

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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ТЕХНОЛОГІЙ ТА ДИЗАЙНУ**

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01011, м. Київ, вул. Немировича-Данченка, 2, корп. 4, к. 1418  
тел.: +38044-256-21-44  
e-mail: management\_knutd@knutd.edu.ua  
офіційний сайт: <http://menagement.knutd.edu.ua>

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**EDITORIAL ADDRESS:**

**01011, m. Kyiv, str. Nemirovich-Danchenko, 2, Bldg. 4, cabinet 1418**

**tel .: + 38044-256-21-44**

**e-mail: [management\\_knutd@knutd.edu.ua](mailto:management_knutd@knutd.edu.ua)**

**офіційний сайт: <http://menagement.knutd.edu.ua>**

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## TABLE OF CONTENTS

### **DUDOROVA T.**

Logistics of customs procedures in Ukraine 9

### **SHCHERBAK V., SAVCHUK N.**

Formation of adaptive infrastructure of small and medium-sized enterprises support for vulnerable social groups 18

### **DUDKO P.**

The initiation of organizational changes as a tool of effective enterprise management 31

### **NIFATOVA O., SHKODA M.**

Social innovation in entrepreneurship and education as an adaptation tool for servicemen demobilized from the ATO zone 42

### **KRAKHMALOVA N.**

The use of business models in social entrepreneurship 54

### **GRONA A.**

Uncertainty and riskiness of smart contractual relationships in the global business 66

### **GNATENKO I., RUBEZHANSKA V.**

Architectonics of the concept of the national labour market regulation 79

### **SHEVCHENKO I.**

Methodical principles of typology of passenger cars regional markets 91

### **YERSHOVA O.**

Information support for enterprise business process development management 100

### **GANUSHCHAK-EFIMENKO L., SHKODA M., NIFATOVA O.**

Strategic approach to managing the risk of the company's business portfolio 111

## ЗМІСТ

### **ДУДОРОВА Т.**

Логістизація митних процедур в Україні 9

### **ЩЕРБАК В., САВЧУК Н.**

Формування адаптивної інфраструктури підтримки малого та середнього підприємництва соціально-вразливих верств населення 18

### **ДУДКО П.**

Ініціація організаційних змін як інструмент ефективного управління підприємством 31

### **НІФАТОВА О., ШКОДА М.**

Соціальні інновації у підприємстві та освіті як інструмент адаптації військовослужбовців, демобілізованих із зони АТО 42

### **КРАХМАЛЬОВА Н.**

Використання бізнес-моделей в соціальному підприємстві 54

### **ГРОНА А.**

Невизначеність та ризиковість розумних контрактних відносин у глобальному бізнесі 66

### **ГНАТЕНКО І., РУБЕЖАНСЬКА В.**

Архітектоніка концепції державного регулювання національного ринку праці 79

### **ШЕВЧЕНКО І.**

Методичні засади типологізації регіональних ринків легкових автомобілів 91

### **ЄРШОВА О.**

Інформаційне забезпечення механізму управління розвитком бізнес-процесів підприємств 100

### **ГАНУЩАК-ЄФІМЕНКО Л., ШКОДА М., НІФАТОВА О.**

Стратегічний підхід до управління ризиками господарського портфелю підприємства 111

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## LOGISTICS OF CUSTOMS PROCEDURES IN UKRAINE

T. DUDOROVA<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

**Introduction and purpose of the study.** The customs affair in Ukraine is one of the dynamic branches of state activity, which is in a state of constant development and improvement; therefore the need to find new ways of increasing its efficiency is a special government urgent. One of the ways to achieve this goal is to introduce logistics techniques, which are actively used not only in the economy, but also in the social sphere, into the customs practice. Such techniques should be standardized, and the adequacy and quality of customs regulation in our country largely depends on the level of legal regulation of their application.

**Hypothesis of scientific research.** It is assumed that the logistics of the customs business, that is, the introduction logistics facilities into the range of its tools, is a continuous process that covers all the components of this diversified type of state activity, first of all the customs control and customs clearance procedure. Such an approach is fully in line with the "Concept of Modernization of the Customs Service of Ukraine", which aims to facilitate the transition of the Customs Service of Ukraine to a qualitatively new stage of development and a clear definition of the prerequisites that should be created in the near future in all areas of its activities.

**The purpose** of this study is to analyze the problems of legal regulation of social relations that arise in process of applying

logistic principles in the implementation of customs procedures in Ukraine.

**Research methods:** theoretical analysis, synthesis, comparison and comparison in order to determine the state of disclosure of the research problem in the scientific literature, the study of normative legal documents in the field of customs regulation in Ukraine and the experience of the customs officers of Ukraine.

**Results:** the concept of "customs logistics" is disclosed, the results of the analysis of normative legal documents in the field of customs regulation in Ukraine are given, the problems and prospects of the development of the customs service are identified.

**Conclusions.** Effective logistics of customs procedures in Ukraine hinder: the imperfection of the legislative framework in this area; the unpreparedness of the customs service to be implemented in the normative acts declared by the majority of countries of the world, the principles and standards of customs regulation aimed at increasing the attractiveness of transparent and fair foreign-economic activity by reducing the bureaucratic, time, technological and material costs of the subjects of foreign economic activity when cargo crossing the border of Ukraine.

**Keywords:** customs, customs logistics, customs procedures, customs control, customs clearance.

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## ЛОГІСТИЗАЦІЯ МИТНИХ ПРОЦЕДУР В УКРАЇНІ

Т. ДУДОРОВА<sup>1</sup>

<sup>1</sup>Київський національний університет технологій та дизайну, Україна

**Вступ і мета дослідження.** Митна справа в Україні – одна з динамічних галузей державної діяльності, яка знаходиться у стані постійного розвитку та удосконалення, відтак для держави особливо актуальною є потреба пошуку нових шляхів підвищення її ефективності. Одним із способів досягнення цієї мети є впровадження у митну практику логістичних прийомів, які на сьогодні активно застосовуються не тільки в економіці, але й у соціальній сфері. Такі прийоми повинні бути нормативно закріплені, і від рівня правового регулювання їх застосування багато в чому залежить адекватність та якість митного регулювання в нашій країні.

**Гіпотеза наукового дослідження.** Передбачається, що логістизація митної справи, тобто впровадження до її інструментарію логістичних прийомів та засобів, – безперервний процес, який охоплює усі складові цього багатоманітного виду державної діяльності, в першу чергу процедури митного контролю та митного оформлення. Такий підхід цілком відповідає «Концепції модернізації діяльності митної служби України», яка покликана сприяти переходу митної служби України на якісно новий етап розвитку та чіткого визначення передумов, які необхідно створити у найближчій перспективі за всіма напрямками її діяльності.

**Метою даного дослідження** є аналіз проблем правового регулювання суспільних відносин, що виникають при застосуванні логістичних принципів при здійсненні митних процедур в Україні.

**Методи дослідження:** теоретичний аналіз, синтез, порівняння та зіставлення з метою визначення стану розкриття проблеми дослідження у науковій літературі, вивчення нормативно-правових документів у сфері митного регулювання в Україні та досвіду роботи працівників митної служби України.

**Результати:** розкрито поняття «митна логістика», дані результати аналізу нормативно-правових документів у сфері митного регулювання в Україні, визначені проблеми та перспективи розвитку митної служби.

**Висновки.** Ефективній логістизації митних процедур в Україні заважають: недовершеність законодавчої бази у цій сфері; неготовність митної служби впроваджувати у життя продекларовані у нормативних актах, визнані більшістю країн світу, принципи та стандарти митного регулювання, що орієнтовані на збільшення привабливості прозорості та добросовісної зовнішньоекономічної діяльності через скорочення бюрократичних, часових, технологічних та матеріальних витрат суб'єктів ЗЕД при перетині вантажами кордону України.

**Ключові слова:** митна справа, митна логістика, митні процедури, митний контроль, митне оформлення.

**Formulation of the problem.** The customs affair in Ukraine is one of the dynamic branches of state activity, which is in a state of constant development and improvement, therefore the need to find new ways of increasing its efficiency is a special government urgent. One of the ways to achieve this goal is to introduce logistics techniques, which are actively used not only in the economy, but also in the social sphere, into the customs practice [1]. Such techniques should be standardized, and the adequacy and quality of customs regulation in our country largely depends on the level of legal regulation of their application.

**Analysis of recent publications and unresolved part of the problem.** The problems of logistics in the general sense were studied by a large number of scientists and practitioners. Some domestic and foreign scientists, including Y.N. Samolayev, I.G. Smirnov, D.V. Stakhanov and V.N. Stakhanov, were involved in the questions of customs logistics, not from the legal point of view, but from the point of view of economics or geography. Some aspects of logistics of the customs business of Ukraine concerned E.V. Added However, there are practically no comprehensive scientific developments in the legal issues of logistics in the customs field, in particular the logistics of customs procedures.

The purpose of the article is to analyze the problems of legal regulation of social relations that arise when applying the logistic principles in the implementation of customs procedures in Ukraine.

**Research results.** Customs logistics is a sufficiently new scientific and practical direction, which in the broadest sense is a theory and practice of increasing the efficiency of the implementation of Ukrainian custom business through the optimization of management of foreign economic (export-import) flows.

The logistics of the customs business, that is, the introduction logistics facilities into the range of its tools, is a continuous process that covers all the components of this diversified type of state activity, first of all the customs control and customs clearance procedure.

The origin and development of customs logistics began in our country with the adoption of the first Customs Code (hereinafter – CC) of independent Ukraine, which in Art. 9 among the main tasks of the customs authorities called for improvement of customs control and clearance of goods and other items moving across the customs border of Ukraine, as well as creating favorable conditions for accelerating the flow of goods and passenger traffic across the country's customs border. The consolidation of these points at the level of the law was nothing more than a recognition by the state of the need to apply the basic principles of logistics in the implementation of such components of the Ukrainian customs affair as customs control and customs clearance. Although the term "customs logistics" began to get out much later.

According to Clause 9 of Art. 11 of the current Customs Code (hereinafter – CC) of Ukraine is one of the tasks of the customs authorities to create favorable conditions for accelerating the flow of goods and passenger traffic across the customs border of Ukraine [2]. Thus, the CC of Ukraine in 2002 continued the practice of introducing the principles of logistics to the customs business of Ukraine, that is, its logistics.

However, the implementation of the logistic approach to the customs regulation of foreign economic activity, enshrined in the Criminal Code of Ukraine, is possible only if there is a proper regulatory framework.

So, in 1999, the Cabinet of Ministers of Ukraine adopted the Resolution "On Promotion of Foreign Economic Activity" (hereinafter – the Resolution) No. 593 (in 2004 and 2009 it has undergone significant changes). By this document, the State Customs Service of Ukraine granted the right during the course of the conduct of foreign-economic activities (hereinafter – FEA) by separate enterprises-residents of Ukraine to refrain from applying during the customs clearance of goods and vehicles measures of non-tariff regulation and other restrictions, and subsequently also to establish a simplified procedure for the application of customs procedures control and customs clearance [3].

In pursuance of this resolution, the State Customs Service of Ukraine together with the Ministry of Economy of Ukraine and the State Tax Administration of Ukraine approved the Evaluation Criteria and the Procedure for the determination of resident enterprises of Ukraine, during the conduct of which the foreign economic activity subject to the assistance regime is being applied [4], as well as the Criteria for the assessment of resident enterprises, which may apply for simplification of customs clearance procedures [5].

In 2009, the State Customs Service developed and approved by the Order No. 735 the new Criteria for the assessment of resident enterprises for goods and vehicles of which a simplified procedure for the application of customs control and customs clearance may be established [6], by duplicating certain provisions of the previous document, which somehow has not lost its validity yet. In addition, the State Customs Service has established, as required by the Resolution, a new Procedure for the definition of resident enterprises of Ukraine, in respect of which goods may be subject to a simplified procedure for the application of customs control and customs clearance procedures [7].

The new order of this Order is, among other things, the establishment of a three-level system of customs authorities' trust to resident enterprises: a high degree of trust (the so-called white list), a sufficient level of trust (the so-called green list) and an uncertain degree of trust. The level of trust is determined by the sum of the points scored by the results of the assessment of the enterprise by the customs authority. It determines the forms and volumes of customs control

and customs clearance operations for the goods and vehicles belonging to the enterprise.

The companies that are included in the "white" list are given the following preferences:

- no customs inspection is carried out at the point of entry through the state border of Ukraine, but selective customs inspection is carried out at the customs office of destination / departure in accordance with Art. 42 CC of Ukraine, if the direct sender or recipient of such goods and vehicles is this enterprise;

- does not apply to goods, the direct sender or recipient of which is an enterprise, the corresponding list of certain provisions of the normative legal acts of the State Customs Service, which is established by the Order of the SCSU "On Approval of the Procedure for the Definition of Enterprises – Residents of Ukraine, in respect of which a simplified procedure for the application of customs control procedures may be established; Customs clearance dated August 10, 2009, N 736.

In the future, it is planned to simplify the procedure for obtaining approval of the place of customs clearance for such enterprises [10], in in case if the subject of foreign economic activity considers it expedient to present goods to customs clearance to another customs authority than the customs authority in the area of activity of which it is located.

Green list companies have the following benefits:

- a selective customs inspection is carried out at the customs office of destination / departure in accordance with Art. 42 CC of Ukraine, if the direct sender or recipient of such goods and vehicles is this enterprise;

- non-application to the goods, the direct sender or recipient of which is an enterprise, an appropriate list of certain provisions of the normative legal acts of the State Customs Service in the abbreviated version.

As of February 11, 2010, a new edition of the above-mentioned orders of the State Customs Service dated on August 10, 2009, N. 735, 736 was prepared, which provides a mechanism for the inclusion of small and medium-sized enterprises (which have small volumes of registered cargo) into "white" / "green lists" customs declarations and movements of goods in monetary terms across the customs border of Ukraine) and companies that place goods under customs control in warehouses for temporary storage and customs licensed warehouses [11].

This convincingly proves the constant evolution of the mechanism of legal regulation of customs procedures, their simplification and optimization, gradual approximation of relations between customs and subjects of foreign economic activity to affiliate companies. Although statistics indicate that the latter is not too keen to cooperate with the customs administration. Thus, as of February 1, 2010, the total number of resident enterprises, for goods and vehicles which,

according to the assessment of customs authorities, may be simplified procedures for the application of customs control and customs clearance procedures, is 1650 enterprises, the total number of enterprises that submitted to the customs authorities statements on the possibility of establishing their goods and vehicles of such simplified order – 384, and the total number of resident enterprises, to goods and vehicles which the customs authorities have established Simplified procedure for the application of customs control and customs clearance procedures – 365 [11].

In this regard, one cannot but agree with the opinion of E.V. Dodin that an attempt to stimulate law-abiding activity of foreign economic entities by establishing new forms of relations with customs authorities for them based on the principle of dispositivity was not brought to a logical conclusion in connection with the subconscious reluctance of the customs system (and maybe consciously) to limit its power in the customs sphere [8].

In the future, the regime for foreign economic activity enterprises that will demonstrate systematic work in the legal field will be extended and improved.

This approach is fully in line with the Concept of Modernization of the Customs Service of Ukraine, which aims to facilitate the transition of the Customs Service of Ukraine to a qualitatively new stage of development and a clear definition of the prerequisites that should be created in the near future in all areas of its activities. One of these preconditions the Concept determines the existence of effective mechanisms for the promotion of foreign economic activity, as well as simple and effective customs procedures and control technologies at the border and within the state that are in accordance with the provisions of international conventions, customs and trade agreements and are compatible with customs procedures and technologies of adjacent countries [12].

Thus, according to the International Convention on the Simplification and Harmonization of Customs Procedures of May 18, 1973 (Ukraine acceded on October 5, 2006), it is established that for the authorized persons who meet the criteria established by the customs service, the customs service provides:

- Issue of goods for the submission of the minimum data necessary for the identification of goods and which will subsequently allow filling the final declaration on goods;

- Registration of goods at the objects of the declarant or elsewhere authorized by the customs service;

in addition, as far as possible, other special procedures, as well, exactly:

- permission to submit a single declaration for goods during their importation or exportation for the period of time during which the goods are repeatedly imported or exported by one person;

- the use by such authorized persons of the data of their commercial documentation for the self-assessment of customs duties and taxes payable by

such persons, and in some cases, to ensure compliance with other requirements of the customs service;

- permission to submit a declaration for goods in the form of entering data into commercial documentation of the authorized person with the subsequent submission of an additional declaration for goods [9].

The World Trade Organization's Framework of Safety and Trade Facilitation, adopted in June 2005 at 105/106 sessions of the Council of the World Customs Organization (also a member of Ukraine), in particular Standard 3 "Authorization", stipulates: "Customs administrations together with representatives of the trade community will develop a procedure validation or accreditation procedures according to quality criteria that provide companies with the status of authorized economic operator with appropriate incentives. The Customs Administration should cooperate (in various forms) with business partners in order to identify the common benefits that can be gained through joint participation in the safe supply chain of goods. The Customs Administration should document in a documentary form the tangible benefits that it intends to provide (within the limits of its authority) to its interested business partners in the safe supply chain of goods [10].

