the studies. This indicated a gap in the literature where eurointegration was concerned, pointing to potential areas for further research and exploration as a studied phenomenon.

The literature also reflected a tendency toward comparative cross-context studies. These studies often contrasted Ukrainian phenomena with those in the EU, attempting to draw parallels or highlight differences. However, these comparisons frequently lacked depth, focusing more on listing differences than on conceptualizing or theorizing them. This approach suggested a need for more nuanced and theoretically informed comparative studies that could provide deeper insights into the similarities and differences between Ukrainian and EU contexts.

Regarding theoretical underpinnings, the literature displayed a certain deficiency. While theories such as contingency theory, stakeholder theory, and institutional theory were implied in many studies, they were not explicitly articulated or developed. This lack of explicit theoretical framing was a notable gap, as it limited the depth and rigor of the analyses. Eurointegration was mostly conceptualized as a process of adopting EU regulations and institutions, reflecting a "top-down" model of influence. However, this approach failed to consider the potential for "uploading" institutions from Ukraine to the EU, thereby missing an opportunity to explore the bidirectional nature of institutional influence and change.

The review highlighted the low theoretical contribution of Ukrainian management literature to the broader discussions on eurointegration. This observation suggested that Ukrainian scholars, even those publishing in international journals, might be constrained by the dominant academic institutional logic. This logic prioritized publishing requirements over advancing research knowledge or making significant theoretical contributions. Theories such as the theory of chasm and ideas' traveling were proposed to explain this phenomenon, suggesting barriers such as language and integration into the global scientific community as key challenges.

Moreover, the reviewed literature on eurointegration in Ukraine, covering the period 2014-2022, presents a fragmented picture with notable gaps in contextualization and theoretical development. The studies, while diverse in their methodologies and levels of

analysis, often lacked depth in their conceptualization of eurointegration and in their theoretical frameworks. This points to a need for Ukrainian scholars to not only integrate eurointegration more deeply into their research but also to engage more actively with the global scientific community. The complexity of the domain, language barriers, and the dynamic nature of the context pose significant challenges for Ukrainian scholars. There is a clear need for more locally relevant and produced constructs, methods, and theories that can contribute meaningfully to the global discourse on eurointegration and its multifaceted implications.

Issues and unresolved parts of problem. In the dynamic landscape of Ukraine's eurointegration, a critical gap persists between theoretical insights from academia and practical implementations by practitioners. Despite the adage that 'there is nothing more practical than a good theory' of K. Lewin, academic research in management studies often overlooks the unique, Indigenous perspectives essential for a nuanced understanding of eurointegration. Simultaneously, policymakers, businesses and other practitioners engaged in eurointegration processes tend to underutilize scholarly insights, relying instead on experiential tactics. This disconnect not only hampers the effectiveness of eurointegration strategies but also limits the development of robust, context-specific theories that can guide future endeavors.

Though, there is an urgent need for research that is grounded in relevant studies, includes thorough analysis of practices, and contributes to the advancement of constructs, concepts, and theories. This scholarly work is essential for enhancing understanding of the implications of eurointegration and guiding firms, industries and policymakers towards strategies that not only comply with new standards but also foster or maintain their competitive advantage and sustainability.

The purpose of the article. This article aims to explore and address this “academia-practitioners” divide and propose a methodological collaborative framework to overcome this gap. And bridging the 'academia-practitioners' divide is a strategic imperative, crucial for the advancement of both theoretical understanding and practical application in various fields. By proposing a methodological collaborative framework, it facilitates a synergistic exchange of knowledge and skills, enabling academics to gain insights into real-world challenges and practitioners to benefit from research-based innovations and strategies. This collaboration will not only enrich academic research with practical relevance but also equip practitioners with evidence-based tools and frameworks, fostering a more dynamic and effective approach to problem-solving and decision-making in various industries.

