



# Dr. Viktoriia Apalkova

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## I. PROFESSIONAL ACTIVITIES (SELECTION)

|                     |                                                                                                                                                                              |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2024–present</b> | Researcher and Lecturer, School of Management Fribourg (HES-SO), Switzerland – Teaching: Research Methods, Managing Emerging Technologies; Research: AI & BI governance, GEM |
| <b>2022–2023</b>    | Research Fellow, Bern University of Applied Sciences (BFH), Switzerland – SNSF project on innovation ecosystems; teaching and student supervision                            |
| <b>2019–2023</b>    | Associate Professor, Kyiv National Economic University, Ukraine – Teaching: International Economics, Global Entrepreneurship                                                 |
| <b>2021–2022</b>    | Associate Professor, Taras Shevchenko National University of Kyiv, Ukraine – Teaching in English: World Economy, International Finance                                       |
| <b>2006–2022</b>    | Co-Founder and Business Consultant, Business Format Consulting (BFC), Ukraine – 180+ projects; strategy, marketing research; clients incl. Siemens, Bosch, Bunge             |

## II. PUBLIC & BUSINESS ACTIVITIES

|                     |                                                                                                             |
|---------------------|-------------------------------------------------------------------------------------------------------------|
| <b>2024–present</b> | Member, Global Entrepreneurship Monitor (GEM) Switzerland                                                   |
| <b>2023–present</b> | Coordinator, GEM Ukraine Project                                                                            |
| <b>Ongoing</b>      | Research collaboration with academic and industry partners in Switzerland and Germany                       |
| <b>Previous</b>     | Consulting activities with international companies and public organisations (incl. EBRD-supported projects) |

## III. EDUCATION

|                     |                                                                                                            |
|---------------------|------------------------------------------------------------------------------------------------------------|
| <b>2025–present</b> | Master of Science in Business Informatics, University of Fribourg, Switzerland                             |
| <b>2023</b>         | CAS Data-Driven Organization, Bern University of Applied Sciences (BFH), Switzerland                       |
| <b>2013–2017</b>    | PhD in International Economics, Taras Shevchenko National University of Kyiv, Ukraine                      |
| <b>1996–2001</b>    | Master's Degree in International Economic Relations, Taras Shevchenko National University of Kyiv, Ukraine |
| <b>1996–2000</b>    | Bachelor's Degree in International Economic Relations, Oles Honchar Dnipro National University, Ukraine    |

## IV. RESEARCH PROJECTS (SELECTION)

|                     |                                                                                              |
|---------------------|----------------------------------------------------------------------------------------------|
| <b>2024–present</b> | BISWISS Project – AI and Business Intelligence Governance in Swiss companies                 |
| <b>2023–present</b> | Global Entrepreneurship Monitor (GEM) Switzerland – Data analysis and research contributions |
| <b>2023–present</b> | GEM Ukraine Project – Establishment of national research study and report development        |
| <b>2022–2023</b>    | SNSF Project “Low-end Innovation” – Cross-country research on innovation ecosystems          |
| <b>2023</b>         | Business Intelligence for SMEs in Switzerland (BFH)                                          |



## V. PUBLICATIONS

### Reports

- Dougoud, M., **Apalkova, V.** (2026). *Global Entrepreneurship Monitor Switzerland 2024/2025*. School of Management Fribourg.
- Baldegger, R., Gaudart, R., Wild, P., Apalkova, V. (2024). *Global Entrepreneurship Monitor Switzerland 2023/2024*. School of Management Fribourg.
- Apalkova, V., Apalkov, S., Meshko, N., Tarasiuk, O. (2024). *Global Entrepreneurship Monitor Ukraine 2023/2024*. <https://doi.org/10.5281/zenodo.14234661>

### Recent Conference Papers (2025–2026)

- Panetti, E., **Apalkova, V.**, Caon, M. (2026). *Entrepreneurial Ecosystems in Times of Disruption: Building Resilience through Diversity, Coherence, and Digitalization*. EURAM Conference (accepted).
- **Apalkova, V.**, Fritz, J. (2026). *Analytics Maturity in Organizations: BI and AI Capability Development*. BIS Conference, Prague (accepted).
- **Apalkova, V.** (2025). *How Does AI Influence the Acceptance of Business Intelligence Solutions in Switzerland?* BUSTECH Conference, Valencia (published).
- **Apalkova, V.** (2026). *Analytics Maturity and AI Governance for Organizational Trust: A Swiss Capability Perspective*. IFKAD Conference (accepted).
- **Apalkova, V.** (2026). *What Drives Business Intelligence Satisfaction and Expansion? An Empirical Study of Swiss Companies*. BUSTECH Conference, Lisbon (accepted).

### Peer-Reviewed Articles

- **Apalkova, V.**, Apalkov, S., Meshko, N. (2025). The relevance of social and environmental commitments for entrepreneurs during wartime: Evidence from GEM Ukraine data. *Problems and Perspectives in Management*, Issue 1.
- **Apalkova, V.**, Tsyganov, S., Meshko, N., Tsyganova, N., Apalkov, S. (2022). Evaluation models for the impact of pricing factors on environmental performance in different countries. *Problems and Perspectives in Management*, 20(2), 135–148.
- **Apalkova, V.**, Reshetnikova, I., Lytovchenko, I., Wiktor, J. W. (2021). An evaluation of economic and green market utility in a circular economy. *E3S Web of Conferences*, 255, 01038. <https://doi.org/10.1051/e3sconf/202125501038>
- **Apalkova, V.**, Tsyganov, S., Meshko, N., Tsyganova, N., Apalkov, S. (2021). Application of decision tree models for predicting immigration policy across countries. *Problems and Perspectives in Management*, 19(3), 513–532.
- Privarnikova, I., Zinchenko, O., Meshko, N., **Apalkova, V.** (2021). Environmental aspects of socially responsible policies of multinational companies. *IOP Conference Series: Earth and Environmental Science*, 915(1), 012020.
- **Apalkova, V.**, Nikolaienko, A., Meshko, N. (2021). Prediction of environmental performance based on country economic attractiveness. *Academy of Accounting and Financial Studies Journal*, 25.
- **Apalkova, V.**, Tsyganov, S. (2016). Digital economy: A new paradigm of the global information society. *Economic Review*, 295–311.
- **Apalkova, V.**, Tsyganov, S. (2018). Development of artificial intelligence: Evolutionary processes in the international financial market. *Finance of Ukraine*, 8.
- **Apalkova, V.** (2015). The concept of digital economy development in the European Union and prospects for Ukraine. *Bulletin of the University of Dnepropetrovsk*, Issue 4.