**Conclusions and suggestions.** Effective logistics of customs procedures in Ukraine hinder: the imperfection of the legislative framework in this area; the unpreparedness of the customs service to be implemented in the normative acts declared by the majority of countries of the world, the principles and standards of customs regulation aimed at increasing the attractiveness of transparent and fair foreign-economic activity by reducing the bureaucratic, time, technological and material costs of the subjects of foreign economic activity when goods cross border Of Ukraine.

At the same time, as we see, there is a positive dynamics, which leads to significant achievements in the field of improving the implementation of the national customs affair.

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## FORMATION OF ADAPTIVE INFRASTRUCTURE OF SMALL AND MEDIUM-SIZED ENTERPRISES SUPPORT FOR VULNERABLE SOCIAL GROUPS

V. SHCHERBAK<sup>1</sup>, N. SAVCHUK<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and  
Design, Ukraine

**Introduction and the aim of the research:** in the early stage of the Ukrainian business formation the creation of institutions to provide service and support for small and medium-sized business structures was somehow an end in itself. It slightly depended on actual demands for their services from the side of concrete economic entities. It was considered, that the creation and development of such institutions would lay the foundations of the future integrated market infrastructure of the country. Social entrepreneurship is aimed at finding the effective mechanisms to solve social issues, lessen social tension and initiate the blurring of intersectoral boundaries. Social entrepreneurship is oriented to satisfy the needs of population, and, as a result, is able to perform some state functions while being in regular contact with it. Social and economic researches of specificity and perspectives of social entrepreneurship development in the Ukrainian context are essential for deepening knowledge about this phenomenon and creating the necessary empirical base for predicting the vectors of national economic development.

**Hypothesis of the scientific research** is based on the totality of scientific concepts and principles of entrepreneurship development, which give the proof of possibility to increase the effectiveness of small and medium-sized enterprises' activities by the improvement of its support, based on the development and implementation of the adaptive infrastructure model for social entrepreneurship support, using the improved and new mechanisms and institutions.

**The aim of the research** is to systematize and devise the methods of development and support of social entrepreneurship and to reveal its actual possibilities and limitations while accomplishing socially important activities.

**The methods of the research:** general methods of scientific knowledge, such as the methods of synthesis and analysis, methods of generalization and prediction, economic analysis, methods of statistics and cluster analysis, correlation of theoretical and practical aspects of the research.

**The results of the research:** the essence of the category "adaptive infrastructure of small and medium-sized enterprises support" was disclosed in the article. It was based on the comparative characteristics of main approaches to the notion of "adaptivity" with regard to the system of institutions of infrastructural support of small and medium-sized social enterprises activities. Also the conceptual model of formation of adaptive infrastructure of social entrepreneurship support was developed. It takes into account the requirements of all the interested parties, identifies the role and place of social business formations in the system of its institutions.

**Conclusions:** infrastructural support of the entrepreneurial activity it is the system of organization of different types, functional purposes and forms of property, united by the aim to create favorable conditions for the rational management of small and medium-sized entrepreneurial structures at different stages of their development. Considering this system not only as the totality of relations and connections between its elements, but also as an integral object, possessing a range of qualities and characteristics, specified by the properties and qualities of its separate elements and connections between them, we can regard it as the complex adaptive system.

**Keywords:** social entrepreneurship, adaptive infrastructure, small and medium-sized enterprises.

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## ФОРМУВАННЯ АДАПТИВНОЇ ІНФРАСТРУКТУРИ ПІДТРИМКИ МАЛОГО ТА СЕРЕДНЬОГО ПІДПРИЄМНИЦТВА СОЦІАЛЬНО-ВРАЗЛИВИХ ВЕРСТВ НАСЕЛЕННЯ

В. ЩЕРБАК<sup>1</sup>, Н. САВЧУК<sup>1</sup>

<sup>1</sup>Київський національний університет технологій  
та дизайну, Україна

**Вступ і мета дослідження:** на ранніх етапах формування українського бізнесу саме створення інститутів підтримки та обслуговування діяльності малих і середніх підприємницьких структур було якоїсь самоціллю, перебуваючи в слабкій залежності від реального попиту на їхні послуги з боку конкретних господарюючих суб'єктів. Вважалося, що через створення та розвиток подібних інститутів по суті закладався фундамент майбутньої цілісної ринкової інфраструктури країни. Соціальне підприємництво націлене на пошук ефективних механізмів вирішення соціальних проблем, пом'якшення соціальної напруженості, ініціює розмивання міжсекторальних кордонів. Соціальне підприємництво орієнтоване на задоволення потреб населення і, як наслідок, здатне взяти на себе деякі функції держави, регулярно контактуючи з ним. Соціально-економічні дослідження специфіки і перспектив розвитку соціального підприємництва в українському контексті необхідні для поглиблення знань про це явище, створення необхідної емпіричної бази для прогнозування векторів розвитку національної економіки.

**Гіпотеза наукового дослідження** ґрунтується на сукупності наукових положень і принципів розвитку підприємницької діяльності, які обґрунтовують можливість підвищення ефективності та результативності роботи сектора малого та середнього бізнесу за рахунок вдосконалення його підтримки, заснованої на розробці та впровадженні моделі адаптивної інфраструктури підтримки соціального підприємництва, що передбачає використання вдосконалених і нових механізмів і інститутів.

**Метою** даного дослідження є систематизація і розробка методів розвитку і підтримки соціального підприємництва, виявити актуаль-

ні можливості і обмеження його при здійсненні соціально-значимої діяльності.

**Методи дослідження:** загальні методи наукового пізнання, такі як методи єдності аналізу і синтезу, методи узагальнення та прогнозування, економічний аналіз, методи статистики і кластерного аналізу, взаємозв'язку теоретичних і практичних аспектів дослідження.

**Результати:** на базі порівняльної характеристики основних підходів до визначення поняття «адаптивність» стосовно до системи інститутів інфраструктурного забезпечення діяльності малого та середнього соціального підприємництва розкрито сутність категорії «адаптивна інфраструктура підтримки малого та середнього підприємництва». Розроблено концептуальну модель формування адаптивної інфраструктури підтримки соціального підприємництва, що враховує вимоги всіх зацікавлених сторін, визначальну роль і місце громадських бізнес-об'єднань в системі її інститутів.

**Висновки:** інфраструктурне забезпечення підприємницької діяльності – це система організацій різних видів, функціонального призначення та форм власності, об'єднаних метою створення сприятливих умов для нормального господарювання малих і середніх підприємницьких структур на різних стадіях їх розвитку. Розглядаючи цю систему не лише як сукупність відносин і зв'язків між складовими її елементами, але і як цілісний об'єкт, що має низку властивостей і характеристик, обумовлених властивостями і якістю окремих його елементів і зв'язків між ними, можливо розглядати її як складну адаптивну систему.

**Ключові слова:** соціальне підприємництво; адаптивна інфраструктура; малий та середній бізнес.

**Problem statement.** Now it is important to solve the problem of formation of integral and adaptive infrastructure of small and medium-sized enterprises (SMEs) support, which will respond timely and adequately to the dynamic changes in the external environment and create the institutions, which will provide the essential and sufficient services for normal functioning of business both at the national and regional levels. The SME sector plays an important role in the structure of modern economic relations. It is the powerful basis for the development of the economic system of the country. At the same time, despite the flexibility and adaptivity of such group of economic entities in the conditions of crises tendencies, this kind of business is the most vulnerable and needs the systemic and continuous work to be done from the side of authoritative structures in order to create the highest possible favourable conditions for its development. Nowadays the share of small business in Ukraine's GDP is about 20%, while the analogous indices of developed countries range between 50 and 70%. At the same time, the SME sector remains a highly competitive element, if it is based on the methods of stimulation for the benefit of the state and society, which are considered to be normal in the world practice. Such methods proceed from the idea that small business is the basis of the whole national economy.

The relevance of the research is determined by the necessity of studying of substantial structural changes of modern entrepreneurship, which plays the key role in the development of the market economy. Social entrepreneurship has a large value nowadays. It is based on the particular combination of social and economic effects and solving of social issues by the use of "entrepreneurial" means. Social entrepreneurship, as a new model of social-economic activity, restructures the context of modern country's economy both at macro- and microlevels. It is reflected in the following moments: 1) many attempts of state and charitable organizations demonstrate the insufficient level of responsiveness to the needs and interests of population, which quite often leads to the obtrusion of services and significant cost escalation; 2) significant part of public sector activity is more often considered as ineffective; 3) constant lack of monetary funds restricts the state capabilities. While financing the social sphere, the state gradually takes the position of a supervisor.

**The analysis of recent publications and the unsolved part of the problem.** The genesis of the scientific thought in the sphere of formation of the infrastructure of social entrepreneurship support, took place within the frameworks of the wide range of publications of our country's and foreign scientists.

By the end of the 1990's certain practical experience and theoretical material on social entrepreneurship was accumulated. At the end of the 20<sup>th</sup> – beginning of the 21<sup>st</sup> century, the first international peer-reviewed journals, specializing in the problem of social entrepreneurship, appeared. Also the

professional communities, which gathered scientists from different countries with the aim to contribute to the development of the research in the sphere of social entrepreneurship, were organized. It resulted in the increase of research works in this sphere and lead to the active process of institutionalization of the phenomenon itself. The first fundamental papers in the sphere of social entrepreneurship were the works of G. Dees [1], R. Dart [2], S. Shane [3], S. Venkataraman [4], G.S. Mort [5], J. Weerwardena [6], A.M. Peredo [7], M. MacLean [8], J. Mair [9] and I. Marti [10].

In Ukraine the bibliography in the sphere of social entrepreneurship is too small. The majority of these works are the articles and papers of descriptive and summarizing character, but the number of empirical researches is insufficient at the moment. Being the new sphere of research both in Ukraine and the world in general, social entrepreneurship is an attractive scientific direction for the representatives of different fields of knowledge. But the multiplicity of approaches blurs the boundaries of the research area, which determines the importance to systematize the scientific knowledge.

With the development of the researches in the sphere of social entrepreneurship, the focal point started to shift from the conceptual issues of the origin and existence of this notion to the operational and strategic issues of forming organizations, involved in social entrepreneurship. Gradually there appeared more and more works, in which a business-model was applied as a unit of analysis in the process of social entrepreneurship studying and in which the peculiarities of business-model forming in the sphere of entrepreneurship were observed. The works of A. Guclu [11], G. Dees [12], F. Perrini and C. Vurro [13], J. Mair and O. Schoen [14], K. Sommerrock [15] and W. Grassl [16] deserve special attention.

**The aim of the research** is to develop the system of formation of adaptive infrastructure of small and medium-sized social entrepreneurship support and main business-models as a structural element of a social entrepreneurship conception building.

**The results of the research.** An important requirement for the formation of the adaptive structure of the entrepreneurship support is the possibility to create an active feedback channel from final consumers of its services. This channel can be provided by the inclusion of the range of already existing and functioning institutions into its structure. But these institutions should be considered in its new capacity – as public communities of entrepreneurs, whose activity is aimed to provide the sustainable development of SMEs in modern conditions.

An important direction for improvement of the informational and consulting infrastructure of the SME support is to carry out the standardization of its services provided by the sectoral and functional principles. Such standardization will give an opportunity to get the range of advantages for each

of the interested parties. Because of that, the control system of the multisectoral consulting center should combine the elements of program-target and line-functional methods of management. It will ensure its higher adaptivity for the changing factors of the environment, increase the level of responsibility for the quality, observance of terms and budgets of the implementable projects.

Micro-financial organizations, guarantee funds and business incubators, which enter into the composition of the infrastructure of the SME support, are considered to be the economic entities themselves. It should be taken into account while evaluating the effectiveness of their functioning as an element of the adaptive infrastructure of the SME support. It becomes possible with the use of such criteria: the increase of effectiveness of the use of budgetary funds, which are appropriated for the development of the infrastructure and the increase of the economic and target (development in the area of the SME entities) effectiveness of these entities functioning.

Due to the necessity of coordination of infrastructure objects of the SME support with the glance to the Ukraine's accession to the World Trade Organization (WTO), and also the regional specificity, it is reasonable to use the single management company by delegating certain functions to the existing object of infrastructure with the regional status, which will develop and implement the integrated standards and criteria for the effective work of objects of informational-consulting infrastructure of support, monitor their activities, work up the strategy of system development in general, and also to play the role of the connecting link between organs of state (municipal) governmental authorities and other infrastructure objects.

To the number of new institutions of the SME support should be added the institution of the business ombudsman. It exists in different countries all over the world, but in Ukraine it is still in the process of development. Forming of the interaction model, which will adequately respond to the circumstances of the environment, is needed nowadays. Such interaction model will involve the active consulting infrastructure (primarily informational-consulting centers) and special ombudsmen in order to achieve the significant synergetic effect, which will multiply the effectiveness of every single element of the infrastructure for the SME support.

Public organizations of entrepreneurs, because of their flexibility, self-sufficiency and high level of proximity to economic entities, get the possibility to respond promptly and effectively to the dynamic changes in the external macro- and mesic environment and to the transformation of entrepreneurship needs. It determines the necessity of their inclusion into the model of the adaptive infrastructure of the SME support and transferring of new functions of creating the positive environment for the SMEs with the simultaneous consideration of their interests.

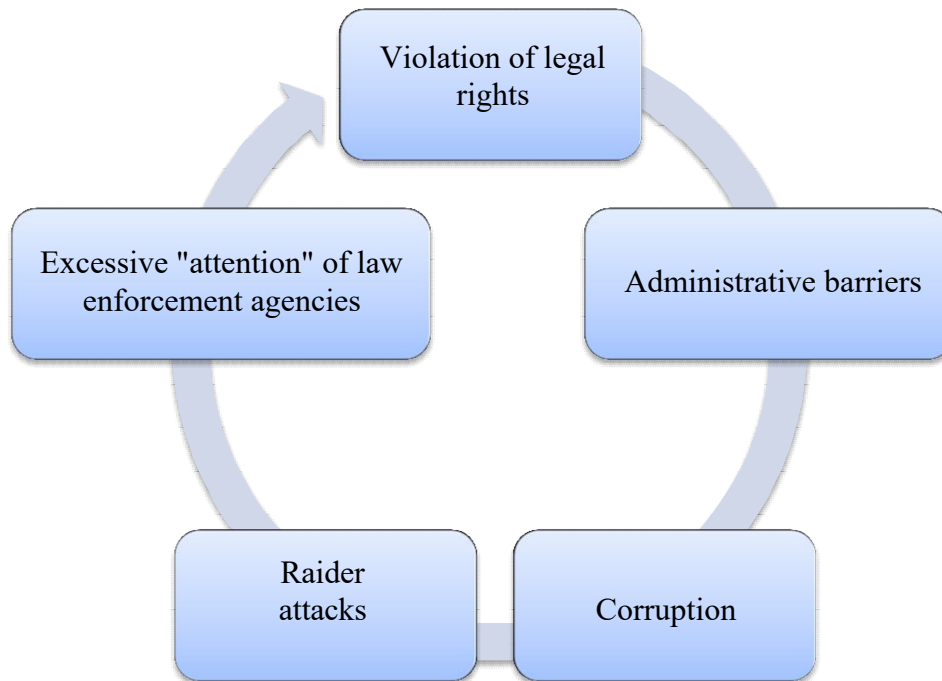
The most needed kind of the SME support is the informational-consulting support. Actively working public organizations can significantly increase its quality and effectiveness, but it requires some changes to be implemented, for instance, broadening and improvement of its functions and powers in providing the informational-consulting support for SMEs. The level of demand of SMEs for consulting services on different issues of business activities is defined by their quality and cost, fixed by the state and municipal governmental authorities. They mainly finance the informational-consulting support in accordance with their powers within the frameworks of their programs. Because of that, the corresponding state and municipal governmental authorities should be included into the adaptive infrastructure model for the SME support. Their task should be to reveal and offer the priority forms and directions of the consulting support and determine the acceptable level of their cost characteristics.

Expert diagnostics of the social entrepreneurship state in the modern Ukrainian context gave an opportunity to reveal the following substantial moments: 1) social entrepreneurship as a kind of practice only starts to develop in Ukraine. The number of actually acting social enterprises is not big and usually they do not perceive themselves as those; 2) effective measures of state or public support of this movement are absent; 3) capacities of social entrepreneurship as the basis of the development of socially oriented business activity of population are not used; 4) the field of subject of social entrepreneurship is not determined and separated; 5) resource potential of social entrepreneurship development, in the experts' opinion, is concentrated on a certain segment of nonprofit organizations, the vector of development of which is directed at social aims. But the development of their business activity includes the possibilities to realize the entrepreneurial principles for the income creation and thus to increase the effectiveness of their mission. In the sphere of business such a combination, from the experts' point of view, is practically impossible, because the commercial principles are on a priority basis, and social orientation can act, at most, as socially responsible business.

The key problems and complaints, regularly received by the representatives of social entrepreneurship interests protection, are given in Fig. 1.