Research questions. In fact, the problem highlighted above centers on the paradox where Ukrainian scholars, or 'integrators', engaged in studying eurointegration are not themselves fully 'integrated' into the eurointegration process. In fact, the problem described above, consists in the fact that Ukrainian scholars investigating eurointegration are not “integrated” in eurointegration process. To develop valuable insights and contribute to elaboration of solutions to the stated problem, this paper intends to explore the following research questions:

1. *What kind of relevant contributions Ukrainian scholars could generate?*
2. *How Ukrainin scholars could be “integrated” in eurointegration studies?*

The obtained answers can serve as a starting point for a comprehensive linking theoretical knowledge with practical experience and enhancing Ukraine's eurointegration efforts.

Research methodology. In addressing the complexities of the academia-practitioners divide within the context of Ukraine's eurointegration, this conceptual paper adopts a

comprehensive qualitative methodological approach. Firstly, it involves an extensive searching through relevant literature, drawing mostly on publications of Ukrainian scholars in international journals indexed by Scopus in 2014-2022 in English language, to identify and analyze the contributions of Ukrainian scholars in the field of eurointegration [20]. This review seeks to uncover the gaps in current research and potential areas where these scholars can make significant contributions. Secondly, the applied qualitative methodology [27; 28; 29] includes diverse viewpoints and insights from key stakeholders, including academics, policymakers, businesspeople, and industry experts gathered during various events and conferences. These qualitative inputs will help in formulating practical recommendations for enhancing the involvement of Ukrainian scholars in eurointegration studies and practices. Thirdly, the paper employs a theoretical framework that integrates both academic and practical perspectives, ensuring a comprehensive understanding of the challenges and opportunities in integrating Ukrainian scholars into the eurointegration process [30; 31].

Theoretical underpinning and conceptual framework. In addressing the research questions presented, the applied theoretical framework consists of two the most suitable theoretical perspectives that help to thoroughly examine the role of Ukrainian scholars in the eurointegration process and complement each other - stakeholder theory and system theory.

Stakeholder theory is for analyzing Ukraine's eurointegration process because it emphasizes the importance of considering and balancing the diverse interests of all groups involved including government bodies, EU institutions, businesses, civil society, academia, and the public which have significant, but varying and often contradicting impacts and stake [32; 33; 34]. This theoretical perspective is helpful to identify and understand the roles, expectations, and influences of these groups. By adopting stakeholder theory, we can ensure a more inclusive, comprehensive understanding and management of the process, leading to strategies that are more likely to gain broader support and be successful in the long term. It also highlights academia's role in facilitating stakeholder dialogues, promoting mutual understanding and cooperation when addressing the challenges and potential conflicts of interest and power imbalances. It offers ethical guidance for prioritizing stakeholders fairly and inclusively and synthesizes the implications of this theory for both academic research and practical implementation, suggesting future research areas and practical applications for stakeholders in the eurointegration process.

The system theory is incorporated to provide a holistic view of the eurointegration process. This theory is instrumental in exploring how Ukrainian scholars can be effectively integrated into the broader eurointegration system. It considers the complex interdependencies and interactions among various components of the system, emphasizing the interconnectedness of different elements and the dynamic nature of the eurointegration process. By applying systems theory, the research can delve into the systemic factors that influence and are influenced by the involvement of scholars, offering insights into how their integration can be optimized within this intricate network [35; 36].

Altogether, these two theories ensure a comprehensive and multi-dimensional approach. This approach not only facilitates a deeper understanding of how Ukrainian scholars can actively contribute to and be part of eurointegration but also bridges the gap between theoretical knowledge and practical application, thereby enhancing the effectiveness and sustainability of Ukraine's eurointegration efforts.

The selected theories are backing the concept of *integrated strategy* (IS) which is the core concept of this study. Hence, an integrated strategy becomes imperative for comprehensively understanding and facilitating Ukraine's eurointegration process. The IS is a holistic concept suitable for understanding and advancing Ukraine's eurointegration

process. It calls for the active and coordinated involvement of all stakeholders, ensuring that their diverse interests and capabilities are harmonized for the collective efforts. This strategy highlights the importance of academic research in informing and shaping practical implementation, ensuring that eurointegration is not only a political and economic endeavor but also an inclusive, collaborative, and knowledge-driven process.

