

and resilience. This means intentionally creating redundancy — diversifying suppliers, developing multi-modal transport corridors, and using data to identify and fortify critical choke points. In tourism, it means creating dynamic management plans that can redirect tourist flows before overcrowding occurs [2].

The second direction is championing transparency and secure data sharing. We need a push for “Explainable AI” (XAI), where algorithmic decisions can be understood and trusted by humans. Furthermore, the future lies in secure data platforms where companies can share specific information, such as a ship’s estimated time of arrival or a hotel’s real time capacity, to optimize the entire network without sacrificing their competitive edge. Finally, we must democratize technology. The goal is to develop affordable, cloud-based AI tools that allow a local restaurant to manage its inventory or a family-run hotel to access global markets.

By forging collaboration and unlocking the invisible backbone for all, we can build a future for global trade and tourism that is not only intelligent and efficient, but fundamentally resilient, inherently fair, and equipped to thrive.

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DIGITAL MODELS AS A TOOL FOR MARKETING ANALYSIS IN REAL ESTATE MARKET

The digitalization of the construction industry and the real estate market opens up new horizons for the analysis, planning and management of facilities. Building information modeling (BIM) allows not only to optimize design and construction but also to use digital models as a source of marketing information. A digital model of a building is a full-fledged database containing information about the structure, materials,

infrastructure, cost and operational characteristics of the object. With an archive of dozens of models a real estate agency can instruct marketers to analyze sales statistics, identify market patterns and form promotion strategies. This allows agencies to make informed decisions, adapt offers to your target audience and improve sales efficiency. Marketing analysis of the real estate market requires a comprehensive approach including an infrastructure assessment, demography, transport accessibility, competition, the timing of the facilities sale and buyer preferences. It makes possible to systematize this data, conduct comparative analysis and identify hidden dependencies. This enables real estate agencies to develop more accurate and targeted marketing strategies increasing conversion and reducing advertising costs.

A practical example: A-STO Development LLC actively uses marketing analytics based on digital models. The study revealed that two-room apartments with an area of up to 45 m² are sold much faster and more profitably than more spacious ones. An attempt to increase the area by including part of the landing (up to 47 m²) did not give the expected result (such apartments were sold more slowly despite the similar price). This allowed the company to adjust its strategy and focus on designing two-bedroom apartments with an area of up to 45 m² abandoning other design solutions. This case demonstrates how point-by-point analysis of digital models helps to identify hidden market patterns and adjust design decisions. As a result, the company has increased the speed of facilities sales, improved financial performance and strengthened its competitive position in the market [1].

Digital models introduction has increased the efficiency of processes: in-depth marketing analysis, optimization of facilities maintenance. BIM technologies contribute to energy efficiency, rational use of resources and creation of a comfortable urban environment. This meets the modern requirements of sustainable development and environmental responsibility.

Agencies using digital models demonstrate a higher level of adaptability, accuracy and customer orientation. This allows them to respond faster to changes in demand and offer more attractive solutions to investors and buyers. The use of digital models in the marketing analysis of the real estate market is becoming an integral part of modern practice. This allows real estate agencies to strengthen their market positions, ensure sustainable development and the introduce innovative solutions. In the context of the digital transformation of the industry such approaches are becoming an important competitive advantage contributing to the growth of service quality, customer satisfaction and investment attractiveness of facilities.

Therefore, digital models are not just a technological tool but a strategic resource that allows real estate agencies to make more accurate decisions, adapt to market requirements and form sustainable business models. Their use in marketing opens up new horizons for analysis, fore-

casting and management making the real estate market more transparent, efficient and customer-oriented.

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WAYS DEVELOPING COUNTRIES CATCH UP WITH DEVELOPED COUNTRIES: CHALLENGES AND STRATEGIES

Developing countries often strive for rapid economic convergence, aiming to become highincome nations. Yet many such efforts fail to deliver sustainable growth. A key issue is the flawed assumption that replicating developed economies' models is sufficient. However, scholars have noted that a dual economic structure — where advanced and lagging sectors coexist — limits progress and policy effectiveness. It is stated that strategies focused only on power expansion, technology adoption, or institutional imitation yield modest results. Copying freemarket systems alone does not guarantee longterm development. Rather, our focus will be on low-income economies and the large number of economies caught in “the middle-income trap”, where many billions of the world's populations are marginalised and largely excluded from the fruits of economic growth [1]. Consequently, there arise the following questions: why do many efforts in developing countries fail to deliver sustainable growth? why is the catchup speed often faster once growth begins? what strategies increase the chance of sustainable convergence?

As to the first question, it is the central problem in developing economies. The failure of many development efforts to deliver sustainable growth in developing countries is not due to a single cause, but rather a complex interplay of factors. The major of them are poor fiscal and monetary management, over-reliance on foreign aid, lack of economic diversification, etc. To solve these problems researchers, use case studies, crosscountry statistical comparisons, and institutional analysis. A key method is examining how developing countries imitate, adapt, or innovate relative to advanced economies. Moreover, integration into global markets is also studied through trade data, investment flows, and productivity measures. These methods allow identification of factors that