The conducted analysis of key problems of small and medium-sized enterprises with regard to the system of infrastructure of social entrepreneurship support, gave an opportunity to define the notion of adaptivity. It should be observed as a system property, which determines its capability to rebuild inner characteristics with the help of the range of predetermined rules and tools with the aim to ensure the acceptance and realization of effective administrative solutions in the conditions of dynamic changes of the inner and external environment of functioning, which allows to put the category of adaptive infrastructure of the SME support into practice and take it into account as a

separate system, management of which has such features as wholeness, integrity, flexibility, synergy, adaptability and cognition.



*Figure 1. Key problems of small and medium-sized enterprises*

The key interested parties in accordance with the system of adaptive infrastructure of the SME support are: the state as the main customer and initiator of support programs for social business entities, which is interested in the effective expenditure of funds, given for the support; vulnerable social groups as the consumers of products and services, produced by SMEs; business entities, interested in price-cutting and improvement of quality of services, provided by the infrastructure at different stages of their life-cycle; and, for the first time, public communities of entrepreneurs, interested in the improvement of legal and regulatory and infrastructure basis of the SME support and the improvement of entrepreneurial climate. Equal consideration of interests of the given parties while forming the adaptive infrastructure of the SME support, will ensure their long-term loyalty and result in high level of effectiveness of its functioning.

Such an approach gave an opportunity to substantiate the model of the adaptive infrastructure of the SME support, based on the typical requirements of the interested parties and key indicators of their satisfaction. Unlike others, this model includes such an interested party as the independent public organizations of entrepreneurs, which can provide only professional services to SMEs with the accordance with their needs. This model also takes into account macroeconomic conditions and regional specificity, which allows to improve the interconnection

between the governmental authorities and business, provide better coordination, flexibility and integrity of the totality of the infrastructure institutions of the SME support.

As a result, it is relevant to develop the most effective model of the adaptive infrastructure of the SME support with the participation of business communities, which directly interact with enterprises and provide the business services at all levels.

It should be noted that the infrastructure organization with 100% participation of governmental authorities, particularly in the case of budgetary funding of different directions of their activities (for example, trust funds or micro-financial organizations, providing the giving of microloans from the funds, received as asset contribution of their founders – governmental authorities), do not satisfy a requirement of flexibility and responsiveness because of strict regulations of budgetary procedures.

In their turn, public organizations of entrepreneurs and institutions, created and functioning with their participation and assistance, the main aim of which is to support SMEs in different aspects of activity, have an opportunity to respond promptly and reveal the problem fields in business sphere, and, from the point of view of practice, offer well-founded ways of solving the problems.

In such a way, the modern and relevant, from our point of view, model of the adaptive infrastructure of the SME support, should include both the totality of organizations and institutions of different forms of ownership and organizational and legal forms, and independent public organizations of entrepreneurs.

Both groups of participants, in such a case, act as the executors of support and development program of the SME sector. With the help of them, governmental authorities get an opportunity to provide business with all the necessary services (Fig. 2).

Thus, the adaptive infrastructure of the SME support, integrated with the leading business communities of the country, which function both at national and regional levels, has an opportunity to get the large-scale operational feedback from business entities. Such channel will provide the governmental authorities of certain level with the adequate information about problem areas of realization of entrepreneurial activities in the country.

New institutional mechanisms and tools of state support and regulation, created with the participation of public communities of business entities themselves, will give an opportunity to significantly increase the effectiveness of organizations, which enter into the composition of the business support infrastructure. Also they will give an opportunity to respond promptly to the changes in the external environment and timely generate the preventive actions of support realization, aimed at the development of the SME sector with the consideration of the existing market tendencies.

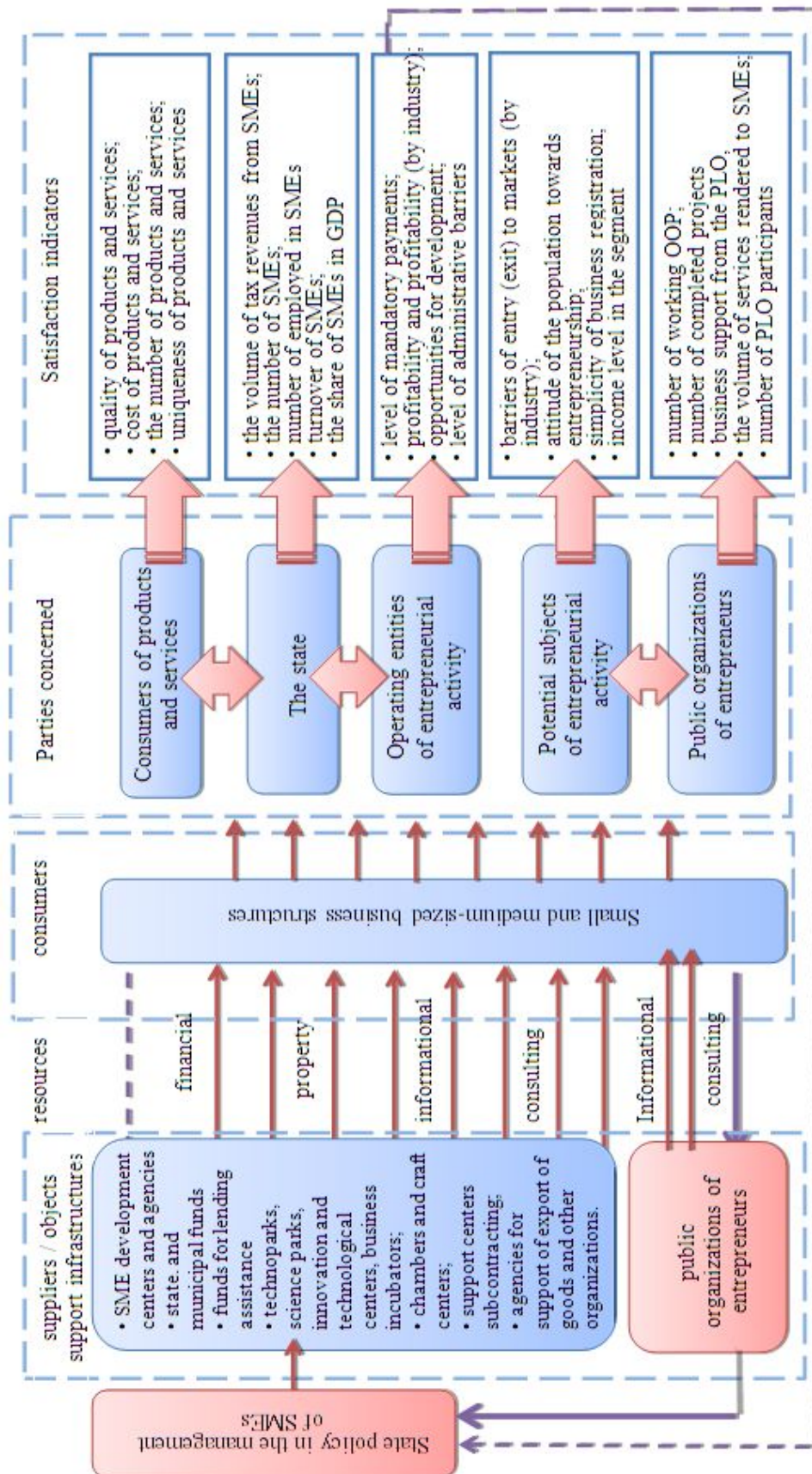


Figure 2. Conceptual model of the adaptive infrastructure of the SME support

Scheme of interaction of engineering process as an element of the adaptive infrastructure of the SME support with governmental authorities and other organizations in the sphere of service development by the SME entities, and also the complex of directions and methodical tools of realization of its functions of the informational-consulting support of SMEs, including the formation of the “portfolio” of commercial services, development and implementation of the informational-service system called “Electronic chamber of commerce and industry”, monitoring and elimination of violation of rights and legal interests of entrepreneurs. It will help to realize both traditional (expertise and certification, arbitration courts, mediation) and entrepreneurs support functions (creation and use of the integrated electronic service system, development of the service support system of foreign economic activities, the use of e-malls, ensuring of the effectiveness of entrepreneurs rights protection and advancement of business interests).

The use of the offered model gives an opportunity to optimize the forms of providing services (individual consulting, special training courses, receiving of analytical industry reports) and choose the modern priority forms and directions of consulting support of SMEs (accounting and taxation management, legal support, financial planning, recommendations for getting the state support, certification and licensing of goods and services, industry analytics). It will give an opportunity for the state and municipal governmental authorities, which finance and coordinate the informational-consulting support of SMEs within the frameworks of national, regional and municipal programs from the point of view of micro-, small and medium-sized enterprises, to determine the acceptable level of the provided services costs. It will allow to render services to a bigger number of entrepreneurs.

The use of the offered model also allows to determine the main directions for the improvement of informational-consulting centres work by the synthesis of program-target and line-functional management elements in the structure of their administration. It will give an opportunity to standardise their services not only by the industry and functional principles, but also by taking into consideration different stages of the SME lifecycle: to start the business – consulting on the search of viable business ideas and business plans preparation for their realization; for the acting SMEs – general analytics, individual strategic consulting and module standardised consulting on spheres of enterprises’ activities, that will allow to increase the economic effectiveness of the centres work and also to satisfy the needs of external service consumers.

The main criteria to evaluate the effectiveness of the activity of the infrastructure of the SME support in the region are the following: functioning of microfinancial organizations, created with the participation of governmental authorities (the quality of management and operational risks, credit and liquid

risks), trust funds (the value of actual multiplication rate of sums of given loans to the value of the capital guarantee fund, the number of banks with low-quality portfolios in their general capacity, the level of past due payments according to the suretyship contracts, decision-making algorithm, the number of different kinds of support and banks, being the partners of the fund, giving loans on the surety of the trust fund, the number of innovative business entities to which the fund sureties were given, the capacity of the guaranteed credit resources to the innovative business entities), business incubators (at the beginning of the lifecycle – the number of entrepreneurs, having the access to the operational informational-consulting resource, qualification of employees, the number of innovative companies, availability of partners to support and develop the project, systems to monitor the activities of SMEs, located in the incubator and those SMEs, which have already left it; at the stage of business maturity – sustainable development of the SME entities in the region as a result of the target function implementation and evaluation of the financial effectiveness of the business incubator as a business entity). The use of the given criteria for the analysis of the effectiveness of microfinancial organizations functioning, trust funds and business incubators will give an opportunity to evaluate the economic and target (development in the region of the SME entities) effectiveness of these entities functioning, effectiveness of the use of budgetary funds, given for the development of the infrastructure, which can be used for the optimization of the budgetary funds distribution.

**Conclusions and suggestions.** Insufficient level of development of methodological basis of formulation and implementation of state policy to support the social sector of SME, dominating welfare mentality in society, decrease of motivation for the independent entrepreneurial activity among young people, the lack of stable loyal attitude to the profession of an entrepreneur in different social groups in Ukraine, followed by the disfunctionality of the economic mechanism of the country in general and the high level of uncertainty of the state and world economy development and the presence of crisis tendencies determine the unstable dynamics of growth of qualitative and quantitative indices of the SME activities in Ukraine.

The formation and evaluation of the effectiveness of functioning of the adaptive infrastructure of the SME support should be implemented with the consideration of interests of all the interested parties (stakeholders), including the public communities of entrepreneurs.

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## THE INITIATION OF ORGANIZATIONAL CHANGES AS A TOOL OF EFFECTIVE ENTERPRISE MANAGEMENT

P. DUDKO<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

### **Introduction and purpose of the research.**

The modern development of the market environment in Ukraine is determined by the qualitatively new system of economic ties and mechanisms of competitive relations. One of the urgent missions facing economic entities is the development of a mechanism of adaptation to these conditions, which is possible only due to the rational and timely conduct of organizational changes and management subsystems. The efficiency of its functioning depends on how thoroughly the implemented changes are planned and qualitatively implemented in the organizational components of the enterprise. Consequently, these changes are a strategically important task for management and the current direction of the research.

**Hypothesis of scientific research.** It is assumed that the disparities of traditional approaches to the analyses of already organizations in a deterministic environment leads to the creation of organizational structures in the situation of disparity of the transitional environment, where the initiator's intention is a key stage in the life cycle of the enterprise. The negotiation of this discrepancy is possible through the theoretical conceptualization and empirical verification of the content of organization's concept as a basis of the research, designing and changing organizational structures in a transitional non-organizational environment.

**The purpose** of this study is the systematization and development of methods of management of organizational changes in enterprises, the assessment of their effectiveness, and, on the basis of that, the formation of the main areas of application in practice.

**Research methods:** common methods of scientific knowledge, such as methods of unity of analyses and synthesis, methods of

generalization and forecasting, economic analyses, methods of statistics and cluster analyses, the correlation of theoretical and practical aspects of the study.

**Results.** The theoretical model of the organization's plan as a figurative-conceptual model of the future complex individual-collective activity is developed. This model was empirically researched by the specially developed technique and its semantic structure was determined. A central subsystem for as a socio-economic system is proposed – the transformation of initial resources into a product, which is a mean of exchange for a new cycle of attracting resources in a different quantity and quality. The proposed typology of organizations on the basis of the correspondence between resource model and the complexity of the product makes it possible to generalize a great number of organizations without losing specific differences between them.

A number of concepts are proposed, which reveal the causality of the economic activity of the initiating person: economic outlook and culture, people's economic consciousness and activity. These concepts by correlation determine the characteristics of the organizational idea.

**Conclusions.** The parametric concept of the non-organizational environment is proposed, since the parameters of the environment should be taken into account during the development of goals and the formation of the organization's plan. It is soundly proposed to include dynamism, uncertainty of states, the energy of influences and the range of variability of significant states to the main parameters of the environment.

**Keywords:** organizational structure, the intention of the initiating person, non-organizational environment, architectonics.

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## ІНІЦІАЦІЯ ОРГАНІЗАЦІЙНИХ ЗМІН ЯК ІНСТРУМЕНТ ЕФЕКТИВНОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

П. ДУДКО<sup>1</sup>

<sup>1</sup> Київський національний університет технологій та дизайну, Україна

**Вступ и мета дослідження:** Сучасний розвиток ринкового середовища в Україні обумовлено народженням якісно новою системою господарських зв'язків і механізмів конкурентних відносин. Однією з актуальних завдань, що стоять перед господарюючими суб'єктами, є розробка механізму адаптації до цих умов, що можливо тільки за рахунок раціонального і своєчасного проведення організаційних змін і підсистем управління. Від того, наскільки ретельно сплановані і якісно реалізовані зміни організаційних складових підприємства, залежить ефективність його функціонування в цілому. Отже, ці зміни є стратегічно важливим завданням для керівництва і актуальним напрямком дослідження.

**Гіпотеза наукового дослідження.** Передбачається, що невідповідності традиційних підходів до аналізу вже існуючих організацій в детермінованому середовищі до створення нових організаційних структур, де задум ініціатора є ключовим етапом у життєвому циклі підприємства. Подолання цієї невідповідності можливо шляхом теоретичної концептуалізації і емпіричної перевірки змісту задуму організацій як основи для дослідження, проектування і зміни організаційних структур в умовах перехідного позаорганізаційного середовища.

**Метою** даного дослідження є систематизація і розробка методів управління організаційними змінами на підприємствах, оцінка їх ефективності, і, на підставі цього, формування основних напрямів застосування на практиці.

**Методи дослідження:** загальні методи наукового пізнання, такі як методи єдності аналізу і синтезу, методи узагальнення та прогнозування, економічний аналіз, методи

статистики і кластерного аналізу, взаємозв'язку теоретичних і практичних аспектів дослідження.

**Результати:** розроблено теоретичну модель задуму організації як образно-понятійної концептуальної моделі майбутньої складної індивідуально-колективної діяльності. Ця модель досліджена емпірично за спеціально розробленою методикою і визначена її семантична структура. Запропоновано центральна підсистема для організації як соціально-економічної системи – перетворення початкових ресурсів в продукт, який являє собою засіб обміну для нового циклу залучення ресурсів в іншій кількості та якості. Запропонована типологія організацій на основі відповідності між ресурсної моделлю і складністю продукту дозволяє узагальнити безліч організацій, не втрачаючи специфічних відмінностей між ними. Запропоновано ряд концепцій, які розкривають причинність економічної активності людини-ініціатора: економічні світогляд і культура, економічні свідомість людей і діяльність. Ці концепти у взаємозв'язку обумовлюють характеристики задуму організації.

**Висновки:** запропонована параметрична концепція позаорганізаційного середовища, так як параметри середовища повинні враховуватися при розробці цілей і формуванні задуму організації. Обґрунтовано пропонується до основних параметрів середовища, в першу чергу, віднести динамічність, невизначеність станів, енергійність впливів і діапазон мінливості значимих станів.