Findings and discussion. Referring to the question on how Ukrainian scholars could contribute to the management studies of eurointegration, a rich tapestry of potential insights weaving together empirical research, theoretical innovation, and interdisciplinary analysis, as well respective contributions are explained across 2 important dimensions and 4 perspectives of the following matrix (see Fig.1 below).

		EUROINTEGRATION IS CONSIDERED	
		AS "EXPLANANS"	AS "EXPLANANDUM"
RESEARCHERS POSITIONING	"OUTSIDE IN" (ETIC PERSPECTIVE)	EUROINTEGRATION IS A TRIGGER/ ANTECEDENT FOR STUDIED PHENOMENA	EUROINTEGRATION IS UNDER STUDY AS A PROBLEM, PHENOMENON OR CONCEPT
	"INSIDE OUT" (EMIC PERSPECTIVE)	EUROINTEGRATION IS A TRIGGER/ ANTECEDENT FOR STUDIED PHENOMENA	EUROINTEGRATION IS UNDER STUDY AS A PROBLEM, PHENOMENON OR CONCEPT

Figure 1. Matrix as a concept of eurointegration process

Source: developed by the author

The first dimension of the matrix is the positioning of researchers, and it refers to their approach to understanding and explaining phenomena referring to the context – either within the context, therefore, the insights and knowledge produced by such scholars have "inside out" or *emic* orientation. In opposite situation with external to this context positioning. And "inside out" positioning implies that the researcher is starting from within the context or system in question, exploring outward. This means they are deeply familiar with the internal workings, cultural nuances, and specific characteristics of the subject they are studying. Their insights are grounded in intimate, local knowledge, and they may focus on how internal factors contribute to the broader picture [37; 38].

Conversely, an "outside in" or *etic* perspective involves looking at the subject from an external point – if Ukrainian scholars are now outside Ukraine and affiliated with foreign institutions and practices or/and co-authoring with foreign colleagues. Researchers with this

positioning might focus on how broader, often global, forces impact the internal dynamics of the subject area. They could analyze the influence of international policies, economic trends, or cross-cultural interactions and how these external elements shape the phenomenon being studied [39; 40].

Both positions offer valuable insights but from different standpoints. The "inside out" perspective is often rich in context-specific details, while the "outside in" perspective provides a more comparative view that can place local or specific phenomena within a global context. These perspectives are not mutually exclusive and can be combined to provide a more comprehensive understanding of the subject matter.

The second dimension is the perception of the eurointegration described in this matrix by the terms "*explanans*" and "*explanandum*". They are used to distinguish between the thing that does the explaining (*explanans*) and the thing that is to be explained (*explanandum*).

Explanans refers to the set of facts, theories, or laws that provide the explanation for the phenomenon in question. In a scientific explanation, the *explanans* is the cause or reason that accounts for the *explanandum*. For instance, in a study about economic growth, the *explanans* might include variables such as technological innovation, capital investment, and policy frameworks. *Explanandum* describes the phenomenon or event that needs to be explained. It is the effect or outcome that the *explanans* aims to account for. Continuing with the economic growth example, the *explanandum* would be the actual observed economic growth of a country or region that researchers are attempting to explain. When these terms are used in research papers, they help clarify the relationship between the theoretical framework (*explanans*) and the empirical observations (*explanandum*) within the study. When considering eurointegration as "*explanans*", we have two opposite perspectives. In case of "*outside-in*" perspective, scholars can extend boundaries and go beyond the borders of Ukraine and the post-Soviet space to engage with global integration theories. By conducting comparative studies, they can position the eurointegration of the post-Soviet states within a broader international context. This perspective allows for an understanding of how external forces, such as international trade agreements, economic pressures, and global political dynamics, influence the integration process. Empirical testing here could involve quantitative analyses of economic indicators or qualitative assessments of policy impacts, offering a more nuanced understanding of the international forces at play.

By contrast, "*inside-out*" perspective" emphasizes the importance of the internal dynamics of eurointegration. Scholars can delve into the narratives that shape national and regional perceptions of the integration process. By examining the language and symbols used in political discourse and media representations, researchers can uncover how eurointegration is perceived and constructed within the society. Ethical considerations are paramount, as studies must respect the historical context and cultural sensitivities of the regions involved.

In case when eurointegration is seen as "*explanandum*" within the "*outside-in*" perspective and the eurointegration is the phenomenon to be explained, an interdisciplinary approach is highly desirable due to the complexity of the phenomenon. Ukrainian scholars can draw upon economics, political science, sociology, and legal studies to build comprehensive frameworks that explain the eurointegration process. This can involve analyzing how macroeconomic trends influence policy decisions or how legal harmonization affects domestic law. Cross-validation with global theories ensures that indigenous theories do not exist in an academic vacuum but are instead tested against and contribute to the global body of knowledge.

The "*inside-out*" perspective within this dimension might focused on the collaboration of scholars, policymakers, business leaders, and civil society actors, and it allows for the

integration of indigenous knowledge into the respective theoretical framework. This collaborative approach is vital for addressing the specific challenges and leveraging the unique opportunities presented by eurointegration. By focusing on solving local problems, theories developed can have direct practical applications, providing solutions that are informed by and tailored to the local context – with a potential of careful extension and application in other contexts as it could have limited generalizability.

Across all these dimensions and perspectives, the importance of methodological rigor cannot be underestimated. Ukrainian scholars have the potential to pioneer in methodological innovations, applying complex statistical models, or novel qualitative techniques like narrative analysis or ethnographic studies to capture the full spectrum of eurointegration's implications.

Furthermore, the dissemination of research findings is as important as the research itself. Ukrainian scholars must engage in dialogue with both local and international communities to refine and spread their theories. This could involve presenting findings in policy forums, academic conferences, and through publications in peer-reviewed journals.

In essence, the potential contributions of Ukrainian scholars to the field of eurointegration are profound and varied. They can offer unique perspectives on the integration of post-Soviet states into the EU, provide comparative analyses that place these processes in a global context, and ensure that their research is conducted with the highest ethical standards. By doing so, they can help bridge the gap between theory and practice, offering insights that are both academically robust and practically relevant.

When answering to the question on how Ukrainian scholars could be “integrated” in eurointegration studies, the obtained results could be summarized around the following process model (see Figure 2 below) that was also developed during this study.

The most logical way is to apply simultaneously two distinct yet complementary and not mutually exclusive strategies for Ukraine's eurointegration - bottom-up and top-down approaches - with an emphasis on the role of Ukrainian scholars and governmental directives respectively.