**Ключові слова:** організаційна структура; задум людини-ініціатора; позаорганізаційне середовище; архітектоніка.

**Formulation of the problem.** In the conditions of dynamic changes in the market environment, the successful development of organizations is possible not only on the basis of adaptation to them, but with the active conduct of organizational and managerial reforms. Regardless, one of the most actual problems is the management of changes in organizations as socio-economic systems. The modern development of society in our country determines the active formation of new socio-economic systems (organizations) which have different forms of ownership, areas of activity and the principles of interaction among them. New social groups, internal norms of their existence and external ways of their social and economic expediency are formed. In the economic consciousness of social environment new categories, symbols and their meanings are formed, as well as new ties and architectonics. The strategies of different organizations radically differ in the quality of design, long term, purpose the amount of effort that should be “fairly” spent to obtain the result. This measure, actually subjective, is objectively reflected in the real resource model of the organization, which determines the “individuality” of the strategy. Therefore, in modern conditions, it is relevant to understand the organization as a system formed in a result of the initiator’s interaction with the external environment. This phenomenology is of considerable scientific interest in the theoretical and experimental fields due to the high importance, insufficient knowledge and socio-cultural specifics of these problems.

**Analysis of the recent research and unsolved part of the problem.** Analysis of domestic and foreign scientific publications showed that at the moment organization as an object of research has been actively studied by various sciences. Among them – philosophy, political economy, jurisprudence, sociology, economics, cybernetics, as well as “scientific management” and various specializations. All these sciences ( through the interpenetration and generalization of relevant areas of practice) have brought their own methodology, research methods, key concepts, key concepts, definitions and ways of interpreting data into theories of organizations. Moreover, organizations (compositions and structures) have different nature (social, mental, technological) and represent themselves as a complex multi-parameter phenomenon, the main characteristics of which change with time. All this gave rise to a polysemy of values for the organization category. Most often, in the scientific literature organizations were viewed from mechanistic and bureaucratic positions (F. Taylor [1], J. Saimon [2]; structural-functional (Jerry W. Markham [3]); as a “social institution” (P. Drucker [4]); in terms of theory of open systems (J. Gelbert [5]). Nut at this moment of time there doesn’t exist such integrative theory of practice that would include all stages of life cycle of organization – from conception and project to technology change. Particularly, the anthropocentric typology of organizations has been developed, where the

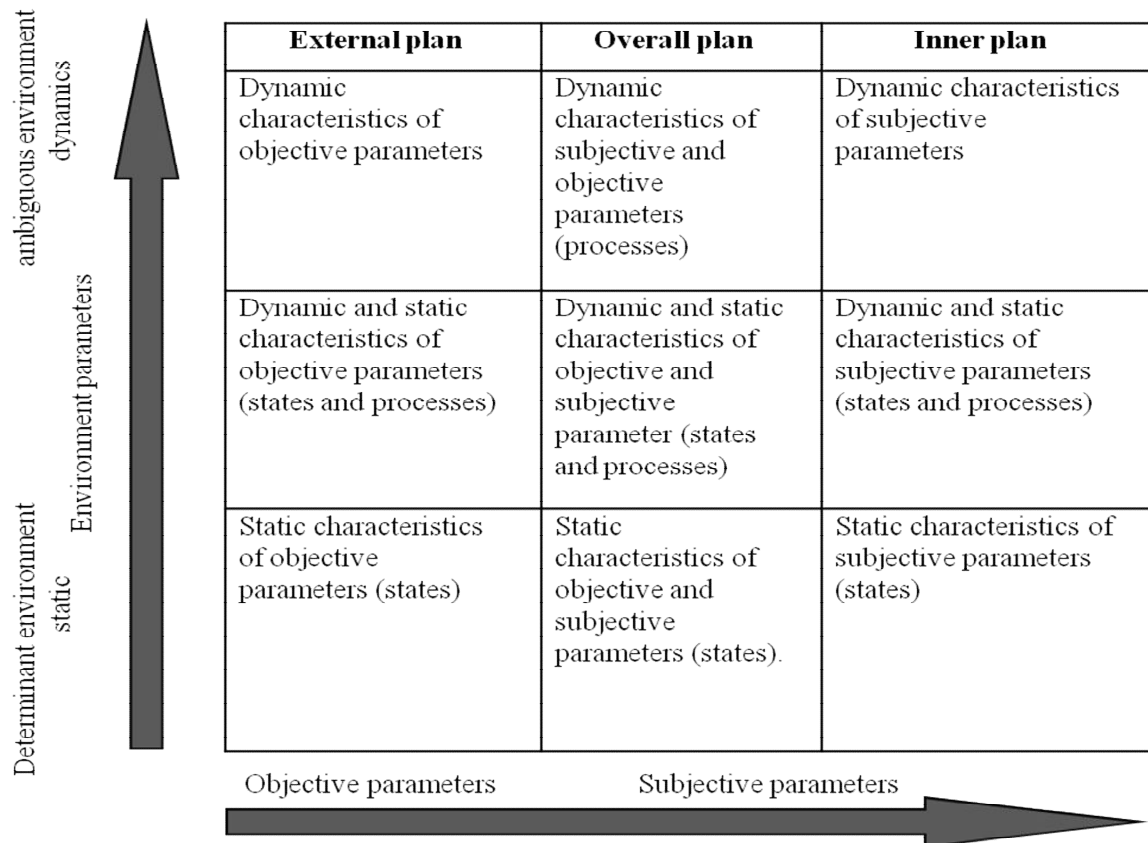
main system-forming factor of the organizational project is the intention of the initiating person.

The non-organizational environment was generally considered as a part of natural systems (Clayton M. Christensen [6]), which doesn't correspond to the high uncertainty of the transition environment (M. Bloomberg [7]). And so, in a transitional environment, the ability to overcome uncertainty (coping) is a key competence for the initiator's person (J.D. Duck [8]). Values are an important component of transition environment, but it is often considered, that they do not directly affect the design of organizations, but through relationships and goals (J. Harrington [9]). However, for the creation of organizations in an environment with high uncertainty, values play role as a leading factor and set a system of criteria for decision making, in fact determining the content of the plan, design and technology of changing the organization. Таким образом, переходная среда обуславливает потенциальность замысла. Therefore, it is necessary to overcome the main contradictions between sociocultural (E.H. Schein [10]), general (J.R. Schormerhorn, J.G. Hunt, R.N. Osborn [11]), individual and working values (R.M. Belbin [12]). But, at the present time, there is no systemic concept of a transitional environment that could be used for the research of plan of organizations in foreign and native scientific literature. Nowadays, the semantics of the category entrepreneur is in the stage of formation of sustainable value (O.I. Pushkar, O.I. Pletlyov [13]), so it is difficult to use it in scientific research. So, for the salvation of this problem, we propose to operationalize the category of person-initiator, creating new or upgrading the existing organizational structure.

Thus, theoretical and methodological support for the contents of the organization's concept as a basis for the research, design and change of organizations in conditions of a transitional non-organizational environment are developed insufficiently. Therefore, the scientific solution of this problem for the transitional conditions of the economy has an important theoretical and practical significance. The inconsistency of the views of scientists about the role of organizational changes in strengthening competitive advantages of enterprises has determined the relevance of the study.

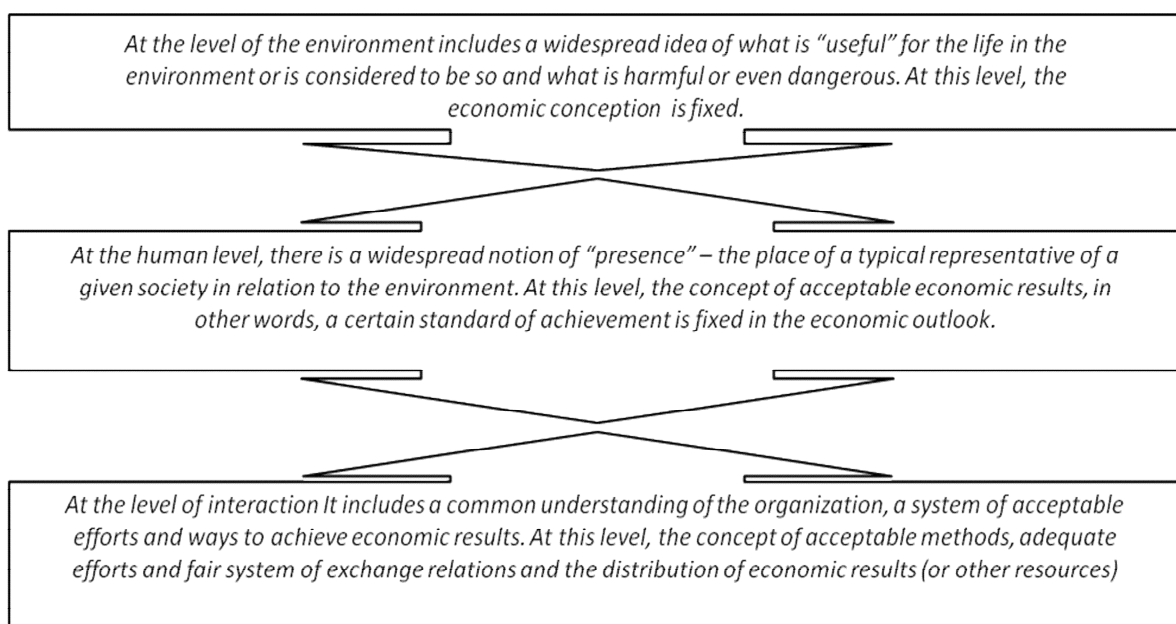
**The aim** of the research is to develop theoretical and methodological foundations of initiation of organizational changes as a tool for effective enterprise management.

**Results of research.** With a variety of theories, the problem of constructing an experimental study is caused by the difficulties in choosing theoretical, methodological and methodical support, mathematical methods of data processing, limiting the scope of possible results and their interpretations. Therefore, it makes sense for the investigation to choose the ratio of significant, "influential" – actual variables.



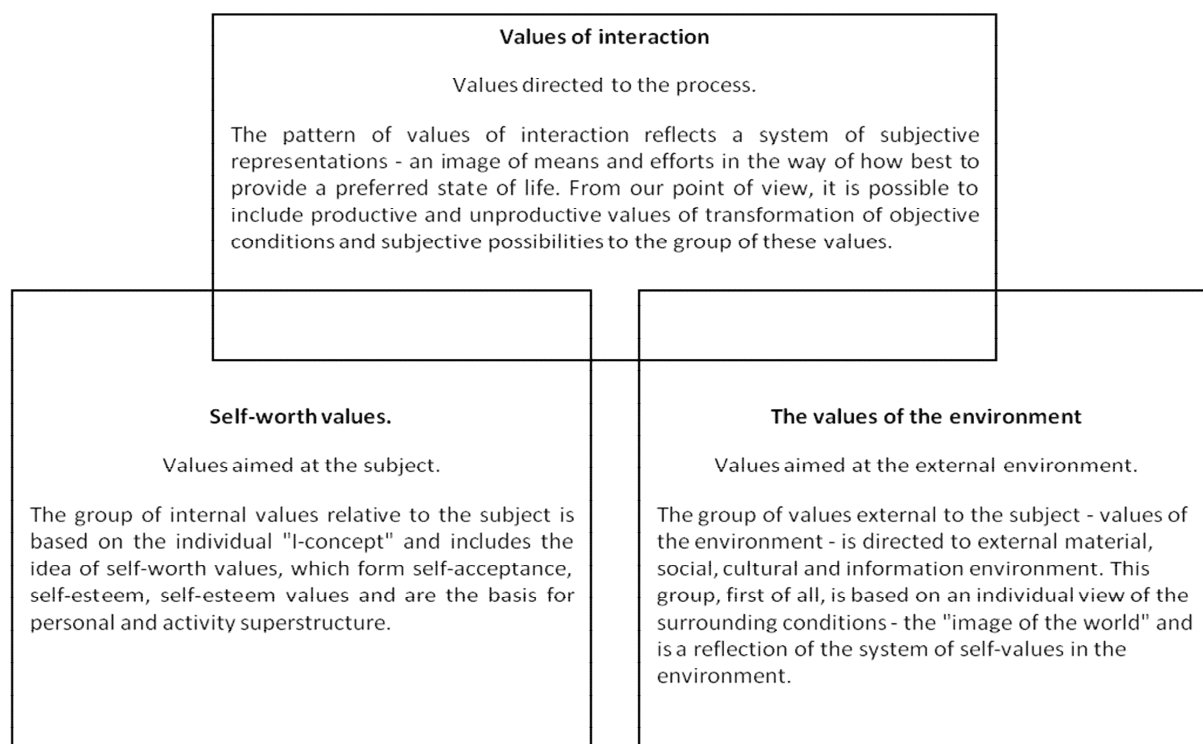
**Figure 1. Diagram of the ratio of representative organizational parameters depending on the uncertainty of non-organizational environment**

In our opinion, the hierarchical structure of the economic outlook (Figure 2), first of all, includes:



**Figure 2. The structure of the economic worldview**

In our opinion, it is possible to eliminate contradictions in the correlation of values “abstract-concrete”, “general-private”, material-spiritual”, “social-cultural-individual”, “workers-vital”, on the basis of a developed typology of values that represents a variety of individual values in the form of three main groups: values that are concentrated on the subject, on the external object and on the process – the interaction and interpenetration of the self-values of the environment from a new, more complex, emergent group of values – the subject-object interaction (Figure 3).

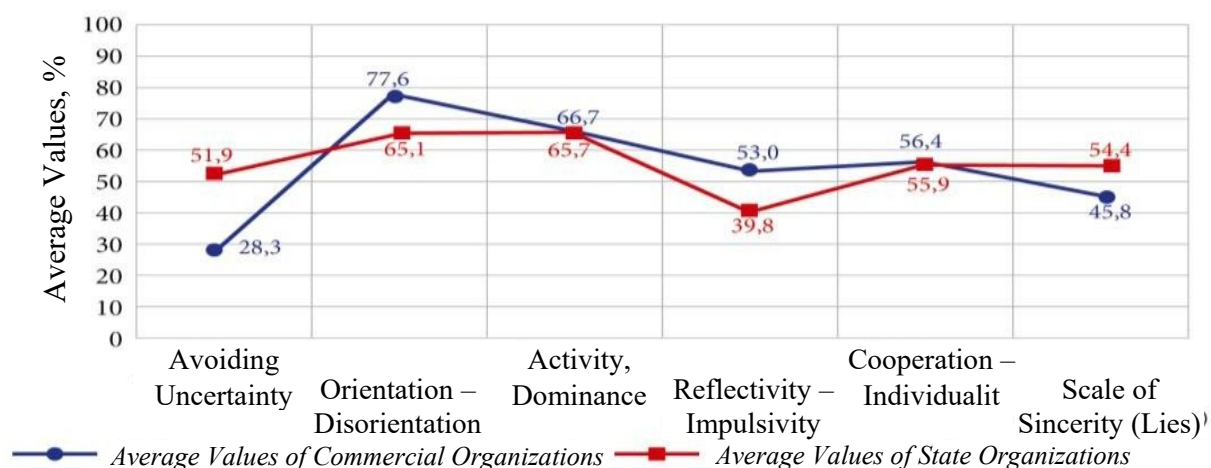


*Figure 3. Values typology*

For the initiation and implementation of changes in the organizational structure, the principle of 3S was used: “Management of modern social and economic systems – Synergetic System of Scientia (Knowledge)”, according to which a synergetic system of knowledge is realized, that’s to say, effective interaction of synergy of knowledge of individual elements of organizational structure (from person to business unit). A nonlinear management approach assumes that the management system should be organized in such way as to be able to respond instantly to changes – the assets buying, the withdrawal of new products or the withdrawal from the market are carried out as though accidentally, and are not in state of frozen strategic plans. The construction of the 3S principle implies the creation of a flexible organizational system based on: the universality of the application of structural units-modules; the ability to self-organization and self-learning; orientation on interaction; use of information

networks. Thus, modern management from the perspective of nonlinear dynamics provides: orientation to crisis chaotic conditions as a source of new opportunities for development; constant introduction of organizational and technical innovations; creation of a common cultural and organizational space; increment of social capital and management of social networks; implementation of the 3S system; self-organization.

A competitive empirical study of the influence of values on the decision criteria of managers of the industrial and commercial enterprises has determined that the variety of norms that define the decision-making strategies of managers under uncertain conditions can be reduced to five main factors: «avoiding uncertainty», «orientation-disorientation, activity, dominance», «impulsiveness-reflexivity», «cooperation-individualism». The most important of them is «avoiding uncertainty». As a result of a comparison of the differences in the decision-making strategy between a group of managers of «production» enterprises (former state) and «commercial» enterprises (newly formed), we found statistically significant differences in a number of scales, primarily due to the degree of personification of property, and the specific specialization. Here occurs an effect that we called «the effect of non-personalized property» (Figure 4).



**Figure 4. Decision-making strategies  
(commercial and industrial organizations)**

As a result, a methodological toolkit was developed and tested to analyze the strategy of making management decisions in uncertainty.