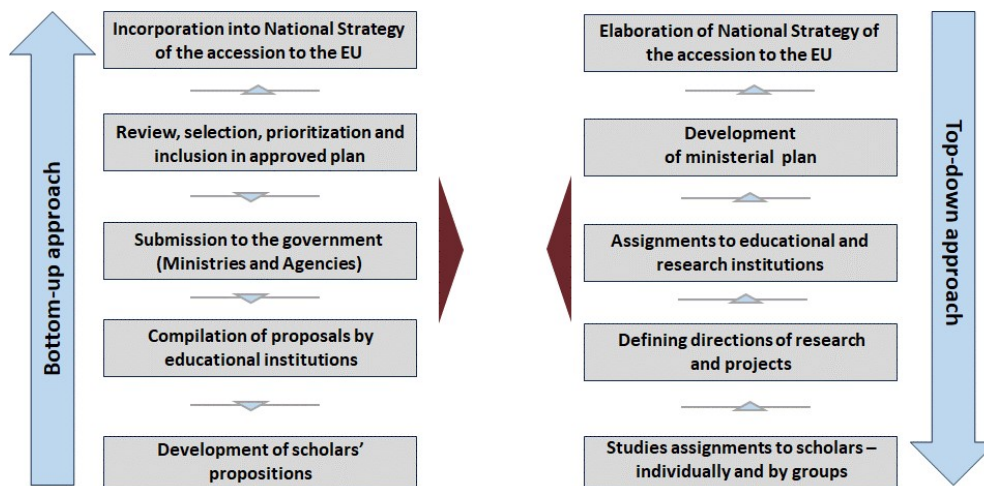


Figure 2. Bottom-up and top-down approaches

Source: developed by the author

The bottom-up approach to Ukraine's eurointegration champions the crucial role of Ukrainian scholars in shaping policy and practice from the ground up. Beginning with in-depth analyses at the departmental level, scholars across faculties craft propositions with an eye toward practical application, aiming to influence the nation's eurointegration strategy. These well-considered propositions are then escalated through academic hierarchies to become part of a cohesive set of recommendations that reflect the collective insight of the academic community.

The role of educational institutions is pivotal as they gather these individual proposals and present a consolidated perspective to key governmental bodies, including the Ministry of Education and Science of Ukraine. This effort extends to engaging with a spectrum of stakeholders, from other ministries to industry associations, all vested in the success of eurointegration. By making these scholarly insights publicly available, the process promotes transparency and encourages broader community and stakeholder engagement, including feedback from potential sponsors and public discourse.

Ministries, many with dedicated departments for eurointegration, serve as conduits for these academic insights, ensuring they inform the national dialogue and decision-making process. This culminates in a government-led effort to integrate academic perspectives into a unified national strategy, reinforcing the value of scholarly research in shaping policy.

Simultaneously, a top-down approach operates where the government sets strategic eurointegration objectives. These are then communicated to academic institutions, guiding research directions and program development. Scholarly work informed by this strategy provides a feedback loop, offering ground-level insights to refine national objectives.

The seamless integration of these bottom-up and top-down methodologies fosters a comprehensive eurointegration strategy that harnesses both the innovative capacity of academia and the structured direction of government policy. This symbiotic relationship ensures that scholarly research is attuned to national priorities, while government strategies benefit from academic innovation, together driving a well-balanced and effective eurointegration initiatives.

Moreover, it's important to acknowledge the significant role and contributions of established entities such as the Ukrainian Association of Professors and Researchers of European Integration – APREI, alongside initiatives like The Jean Monnet Program. Their efforts are focused on promoting excellence in teaching and research in European Union and European integration studies. They endeavour to enhance dialogue and collaboration between academia, policy-makers, and civil society through their various projects. Of course, they should drive this process in Ukraine.

Conclusion. This paper comprehensively has answered to research questions, as well it has outlined the role of the concept of integrated strategy and has demonstrated the strategic imperative of integrating the bottom-up initiatives of Ukrainian scholars with the top-down strategies of government bodies in the pursuit of Ukraine's eurointegration supported by the contributions of scholars. By emphasizing an integrated strategy, this study illustrates how scholarly grassroots assessments and propositions, through a bottom-up approach, ascending the institutional ladder, ultimately informing, and shaping national eurointegration policies. Similarly, the top-down approach reflects the government's crucial role in setting strategic eurointegration objectives, which in turn guide and influence academic research and institutional goals.

This approach that could be also called as “integrated strategy” is blending bottom-up and top-down methods, is not just beneficial but essential for a comprehensive and effective eurointegration strategy. By incorporating academic insights into government policies, the bottom-up approach ensures that Ukraine's eurointegration efforts are enriched with innovative

solutions and deep knowledge. Concurrently, the top-down approach aligns academic pursuits with national priorities, enhancing the practical relevance and impact of scholarly research.

In conclusion, the paper underscores the strategic imperative of a collaborative eurointegration strategy that synergizes the strengths of both academia and government. This integrated strategy approach promises a thorough, responsive, and sustainable pathway towards eurointegration for Ukraine, ensuring that efforts are both theoretically robust and practically viable. As Ukraine progresses in its eurointegration journey, the insights from this paper offer a strategic blueprint for fostering a culture of active engagement and symbiotic collaboration, leading to a more integrated, effective, and prosperous future for the country.

Prospects for further research. As this study lays the groundwork for understanding Ukraine's eurointegration process and the importance of integrated strategies, it also identifies several critical areas for future research. These areas are essential to enhance the collaborative constructive collaboration between academia and government and to advance a robust, responsive, and sustainable path toward eurointegration.

Further research should delve into the practical application of integrated strategies across various sectors affected by eurointegration. This includes examining real-world case studies to evaluate the effectiveness, challenges, and outcomes of employing both bottom-up and top-down approaches. Such empirical analysis will provide valuable insights into how theoretical models translate into practice.

There is a significant need for more in-depth exploration of how Ukrainian scholars can be more effectively integrated into the eurointegration process, especially in policy development and implementation. Investigating ways to bolster the involvement of academics in government decision-making will ensure their insights contribute to national strategies.

The impact of eurointegration on specific Ukrainian industries warrants detailed study. Understanding how these sectors adapt to new standards, their unique challenges, and the strategy for maintaining competitiveness is crucial. Additionally, comparative studies between Ukraine and other EU countries could shed light on different eurointegration approaches, offering broader perspectives and lessons for Ukraine.

Developing indigenous theories and models tailored to the Ukrainian context is another vital research direction. Such work would not only enrich global discourse but also provide more relevant frameworks for Ukraine. Alongside, examining the long-term effects of eurointegration on Ukraine's economic, social, and political spheres is essential to grasp its broader implications.

Lastly, research into how eurointegration is driving technological and digital transformation within Ukrainian businesses and government sectors would be beneficial. This would offer insights into the potential modernization and efficiency gains achievable through these changes.

By exploring these areas, future research can build upon this study's foundations, contributing to a richer understanding of eurointegration and developing strategies that are theoretically sound and practically relevant and impactful.

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**ІНТЕГРОВАНА СТРАТЕГІЯ ЯК СТРАТЕГІЧНИЙ ІМПЕРАТИВ ДЛЯ ФІРМ
ТА ГАЛУЗЕЙ У КОНТЕКСТІ ЄВРОІНТЕГРАЦІЇ ТА ВСТУПУ ДО ЄС****Віктор Головій***Київський національний університет імені Тараса Шевченка та університет Норд
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Анотація. Ця стаття досліджує прогалину між академічним середовищем та практиками у сфері управлінських студій в Україні, зокрема в дослідженнях євроінтеграції. Вона висвітлює парадокс українських вчених, яких називають “інтеграторами”, які вивчають євроінтеграцію, але самі не є повністю інтегрованими у цей процес. Дослідження пропонує огляд та рішення для подолання цього розриву, підкреслюючи необхідність “інтегрованої стратегії”, яка поєднує академічні зусилля “знизу вгору” з урядовими підходами “зверху вниз”. Ця стратегія включає в себе проведення вченими аналізу на базовому рівні для формування національної політики, а також включення урядом академічних досліджень у визначення стратегічних цілей євроінтеграції. Такий подвійний підхід має на меті узгодження академічної строгості з практичним застосуванням, створюючи цілісну та ефективну стратегію євроінтеграції. У статті запропоновано модель співпраці та сталої євроінтеграції України, підкреслюючи важливість інтеграції академічних досліджень у державну політику для успішної євроінтеграції.

Ключові слова: євроінтеграція, інтегрована стратегія, підхід знизу вгору, підхід зверху вниз, українські вчені, державна політика, колаборативна стратегія, академічні узагальнення, стратегічна необхідність.

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