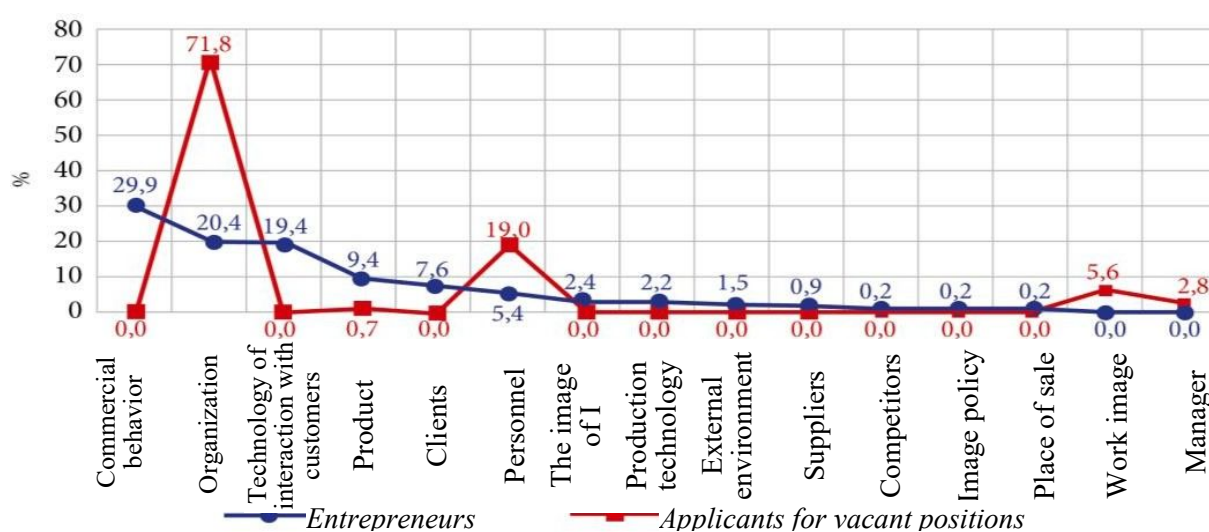
An empirical research of the organization's concept (initiators and top managers) is a substantive analysis and synthesis of the organization's design; structure of intentions in its basis; differences in the concept of organization between the groups of initiators and applicants for managerial positions (top managers). The research consisted of three stages (2012–2017). As a result of

generalization procedure, we received a full thematic thesaurus of 13 aspects. Aspects have different weight in the structure of the idea and differ in their semantic saturation.

The most significant are the values of reservation (security and benevolence) and are in conflict with the values of change. The prevailing importance of security and benevolence means that in order to ensure high material (safe living, living standards, financial well-being etc.) and social status (acceptance by the reference group, prestige) the organization is primarily an instrument for the implementation of conservation values). At the same time, the high significance of the values of achievement and power shows that organization is a means for achieving success, domination over others.

In order to check the causative conditionality of the content and intentions of the design by the specific differences of the initiator group, and not by anything else, we have conducted a comparative study of the morphology of the idea for the initiators group (75) and applicants for the vacancy of top-managers (107 people).

The initiators in the idea are 2.6 times more thematic than the applicants (13 and 5 respectively). Therefore, the cognitive complexity for the initiators concept provides them with a more differentiated assessment of the situation and the variational criteria for decision-making and more effective orientation in the external and internal environment, greater openness to the social environment, and better adaptation to changing environmental conditions. All these facts confirm the essential differences in the morphology of the organization's concept, which exist between the group of initiators and applicants for the appointment of top manager (Figure 5).



**Figure 5. Comparative analysis of the thematic aspects of the organizations concept for the group of initiators and applicants**

The effectiveness of the developed methodology was confirmed by the assessment of the competitiveness of 7 light industry enterprises before its introduction and after, including the group of companies “Textile-Contact”, the corporation “Textile-Ukraine”, AT “Cherkassky shovkovy kombinat”, AT “Ukraine”, AT “Rivnelon”, AT “VOZKO”, AT “Cherkaske trykotazhne pidpriumstvo “Lubava”

The sample was 72%, the matrix of the initial data included  $69 \times 18 = 1242$  indicators for 2017 and is represented in Table 1.

Table 1

**The results of approbation of the methodology for assessing the feasibility of initiating organizational changes in light industry enterprises in the context of sub-industries as of 01.01.2017, %**

| Sub-department          | The factors of competitiveness |                      |                       |                                    |                                  |                |                     |                          | Assessment of competitiveness          |                                       |
|-------------------------|--------------------------------|----------------------|-----------------------|------------------------------------|----------------------------------|----------------|---------------------|--------------------------|----------------------------------------|---------------------------------------|
|                         | Competitiveness of goods       | Marketing efficiency | Quality of management | Financial condition of enterprises | Level of production organization | MTO efficiency | Innovation activity | Competitiveness of staff | Before the implementation of methodics | After the implementation of methodics |
| Shoe                    | 32,5                           | 4,6                  | 2,13                  | 1,32                               | 2,61                             | 2,92           | 0,35                | 2,86                     | 39,82                                  | 49,29                                 |
| Sewing                  | 33,0                           | 5,4                  | 2,48                  | 1,94                               | 2,44                             | 3,23           | 0,03                | 2,66                     | 41,13                                  | 51,18                                 |
| Knitted                 | 32,0                           | 4,75                 | 2,08                  | 2,20                               | 2,55                             | 2,64           | 0,45                | 2,43                     | 32,52                                  | 49,10                                 |
| Textiles, leather and   | 32,0                           | 5,5                  | 1,08                  | -0,81                              | 2,35                             | 2,22           | 1,21                | 2,37                     | 25,98                                  | 45,92                                 |
| Average in the industry | 32,38                          | 5,06                 | 1,94                  | 1,16                               | 2,49                             | 2,75           | 0,51                | 2,58                     | 34,86                                  | 48,87                                 |

As evidenced by the data in Table 1 the developed methodological tools for achieving the objectives of the work, namely the method of in-depth interviews, the method of reconstructing the meaning, the method of analyzing managerial decision-making strategies in a situation of uncertainty, the method of preliminary analysis and discussion of problems, analysis of organizational relations, passed a successful empirical test and practical approbation.

**Conclusions and proposals.** An approach has been developed to design organizations as exteriorisation of thoughts and feelings, value orientations and intentions, i.e. the process of materializing the design of an object or process into a description (concept) by which this object can be created in reality. Thus, at the initial stage of the organization’s life cycle, the project itself is the design and various states of its formalization, namely the concept, conception, project.

Based on the provisions of the system approach, the main principles of research of organizations are formulated: the principle of relevance and implementability of research results of organizations; the principle of the required correspondence between the hierarchical levels of the theoretical description and the real organization; the principle of relevance of the choice of the subjective and objective components of the organization; the principle of reproducibility and transfer of research results to various forms of existence of organizations.

A new conception of values is developed and proposed, which differs significantly from the others in a three-component composition: own values, environmental values and the values of interactions which tie them up. All these values are realized in the design and activity of organizations in the form of a normative structure of actions and activities. This is empirically confirmed by examining strategies for making managerial decisions in a situation of uncertainty. An effect called «the effect of non-personalized property» is revealed, which explains the differences in decision-making by the manager and the others. Methods of group work, such as V.Shuts's methods (elements «W» and «J»), social-psychological training of «Partner's communication», balintovskiy seminar for initiators in the greatest degree correspond to the purposes of increase of professional and psychological competence through clarification of the system of social expectations, analysis of the structure of interpersonal relations in problem situations and application of the principles and skills of partner communication.

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**SOCIAL INNOVATION IN  
ENTREPRENEURSHIP AND EDUCATION AS  
AN ADAPTATION TOOL FOR SERVICEMEN  
DEMobilized FROM THE ATO ZONE**

**O. NIFATOVA<sup>1</sup>, M. SHKODA<sup>1</sup>**

<sup>1</sup> Kyiv National University of Technologies and  
Design, Ukraine

**Introduction:** The realities of our country today require Ukraine to shift the strategic benchmarks to the development zone and to support a favorable socio-economic environment for the implementation of the labor potential of vulnerable segments of the population, in particular demobilized participants from the combat zone. The labor potential of this category of the population can be effectively realized only under the condition of proper state support and socio-economic assistance. Moreover, promoting the development of small and medium enterprises among this category of people can become a powerful tool not only for social adaptation to peaceful life, but also to produce economic and social effects both at the level of our state and abroad.

**Hypothesis of scientific research.** It is anticipated that the symbiosis of a two-factor combination of social innovation in entrepreneurship and education will allow developing an effective tool for the adaptation of socially unprotected segments of the population, including troops demobilized from the ATO zone, based on the diagnosis of requests and needs of integrators (forced migrants, combatants, combatants' families).

**The purpose** of the article is to develop the theoretical framework for substantiating the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

**Methods of research:** method of expert survey – for diagnostics of requests and needs of integrators (forced migrants, combatants, families of combatants); the method of system analysis and logical generalization – to substantiate and determine the role of

symbiosis of social innovations in entrepreneurship and education for demobilized from the ATO zone; the method of critical thinking – to distinguish the prerequisites for the development and prospects of implementing social innovations in the field of entrepreneurship and education; GET TEST method for assembling business profiles; cluster analysis – for the distribution of future entrepreneurs by the level of development of entrepreneurial characteristics.

**Results:** the experience of the international community regarding the implementation of the support system for servicemen demobilized from the ATO zone on the basis of social innovations has been analyzed; the role of the symbiosis of social innovations in the field of entrepreneurship and education for the development of their own business is determined; the results of diagnostics of requests and needs of integrators are presented, and based on their basis an algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education is developed.

**Conclusions:** the development of theoretical positions on the substantiation of the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education provided an opportunity to comprehensively approach the solution of the urgent issue of promoting the development of small and medium entrepreneurship among servicemen demobilized from the ATO zone.

**Keywords:** social innovations, education, entrepreneurship, demobilized combatants, adaptation.

JEL Classification: I21; L63

УДК 658.589:338.242 (477)

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## СОЦІАЛЬНІ ІННОВАЦІЇ У ПІДПРИЄМНИЦТВІ ТА ОСВІТІ ЯК ІНСТРУМЕНТ АДАПТАЦІЇ ВІЙСЬКОВОСЛУЖБОВЦІВ, ДЕМОБІЛІЗОВАНИХ ІЗ ЗОНИ АТО

О. НІФАТОВА<sup>1</sup>, М. ШКОДА<sup>1</sup>

<sup>1</sup>Київський національний університет технологій  
та дизайну, Україна

**Вступ:** Реалії сьогодення нашої держави вимагають від України зміщення стратегічних орієнтирів в зону розвитку та підтримки сприятливого соціально-економічного середовища для реалізації трудового потенціалу незахищених верств населення, зокрема демобілізованих учасників із зони бойових дій. Трудовий потенціал цієї категорії населення може бути ефективно реалізований тільки за умови належної державної підтримки та соціально-економічного сприяння. Більше того, сприяння розвитку малого та середнього підприємництва серед зазначеної категорії населення може стати потужним інструментом не тільки соціальної адаптації до мирного життя, але й продукувати економічний та соціальний ефекти як на рівні нашої держави, так і за її межами.

**Гіпотеза наукового дослідження.** Передбачається, що симбіоз двофакторного поєднання соціальних інновацій у підприємництві та освіті дозволить розробити дієвий інструмент адаптації соціально не захищених верств населення, у тому числі і військовослужбовців, демобілізованих із зони АТО на основі діагностування запитів та потреб інтегрантів (вимушених переселенців, комбатів, сімей комбатів).

**Метою** статті є розвиток теоретичних положень щодо обґрунтування дієвого алгоритму адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіті.

**Методи дослідження:** метод експертного опитування – для проведення діагностики запитів та потреб інтегрантів (вимушених переселенців, комбатів, сімей комбатів);

метод системного аналізу та логічного узагальнення – для обґрунтування та визначення ролі симбіозу соціальних інновацій у сфері підприємництва та освіти для демобілізованих із зони АТО; метод критичного мислення – для виокремлення передумов розвитку та перспектив впровадження соціальних інновацій у сферу підприємництва та освіти; метод GET TEST для складання профілів підприємців; кластерного аналізу – для розподілу майбутніх підприємців за рівнем розвитку підприємницьких характеристик.

**Результати:** проаналізовано досвід міжнародної спільноти щодо впровадження системи підтримки військовослужбовців, демобілізованих із зони АТО на основі соціальних інновацій; визначено роль симбіозу соціальних інновацій у сфері підприємництва та освіти для розвитку власного бізнесу; представлено результати діагностики запитів та потреб інтегрантів та на їх основі розроблено алгоритм адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіті.

**Висновки:** розвиток теоретичних положень щодо обґрунтування дієвого алгоритму адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіті надав можливість комплексно підійти до вирішення актуального питання щодо сприяння розвитку малого та середнього підприємництва серед військовослужбовців, демобілізованих із зони АТО.

**Ключові слова:** соціальні інновації, освіта, підприємництво, демобілізовані учасники бойових дій, адаптація.

**Formulation of the problem.** The realities of the present, caused by the economic and political situation in Ukraine, which, in the first place, were complicated by the conduct of the ATO, led to the need to pay special attention to the socially unprotected sections of the population, namely, the demobilized combatants. As of September 1, 2017, 313.9 thousand Ukrainian citizens received the status of a participant in hostilities, accounting for almost 4.5% of the total economically active population of the country of working age [1]. As of January 1, 2018, the status of the unemployed was 9.3 thousand unemployed from the participants ATO. On average, in Ukraine, the share of ATO participants among all registered unemployed is 3%. Starting from the beginning of 2015, 2,600 ATO participants launched their own business. According to the results of 2017, this figure amounted to 589 people [2]. Such statistics indicate that the development of small and medium enterprises among the demobilized combatants can become a powerful tool not only for social adaptation of this category of population to peaceful life, but also to produce changes in socio-economic character.

The experience of the international community, in particular the United States, Great Britain, Canada and other developed countries, shows a large number of progressive programs aimed at promoting the development of their own affairs for veterans and socially disadvantaged people. For example, in the United States, the Office of Veterans Business Development, which is subordinated to the US Small Business Administration, manages the Warfare Veteran Development Program. The main function of this organization is to ensure the availability and transparency of all SBA programs aimed at supporting veterans [3, 4]. In addition, consortia of universities and public organizations that provide professional consulting, counseling and mentoring support, conduct trainings and lectures on entrepreneurship bases, and assist in the preparation of business plans, are effective tools for supporting veterans. The positive experience of an effective combination of social innovations in the field of education, entrepreneurship and the state of developed countries demonstrates the urgency of solving the issue of creating an effective mechanism for supporting and stimulating the processes of starting and conducting own business by ATO veterans in our state.

Analysis of recent research and unresolved part of the problem. The basis of the theoretical and methodological basis of the study is the formation of the work of domestic and foreign scientists on the problem of socio-economic adaptation and rehabilitation of unprotected layers of the population, in particular veterans of combat operations, as well as works devoted to the prospects of development of small and medium entrepreneurship in the aspect of introducing social innovations.

Many papers by scientists are devoted to the problem of overcoming post-traumatic stress disorder. For example, S. Nikolayenko proposed the classification of ATO participants by types of personality [5]. P.V. Crow emphasizes the importance of supporting the state of various forms of providing psychological assistance to combatants [6, 7]. There is no attention of scientists and the issue connected with the study of the problem of attracting ATO participants to entrepreneurship. O.A. Sorokivska offers an effective tool for the formation of a favorable policy for small and medium-sized businesses to introduce a system of road maps by region of the country [8].

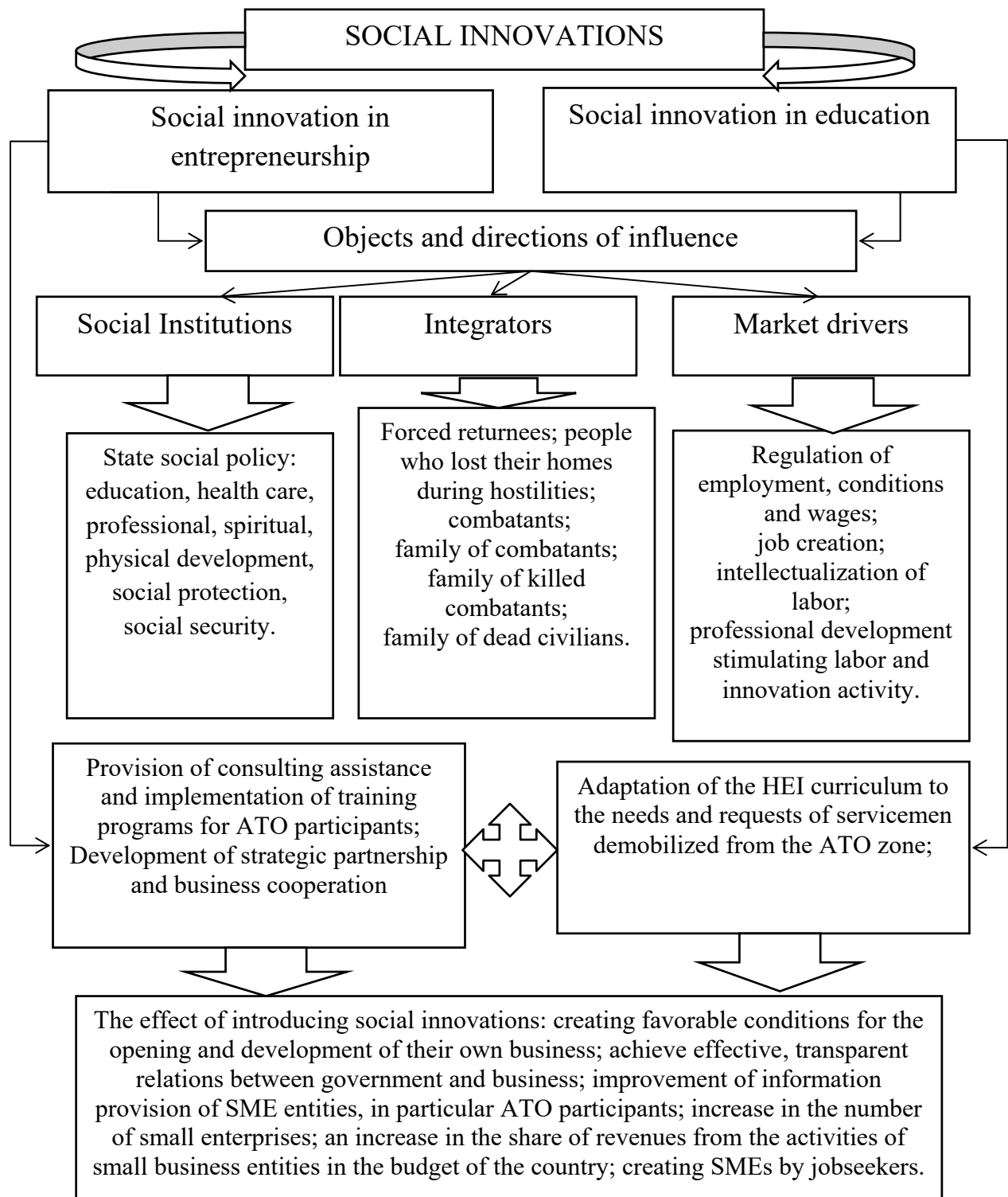
**The purpose of the study** is to develop theoretical framework for substantiating the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

**Research results.** Social innovations are phenomena that are introduced into the system of socio-economic development of society at the initiative of the state, public associations, educational institutions and other social institutions, with the aim of developing the social infrastructure of the state and adaptation of new dynamic manifestations of innovation processes in the system of social management. The reasons for the emergence of social innovation in the opinion of A.V. Basharin can be of a dual nature: the possibility of occurring naturally or on the initiative of social control subjects [9]. Completion of the process of integration of innovations into the social infrastructure of the state implies their formalization in the form of regulated documents, which should describe the mechanism of social management of innovative processes in social systems.

A.V. Semikina depending on the content and scope of social innovation, distinguishes between the following spheres of life: social innovation in education; social innovation in education; social innovation in managing the development of human capital in the country; social innovations in social management of the development of the labor collective of the enterprise, social innovation in entrepreneurship, social innovation in the field of health care, social innovations in the provision of geriatric care to the population; social innovations in the field of employment [10].

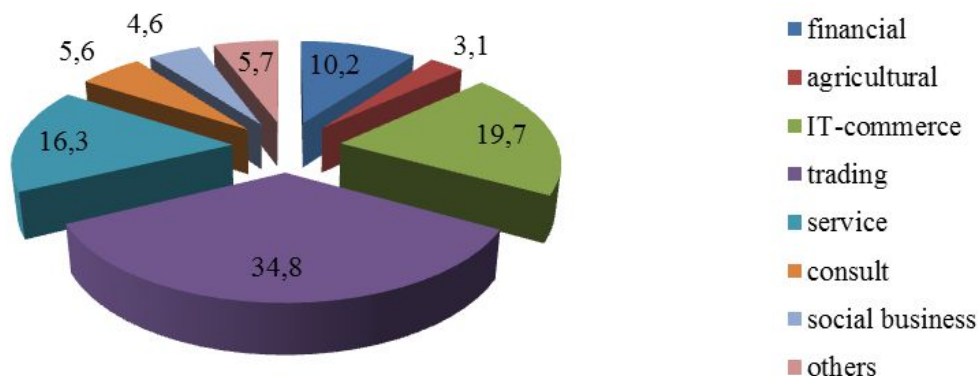
As part of our study, we focus on social innovation in entrepreneurship and social innovation in education, since these categories are, in our opinion, the most significant reflections of the process of forming a new approach to innovative development of small and medium enterprises, aimed at adaptation of servicemen demobilized from the ATO zone.

Social innovations in education are expressed through the status changes in the market of educational services, adaptation of educational services programs, innovative changes in the system of education management, the emergence of new forms, methods and teaching technologies.



**Figure 1. The role of the symbiosis of social innovation in entrepreneurship and education for demobilized from the ATO zone (author's development)**

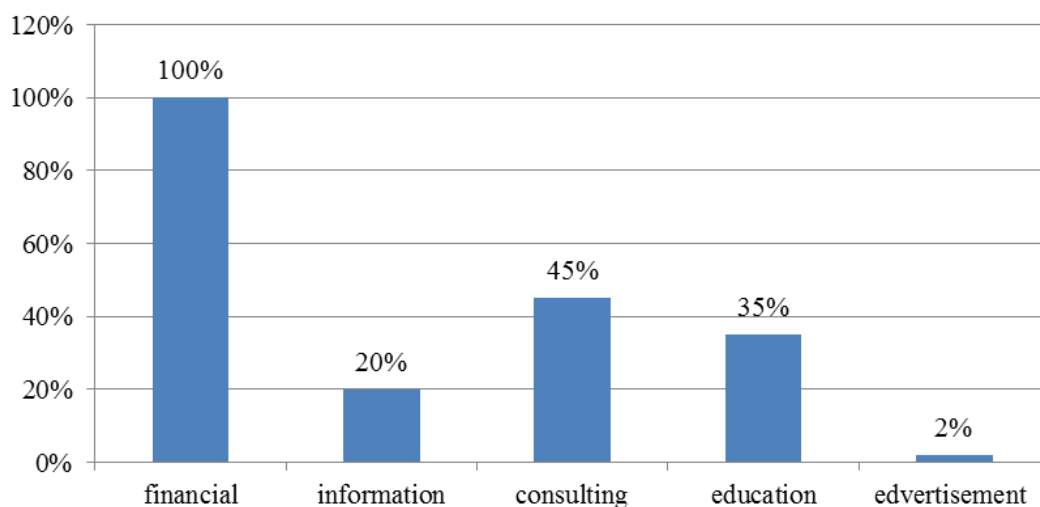
Social innovations in entrepreneurship are realized through the encouragement of the opening of their own affairs to socially unprotected sections of the population, through the implementation of various social projects. The role of the symbiosis of social innovation in entrepreneurship and education for demobilized from the ATO zone is presented in Fig. 1.



**Figure 2. Priority areas for the business development for ATO participants**

According to the results of a study on identifying the needs and requests of servicemen demobilized from the ATO zone, 34.8% of respondents plan to start their own business in the field of trade. In the second place – 19.7% of respondents preferred IT-commerce. Also, the service sector is very popular.

The study of obstacles to the opening of their own affairs by ATO participants revealed the lack of funds (51%) and the lack of knowledge and skills in entrepreneurship (34.1%) among the main reasons. According to respondents, all participants of the ATO lack financial support from the state (preferential lending, preferential taxation, state social projects), professional consultations, education and information support for the development of small and medium businesses (Fig. 3).



**Figure 3. The main types of assistance needed by ATO participants**

Thus, in order to create favorable conditions for the development of entrepreneurial potential, we have developed an algorithm for adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

This algorithm involves the sequential passage of three main stages: adaptation, modification and resultant (Fig. 4). Consider each stage of the pain in detail.

The adaptation stage of the algorithm involves the simultaneous implementation of medical and psychological adaptation (rehabilitation) and the integration (reintegration) of servicemen into the community.

Medical-psychological adaptation is proposed through the inclusion in the service life of a mandatory rehabilitation period after participating in hostilities. Medical rehabilitation, provides for regenerative therapy, reconstructive surgery, prosthetics. Psychological adaptation involves psychological, psychological and pedagogical, social measures aimed at the restoration, correction or compensation of violated mental functions, states, personal and social statuses. After passing the adaptation stage, servicemen demobilized from the ATO zone should be integrated into the society as a full-fledged person capable of undertaking entrepreneurial activity. The main problem that may arise at this stage is the lack of interest and awareness of the importance of rehabilitation measures after demobilization, as well as bias in obtaining psychological assistance [11].

The second stage – the modification, means to carry out informative and educational measures to motivate the opening of their own business and the development of entrepreneurial initiative by involving business consultants and university lecturers in support of ATO participants' projects. It should be noted that it is at this stage that the synergistic combination of social innovation in the field of entrepreneurship and education is important. The involvement of social investments and the use of social and innovative technologies will enable the creation of a comprehensive adaptation system, the functioning of which is aimed at the effective adaptation of future entrepreneurs.

The first step, designed to diagnose the potential of entrepreneurship for servicemen demobilized from the ATO zone, is testing on general entrepreneurial skills using the GET TEST methodology. The standardized methodology of the General GET TEST test determines the level of development of general skills in entrepreneurship by the following criteria [12, 13]: leadership; motivation; stress resistance; customer orientation; communication; teambuilding; organizing; normative; flexibility; comprehensive analysis of problems; development orientation.

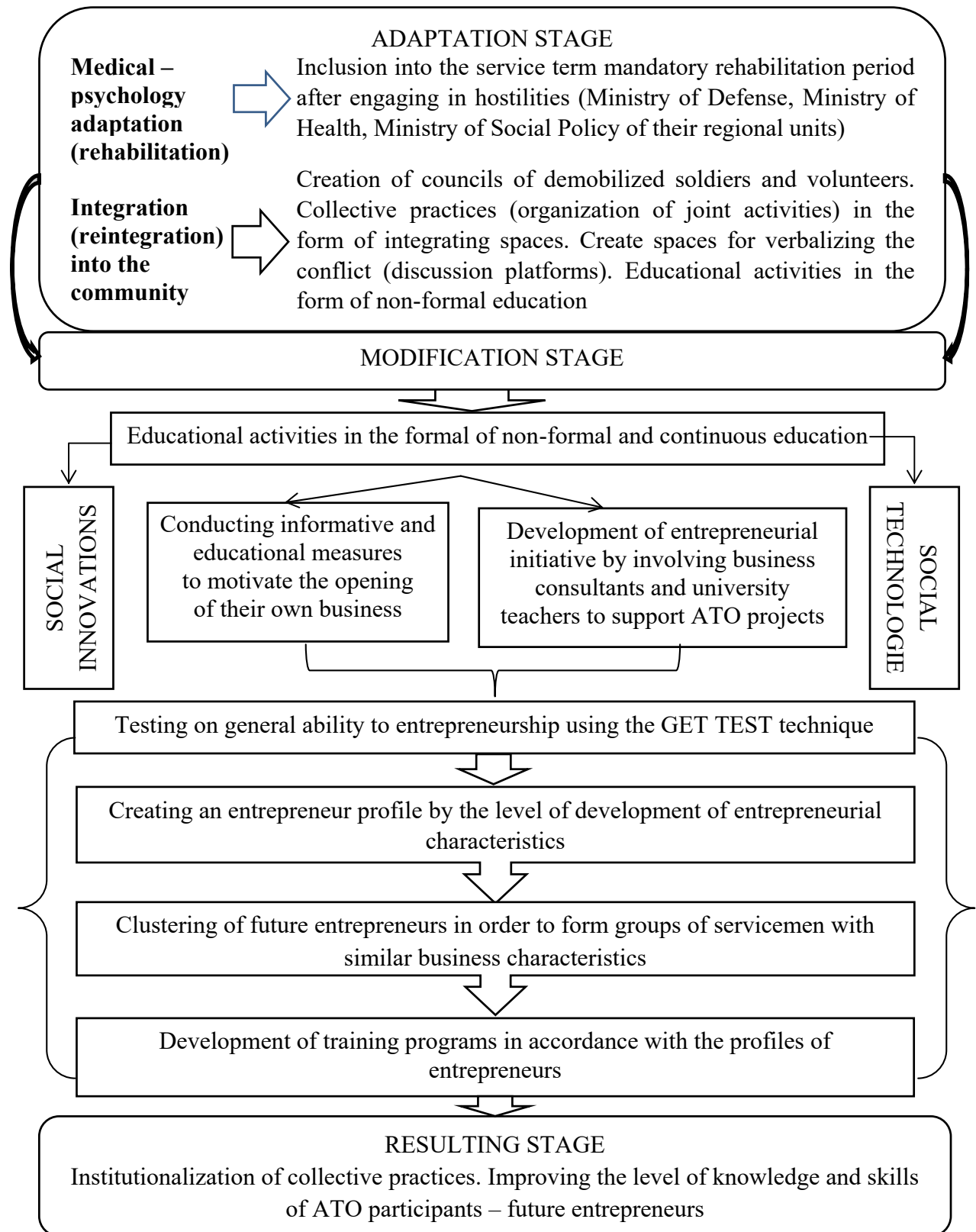


Figure 4. Algorithm of adaptation of servicemen demobilized from the ATO zone (author's development)

After testing, the entrepreneur profile is being prepared according to the level of development of entrepreneurial characteristics and the comparison of the profile of each integrator with the reference profile is carried out (Fig. 5).

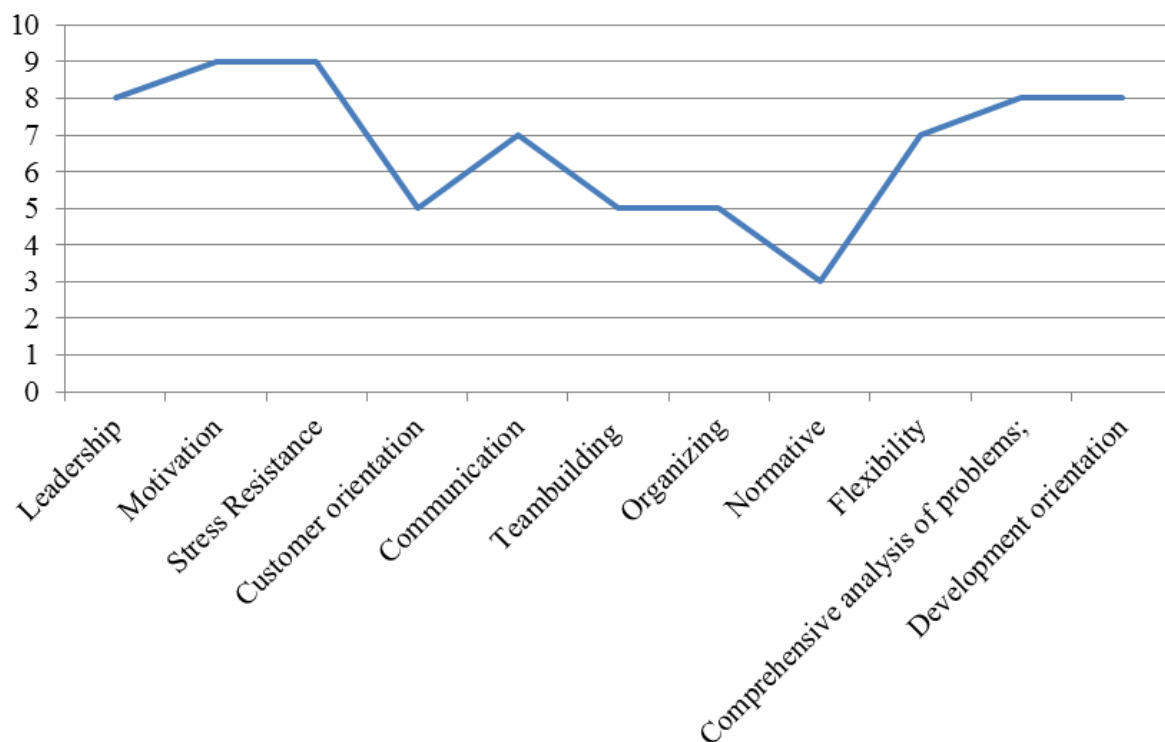


Figure 5. Standart profile of teh entrepreneur

By comparison, clustering of future entrepreneurs by means of cluster analysis is carried out in order to form groups of servicemen with similar entrepreneurial characteristics.

Next, the development of training programs in accordance with the profiles of entrepreneurs. Table 1 provides the main training programs for military servants – future entrepreneurs.

Table 1

**Training programs in accordance with the profiles of entrepreneurs**

| Subject                 | Training Program  | Recommendation                                                                                                                                      |
|-------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Emotions control</b> | Self regulation   | Recommended in case of increased anxiety, emotional instability in order to improve emotional self-regulation.                                      |
|                         | Stress management | Recommended in the case of high emotional stability in order to master the special skills of management and emotions that may be useful in the work |

**Continuation of Table 1**

|                                            |                          |                                                                                                                                                                                                                                             |
|--------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Time management</b>                     | Self-organization        | Recommended in case of high impulsivity and low self-control in order to increase the efficiency of time management.                                                                                                                        |
|                                            | Time management          | Recommended for advanced organization with the aim of mastering additional time management skills.                                                                                                                                          |
| <b>Communication management</b>            | Communication confidence | It is recommended in case of reduced contact with the aim of improving the skills of interpersonal communication.                                                                                                                           |
|                                            | Effective communication  | It is recommended in case of increased contact with the purpose of mastering special methods of communication.                                                                                                                              |
| <b>Self-management and team-management</b> | Team management          | Recommended in case of high stability and availability of managerial capacity for the development of management skills of others.                                                                                                           |
|                                            | Self-knowledge           | It is recommended in the case of increased interest in themselves and in the development of oneself for a more complete and deep understanding of oneself, their interests, for the development of skills for proper management of oneself. |

The final stage is the resultant, where the institutionalization of collective practices takes place and the evaluation of the results of raising the level of knowledge and skills of ATO participants – future entrepreneurs.

**Conclusions and suggestions for further research.** Thus, the development of theoretical positions on the substantiation of an effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education has given the opportunity to comprehensively approach the solution of the urgent issue of promoting the development of small and medium-sized enterprises among servicemen demobilized from the ATO zone. The versatility of the proposed algorithm consists in the possibility of its application not only for the adaptation of servicemen demobilized from the ATO zone, but also for graduates of higher educational establishments, unemployed people who attend training centers at the employment centers, as well as in the activities of enterprises for the purpose of personnel assessment.

Further research in this direction is to apply the proposed algorithm within the framework of the implementation of the joint Ukrainian-Lithuanian project "Ukrainian Educational Platform (for demobilized soldiers ATO) – educational road map" Step to Entrepreneurship".

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## THE USE OF BUSINESS MODELS IN SOCIAL ENTREPRENEURSHIP

N. KRAKHMALOVA<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

**Introduction.** The phenomenon of social entrepreneurship as an element of market society acts as one of the most significant components of a modern economy. The attempt to solve socially significant problems on the basis of entrepreneurship demonstrates that such a decision may be more effective than the use of stamped mechanisms of the state or public organizations. Social entrepreneurship is aimed at solving social problems by «entrepreneurial» methods, extenuating social tensions, initiating the blurring of intersectoral borders, aimed at satisfying the needs of the population and, as a result, capable of assuming certain functions of the state, regularly communicating with it.

**Hypothesis of scientific research.** It is assumed that the scientific combination of the three main components of social entrepreneurship: entrepreneur activity, public participation and solidarity will allow a new way to solve the actual socio-demographic and socio-psychological problems; to reduce or prevent socio-cultural and existential risks of social entrepreneurship in the Ukrainian context.

**The aim of this research** is to explain the most expedient model of social entrepreneurship in the Ukrainian context and the determination of the specifics of its use.

**Methods of investigation:** the method of taxonomy – for the analysis of the main stage of evolution and classifications of business models; the method of cluster and factor

analysis – to clarify the main components and tools of the business model of social entrepreneurship; modeling the future based on scenario building – to predict the likely socio-cultural and existential risks of social entrepreneurship.

**Results:** features of social entrepreneurship, its place and role in the social-economic system; sources and motives of the emergence of social entrepreneurship; the specificity of the formation of business models in social entrepreneurship; substantiated signs and criteria for the development of the typology of business models in social entrepreneurship; the institutional features of forming different types of business models in social entrepreneurship are revealed.

**Conclusions:** the taken research on the conceptual aspects of social entrepreneurship has made it possible to find out the theoretical understanding of the peculiarities of the functioning and development of social entrepreneurship subjects and to identify the specifics of the formation of various types of business models in social entrepreneurship. Using the most optimal model will help to improve the efficiency of management of social entrepreneurship firms, which in turn will contribute to the increase of the overall social impact through replication and dissemination of successful, sustainable business models.

**Keywords:** social entrepreneurship, business-model.

JEL Classification: D83, L20, M00

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## ВИКОРИСТАННЯ БІЗНЕС-МОДЕЛЕЙ В СОЦІАЛЬНОМУ ПІДПРИЄМНИЦТВІ

Н. КРАХМАЛЬОВА<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

**Вступ:** Явище соціального підприємництва як елемент ринкового суспільства виступає в якості однієї із значущих складових сучасної економіки. Спроба вирішити соціально значущі проблеми на основі підприємництва демонструє, що таке рішення може виявитися ефективніше, ніж використання шаблонних механізмів держави або громадських організацій. Соціальне підприємництво спрямовано на вирішення соціальних проблем «підприємницькими» засобами, пом'якшення соціальної напруженості, ініціює розмивання міжсекторальних кордонів, орієнтоване на задоволення потреб населення і, як наслідок, здатне взяти на себе деякі функції держави, регулярно контактуючи з ним.

**Гіпотеза наукового дослідження.** Передбачається, що синергетичне поєднання трьох головних складових соціального підприємництва: підприємницька діяльність, громадська участь, солідарність, дозволять по-новому вирішити актуальні соціально-демографічні та соціально-психологічні проблеми; знизити або запобігти соціокультурних та екзистенційних ризиків соціального підприємництва в українському контексті.

**Метою** даного обґрунтувати найбільш доцільну модель соціального підприємництва в українському контексті і визначити специфіку її використання.

**Методи дослідження:** метод таксономії – для проведення аналізу основних етапів еволюції та класифікацій бізнес-моделей;

метод кластерного та факторного аналізу – для уточнення основних компонентів і інструментів бізнес-моделі соціального підприємництва; моделювання майбутнього на основі побудови сценаріїв – для прогнозування ймовірних соціокультурних та екзистенційних ризиків соціального підприємництва.

**Результати:** визначено ознаки соціального підприємництва, його місце і роль в суспільно-економічній системі; джерела і мотиви виникнення соціального підприємництва; специфіку формування бізнес-моделей в соціальному підприємстві; обґрунтовані ознаки і критерії для розробки типології бізнес-моделей в соціальному підприємстві; розкрито інституційні особливості формування різних типів бізнес-моделей в соціальному підприємстві.

**Висновки:** проведено дослідження концептуальних аспектів соціального підприємництва дозволило з'ясувати теоретичне розуміння особливостей функціонування і розвитку суб'єктів соціального підприємництва та виявити специфіку формування різних типів бізнес-моделей в соціальному підприємстві. Використання найбільш оптимальної моделі допоможе підвищити ефективність управління соціально-підприємницькими фірмами, що в свою чергу сприятиме підвищенню сумарного соціального ефекту через тиражування та розповсюдження успішних, стійких бізнес-моделей.

**Ключові слова:** соціальне підприємництво; бізнес-модель.

**Formulization of the problem.** Social entrepreneurship as a socio-economic and organizational phenomenon in recent years more and more attracts the attention of scientists, representatives of business and the state. Under social entrepreneurship is a kind of economic activity, aimed at solving problems of certain groups of people who, due to the failures (insolvency) of the market and the state, do not have access to vital resources. It is difficult to call social entrepreneurship a new phenomenon, but in recent years it has unprecedentedly raised all over the world, including Ukraine, with the development of social entrepreneurship as well as its scientific conceptualization. This is due to the fact that, on the one hand, there is an aggravation of the whole complex of social problems, on the other hand – the obvious failure of society to effectively solve these problems by traditional methods of market economy and the support of the state.

**Analysis of recent research and unresolved part of the problem.** Social entrepreneurship is focused on improving the of society's life quality, in view of that the phenomenon of social entrepreneurship as a socio-economic phenomenon is an active interest of many foreign and native researchers. In the last decade of the XX century some practical experience and theoretical material on social entrepreneurship began to accumulate. Review of scientific literature, theoretical developments and periodicals indicates insufficiently deep and diverse coverage of the activity of this concept.

Among foreign scientists is R. Cantillon [1], he was the first who systematically described this phenomenon and the first who made a significant contribution to the study of entrepreneurship; P. Drucker and J. Schumpeter [2, 3] point at innovation as a category of entrepreneurship and emphasize the importance of entrepreneurship for innovation. V. Sombart [4] identifies analyzes as a well-known goal of entrepreneurial activity, F. Knight, I. Kirtsner – are essential values of entrepreneurship such as freedom, risk, uncertainty [5, 6]. Significant contribution to the study of this issue was made by G. Diz, J.-B. Sey, P. Drucker, J. Porras, J. Collins [7, 8], whose works are devoted to the study of the concept of social entrepreneurship and identification of its specific features.

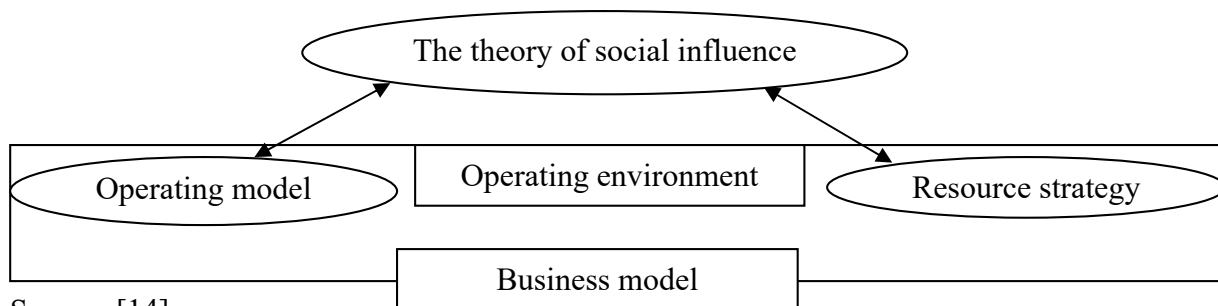
For the first time in Ukraine, social entrepreneurship was considered by K. Alter [9] as a nonprofit organization created exclusively for program purposes and business approaches are part of the implementation of such goals. Social entrepreneurship in Ukraine – is a concept, which was brought from Western countries and is embodied at the expense of grants from international donors. The experts-practitioners also note that none of the western approaches derived from grant programs does not reflect the essence of the development of social entrepreneurship in Ukraine, and emphasize that a specific scientific approach is needed here [11]. Some scholars, such as V. Shcherbak, O. Shcherbak, believe that uncertainty and risk in business activity affects not

only industrial enterprises, but also the ability to carry out entrepreneurial activities aimed at improving the lives of socially vulnerable populations [12]. Despite the existing theoretical work in the literature on the study of business models of social entrepreneurship, the empirical studies have been presented in a small quantity, that allow them to systematically identify their main types. The urgency of the topic of this study is underlined by the fact that there are no works made on materials of Ukrainian firms. The understanding of the fundamental business models of social entrepreneurship and the institutional features of their formation has a significant meaning both from the practical and theoretical points of view, since it can increase the efficiency of the functionality of organizations involved in social entrepreneurship and bring some conceptual clarity to the development of its theory.

**The aim** of the study is to provide a meaningful description of the state of social entrepreneurship in the Ukrainian context and to identify the most appropriate forms and models of its implementation.

**Results of research.** The application of the business model as a unit of analysis in the research of social entrepreneurship, as well as the study of the peculiarities of the formation of business models in social entrepreneurship, is becoming increasingly widespread due to the fact, that it allows us to understand the process of creating the value, which is the most complex and controversial in social entrepreneurship. In case when commercial organizations consider the value as «an economic concept that describes how much a client is willing to pay for the offered product» [12, p.28], then in social entrepreneurship, attention is paid to the creation of «social value» which, according to [13], is related to specific social problems and an attempt to find solutions to them. This is caused by the very essence of social entrepreneurship, which, unlike commercial entrepreneurship, is primarily aimed at addressing acute social problems, while the financial sustainability of the organization is a prerequisite for achieving its main goals.

In our opinion, we must agree with the definition of the concept of a business model in social entrepreneurship proposed by J. Defourny [14] as a design that includes two elements – the operating model and resource strategy (Figure 1).



Source: [14].

*Figure 1. Business model of social entrepreneurship*

Operating model – is a set of certain actions, structures that support the system, which should create the expected effect during the process of interaction. The resource strategy supports the operating model by identifying and attracting the necessary tangible and intangible resources. Due to the fact that in social entrepreneurship resources can be attracted on a gratuitous basis (donations, work of volunteers etc.), the resource strategy is perceived wider than just attracting financial resources. According to the authors [15], two elements of the business model (operating model, resource strategy) contribute to the creation of a social effect in accordance with the theory of social influence (social impact theory), which should be the main result of the activities of social entrepreneurship. The authors [15] prove that in order to transform the entrepreneurial idea into a realized opportunity, the social entrepreneur should determine the social value, which will be created, and develop a sustainable business model. This approach for the definition of the concept of a business model in social entrepreneurship shows the relationship between the business model and the company's performance in social entrepreneurship, which according to a social mission should be expressed in the creation of a certain social effect. Accordingly to this, Table 1 lists the methods for identifying components of business models, which demonstrate the diversity of existing approaches to defining and describing business models.

*Table 1*

| <b>Components and composite elements of the business model</b>           |                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Authors                                                                  | The components of business model                                                                                                                                                                                                                                                                                                                                  |
| <b>Research of business models of non-socially entrepreneurial firms</b> |                                                                                                                                                                                                                                                                                                                                                                   |
| Shafer, Smith, Linder, 2004                                              | Strategic decisions (clients, proposed value, competencies, revenues, differentiation etc.), value creation (required resources/assets, processes/operations), value gains (costs, financial aspects, profit) and value gains (costs, financial aspects, profit) and value creation network (suppliers, relations with consumers, material and information flows) |
| Osterwalder et al., 2005                                                 | Valuable offer, distribution channels, customer relations, affiliate network and income generation model                                                                                                                                                                                                                                                          |
| Osterwalder and Pinie, 2014                                              | Consumer segments, value propositions, sales channels, relations with customers, revenue streams, key resources, key activities, key partners, cost structure)                                                                                                                                                                                                    |
| Zott and Amit, 2010                                                      | Elements of design ( content, structure, management) and design basis (innovation of products, creation of barriers for switching the consumer to other goods/services, complementarity, efficiency)                                                                                                                                                              |
| Rasmussen, 2007                                                          | Valuable offer, market segments, income generation model, value chain, the structure of costs, potential profitability, value system, competitive strategy.                                                                                                                                                                                                       |
| Hamel, 2000                                                              | Cooperation with customers, key strategy, strategic resources, value network.                                                                                                                                                                                                                                                                                     |
| Chesbrough and Rosenbaum, 2000                                           | Valuable offer, market segments, structure of internal value chain, the structure of costs, profit model, value system, competitive strategy                                                                                                                                                                                                                      |

**Continuation of Table 1**

| <b>Research of business models of social and business firms</b> |                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mair and Schoen, 2005<br>Hamel, 2000                            | Interaction with clients, key strategy, strategic resources, valuable network                                                                                                                                                                                      |
| Yunus et al., 2010                                              | Valuable offer ( interested parties and product/service), social effect formula (social and economic effect), aggregate value ( interval value network and external value network), formula of economic effect ( revenue from sales, cost structure, used capital) |
| Marquer et al., 2010<br>Osterwalder et al., 2005                | Valuable offer, distribution channels, customer relations, affiliate network and income generation model                                                                                                                                                           |
| Michelini and Fiorentino, 2012<br>Osterwalder et al., 2005      | Valuable offer, ecosystem, market, economic characteristics                                                                                                                                                                                                        |

*Source: complied by the author.*

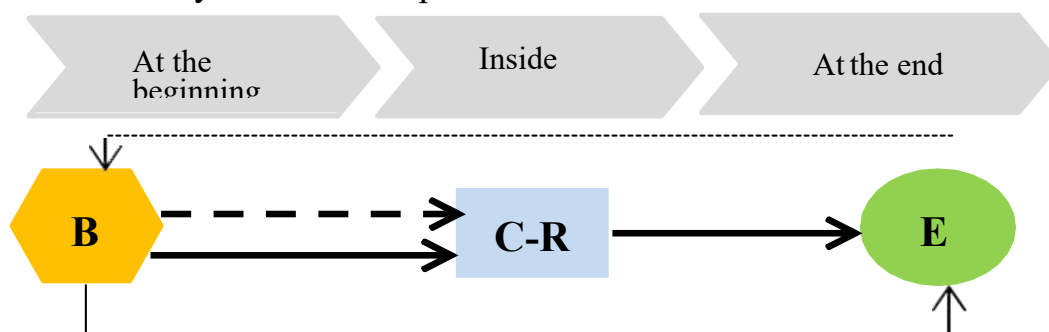
The majority of authors focus on defining the concept of «business model» on the following components [15]: value offer; value creation; income generation. To the above mentioned components different authors add others. For example, H. Hamel [16], as a business model component, highlights a value network, a core strategy, procurement of strategic resources and management of customer interfaces, and B. Demyle and H. Lecock [17] – resources and competences, organizational structure and propositions for value delivery. Some researchers distinguish other components for the analysis of the business model. For example, A. Shatalov [11] analyzes the interconnection between the business model and the results of the firm, distinguishes the following blocks «Operational model» (includes the proposed value, a network of value creation and market), «growth model» and «economic model». Depending on definite characteristics of each component, the author identifies clusters of business models, and then shows the interconnection between each type of business model and the results of the firm. Despite the fact that this approach made it possible to solve the research problems facing the author, it is difficult to call it universal and suitable for use in the analysis of business models of social entrepreneurship, in connection with the lack of such important components for social entrepreneurship, as «customer relationship», «consumer segments».

The peculiarities of formation and development of social entrepreneurship are revealed. It has been established that the active development of social enterprise all around the world has become a logical response to institutional changes that manifested themselves differently in different regions of the world, but led to an increase of social contradictions in society as a whole and to the

necessity of emergency of new socio-economic agents, who would be able to fill the failures of the market and the state. The analysis of existing approaches allows us to offer our own typology of the sources of social entrepreneurship, depending on two parameters: the level of occurrence (organizational and individual) and orientation on the creation of value (social value shared by value, economic value). This approach allows us to understand the complex and specific process of creation and attribution of value typical to the firms.

Features of the formation of business models of social entrepreneurship in two ways: the status of the recipient of the chain of value creation and source of income. Based on the distinguished features and criteria, an empirically grounded typology of business models in social entrepreneurship has been developed: five basic types of business models that are basic and can be used to construct more complex business models that are marked: «Platform», model «Access to the market», model «Employment», model «Access to the product / service», model «Charity»:

1. In the «Platform model», the social entrepreneur acts as an intermediary between the beneficiary and the buyer, realizing the main goal – ensuring access of the beneficiary to the market (Figure 2). Usually, a social entrepreneur in this model performs the role of a broker, who does not buy the goods from the beneficiary. As a rule, organizations that provide information services through the creation of platforms for the exchange of information and commercial activities, both in real format (trading platforms, exhibitions) and online (informational internet platforms), can work on such a principle. In this model, the beneficiary pays for the service, gaining access to the resources and services provided to him by a social entrepreneur.

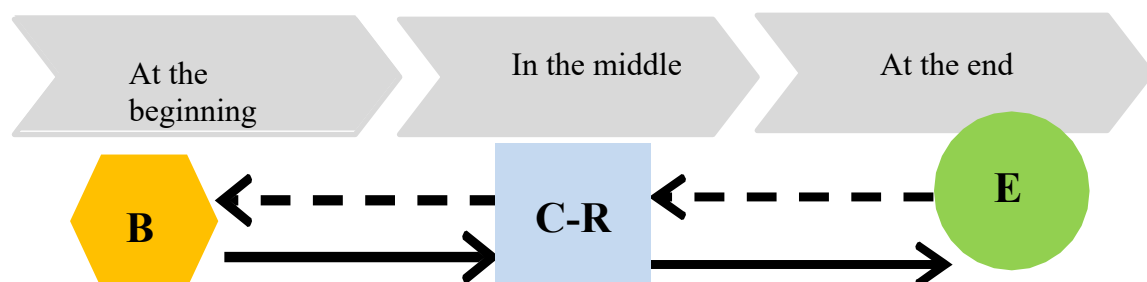


Sources: [14; 16; 17].

*Figure 2. Model «Platform»*

2. The «Access to the market» model is also a model where a social entrepreneur is an intermediary, providing access to the market beneficiary, but unlike the «Platform» model in this model, the source of revenue is the third party, not the beneficiary (Figure 3). In the «Access to the market» the beneficiary does not serve as a source of income, and the social entrepreneur, as a rule, provides not only the platform for the exchange of information, but also

acquires products from the saver or for resale, or as a raw material for the production of products. If the main activity of social entrepreneur is related to the production of products, and he buys raw materials, components from beneficiary, then his financial model is based on the margin, which he obtains as a result of creating additional value for the product. In the case, where the main activity of the social entrepreneur is related to marketing and sales, and the social entrepreneur is the distributor of the goods of beneficiary, his income is a percentage of the final value of the goods.

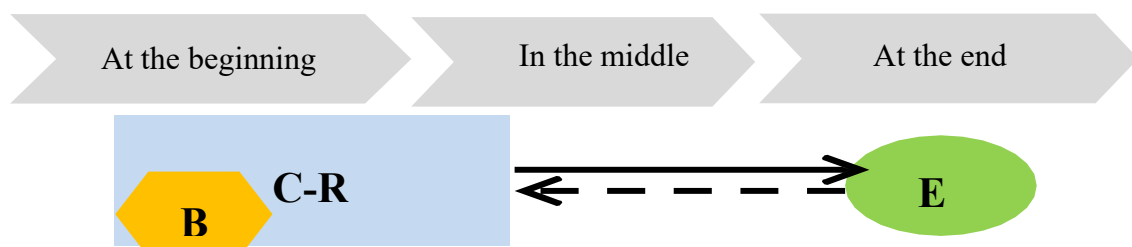


Sources: [14; 16; 17].

Figure 3. Model «Access to the market»

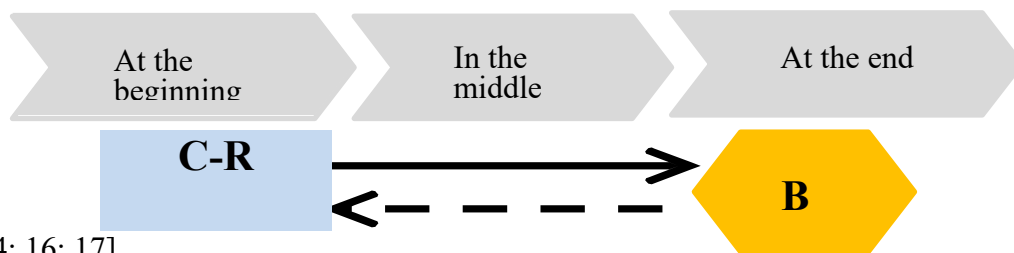
3. The business model «Employment» is a model in which the beneficiary is within the value chain. It reflects the idea of employment, employment of «affected» groups of people (for example, people with disabilities, people without permanent residence, children's graduates etc.) (Figure 4). The «Employment» model is one of the most widespread models in social entrepreneurship, whose main goal is integration, social adaptation and improvement of the economic situation of certain groups of people, so-called «affected-groups».

4. The «Access to the product/service» model covers market or state failures due to the lack or inability to access a product or service in a definite group of people. In this model, the source of income is the beneficiary. The model «Access to the product/service» (Figure 5) covers market or state failures associated with the lack or inability to access a product or service of a definite group of people.



Sources: [14; 16; 17].

Figure 4. Model «Employment»

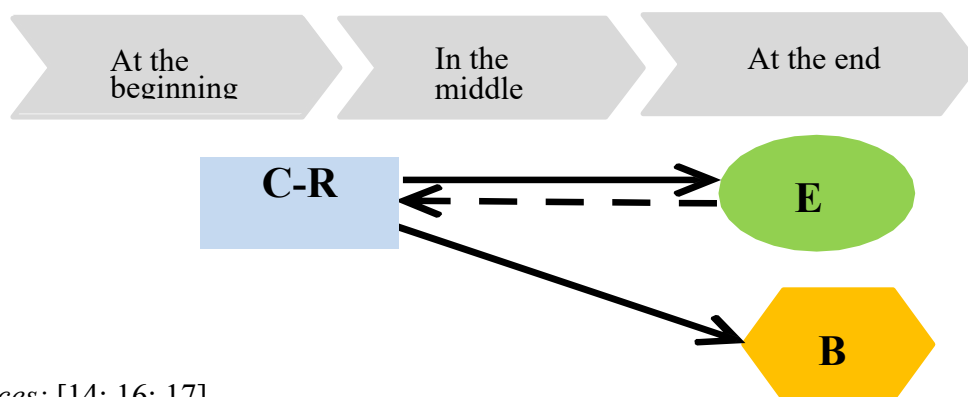


Sources: [14; 16; 17].

Figure 5. Model «Access to the product/service»

This model is often used in cases where the needs of beneficiaries in geographically remote areas are satisfied, where there is no service or product due to underdeveloped infrastructure. By using an innovative, pioneering approach for the salvation of this problem, a social entrepreneur is able to develop a business model, which can create value at achieving financial stability. The source of income in this model is the beneficiary who is ready to pay for the good/service.

5. In the «Charity» model the beneficiary receives the goods/services absolutely for free. Typically, such a model is used in cases where the beneficiary can't pay for goods/services (Figure 6). Unlike the previous model, the beneficiary is not even partly a source of income, he receives the product/service for free. For a full subsidization of the beneficiary, the social entrepreneur actively uses various tools (for example: cross-subsidization, use of non-market instruments of attraction of resources, etc.), allowing to receive income not from the beneficiary, but from the third party.



Sources: [14; 16; 17].

Figure 6. Model «Charity»

Institutional peculiarities of the emergence of models aimed at solving social problems through the provision of goods/services are the lack of a required market offer for certain groups of people. As it has been said before, the reluctance of the business and the inability of the state to meet the demand of certain groups of consumers creates market failures that can satisfy social

entrepreneurship not only through the movement of the main mission related to the solution of social problems, but also due to the possibility of using different instruments and creation of business models that allow you to achieve results in low marginal areas and for insolvent consumers. It is important to note that the basic models are considered fundamental, forming mixed (hybrid types), which are quite common in social entrepreneurship. Thus, the study showed that the most frequently used model is a model of combination of two models – «Employment» and «Charity», that is, when the beneficiary is within the chain of value creation and is a consumer. Moreover, it may be the same client segments, which provide an opportunity to find out the institutional features of each type of business models, which, on the one hand, reflect global trends, and, on the other hand, regional features of the emergence and development of distinct types of business models.

In this way, the peculiarities of the formation and use of business models in social entrepreneurship are the need for the preliminary analysis of the main business processes of firms involved in social entrepreneurship. This allows not only better understanding of the specifics of business models in social entrepreneurship but also deeper insight into social entrepreneurship as a socio-economic and organizational phenomenon. The developed empirically-based typology of business models in social entrepreneurship makes it possible to clarify the managerial aspects of firms engaged in social entrepreneurship as well as making a definite step in conceptual clarification of the phenomenon of «social entrepreneurship» through the logic of studying of basic business models.

**Conclusions and suggestions for further research.** Shifting the emphasis from studying a particular organization to studying a business model in research on social entrepreneurship has firstly let us understand the complex and specific processes of creating and appropriating the value inherent in social entrepreneurship, and secondly, give a more coherent understanding of how socio-entrepreneur firm acts and reaches sustainability in a complex system of interaction with partners, suppliers, clients, and thirdly, bring us closer to understanding the most typical type of business model «social entrepreneurship», its boundaries and features.

On the basis of the empirical research, it was concluded that the study of social entrepreneurship through an analysis of the peculiarities of the formation of its business models is important and well-grounded. The results of the research show that there are certain, specific aspects of the business model that distinguish social entrepreneurship from other forms of economic activity. Certainly, the need for further qualitative research in this direction, which will allow a significant breakthrough in the theory of social entrepreneurship, may be able to clarify the conceptual uncertainties in this sphere, putting researchers to the conclusion of

many important issues – what is social entrepreneurship and where the boundaries of this phenomenon lie. Of course, the study of business models in social entrepreneurship can be an important step for the construction and development of the theory of social entrepreneurship, because the business model helps to understand the logic of creating and assigning value, to reveal the architecture of business of such organizations. Thus, the identification of basic business models and the peculiarities of their formation could bring us not only to the understanding of the functioning of firms involved in social entrepreneurship, but also to clarify the phenomenon «social entrepreneurship» itself.

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## UNCERTAINTY AND RISKINESS OF SMART CONTRACTUAL RELATIONSHIPS IN THE GLOBAL BUSINESS

A. GRONA<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

**Introduction and Objective of the Research.** According to the modern economic theory, compliance in the global business and its support occupy a certain, moreover, indefinite place among the heaviest burdens for global business entities. The objective of the article is to cover the issue of *smart contractual relationships (SCR)* as a way to increase the business activity of global business entities by minimizing *compliance risks (CR)*.

**Hypothesis of Research Studies.** With current technology solutions available today, it is expected that SCR will allow minimizing the burden of global business entities by widespread CR. The most important role among such solutions is played by the latest *distributed ledger technologies (DLT)*. In the medium term, these technologies will reach such a level of development, at which the transition of contractual relationships from ordinary to intelligent ones will not only lead to the decrease in business activity in world markets, but will also contribute to its substantial increase.

**Objective.** To prove that CR substantially overburden global business processes; to substantiate the urgency of the issue of the transition of the global business to SCR, as a way to a possible lack of CR in the global business environment.

### Research Methods:

– theoretical substantiation for proving the significance of CR as factors of the global business environment and the necessity of using DLT in SCR;

– statistical analysis for conducting a normative monetary valuation of CR and representing the degree of awareness by *global business entities (GBE)* of the competitive advantages of SCR over ordinary ones.

**Results:** the significance of compliance risks in the global business is defined; the importance of smart contractual relationships in the way of eliminating compliance risks essential for entrepreneurship is theoretically grounded. The existence of advantages of the activities of global business entities within one or more sectors according to the cluster principle has been proved:

– the cluster economy is a set of solely smart contractual relationships with the use of blockchain technologies;

– using these technologies, entrepreneurship in the cluster is accompanied by minimal compliance risks.

**Conclusions.** The article outlines the economic essence of SCR using DLT. Accordingly, theoretically, DLT will promote the spread of SCR to the entire global business environment, since business processes that are not accompanied by CR are possible then. Further research will cover the essence of DLT, due to which all the main advantages, as well as all existing deficiencies of the technology and defects for their active introduction in SCR in the world.

**Keywords:** compliance risks; risk management; smart contracts; blockchain technologies; cluster business.

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## НЕВИЗНАЧЕНІСТЬ ТА РИЗИКОВІСТЬ РОЗУМНИХ КОНТРАКТНИХ ВІДНОСИН У ГЛОБАЛЬНОМУ БІЗНЕСІ

А. ГРОНА<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies and Design, Ukraine

**Вступ і мета дослідження.** Згідно сучасної економічної теорії, сумлінність у світовому бізнесі та її підтримка займають певне, до того ж, невизначене місце серед найважчих тягарів для суб'єктів світового бізнесу. Метою статті є розкриття питання *розумних контрактних відносин (РКВ)*, як шляху підвищення ділової активності суб'єктів глобального бізнесу за рахунок мінімізації *ризиків сумлінності (РС)*.

**Гіпотеза наукових досліджень.** При існуючих у теперішньому часі технологічних рішеннях, очікується, що РКВ даватимуть змогу мінімізувати обтяженість суб'єктів глобального бізнесу повсюдними РС. Істотну роль серед таких рішень відіграють новітні *технології розподілених реєстрів (ТРР)*. У середньостроковій перспективі, дані технології досягнуть такого рівня розвитку, при якому перехід *контрактних відносин (КВ)* від звичайних до розумних не тільки не призводитиме до зниження ділової активності на світових ринках, а й сприятиме її істотному підвищенню.

**Мета.** Довести, що РС істотно обтяжують глобальні бізнес-процеси; обґрунтувати актуальність питання переходу глобального бізнесу до РКВ, як шляху до можливої відсутності РС у глобальному діловому середовищі.

**Методи дослідження:**

- теоретичного обґрунтування для доведення істотності РС, як чинників глобального ділового середовища та необхідності використання ТРР у РКВ;
- статистичного аналізу для проведення нормативної грошової оцінки РС та

відображення ступеню усвідомлення суб'єктами глобального бізнесу (СГБ) конкурентних переваг РКВ перед звичайними.

**Результати:** уточнено значення ризиків сумлінності у глобальному бізнесі; теоретично обґрунтовано важливість розумних контрактних відносин на шляху усунення істотних для підприємницької діяльності ризиків сумлінності. Доведено наявність переваг діяльності суб'єктів глобального бізнесу в рамках однієї чи більше галузей за кластерним принципом:

- економіка кластеру являє собою сукупність виключно розумних контрактних відносин з використанням технологій розподілених реєстрів;
- з використанням цих технологій підприємницька діяльність у кластері супроводжується мінімальними ризиками сумлінності.

**Висновки.** У статті окреслена економічна сутність РКВ з використанням ТРР. Відповідно, теоретично, ТРР сприятимуть поширенню РКВ на все глобальне ділове середовище, оскільки тоді можливі бізнес-процеси, що не супроводжуються РС. В подальших дослідженнях розкриватиметься сутність ТРР, завдяки чому розкриватимуться усі основні переваги, а також усі існуючі недоліки технології та вади для їх активного запровадження у РКВ в світі.

**Ключові слова:** ризики сумлінності; управління ризиками; розумні контракти; технології розподілених реєстрів; кластерне підприємництво.

**Problem setting.** Any economic activity of any GBE is accompanied by risks. A set of CR is of significant importance among the total set of these risks. The global business faced such risks at all stages of its development, and numerous researches on its development are devoted to problems of ensuring compliance, CR management and minimization. If the entire global economy is a set of contractual relationships between its entities, then, according to the modern theory of contracts, all economic operations of GBE are accompanied by CR of a certain degree of influence. The article will focus on the technological factors of ensuring the compliance and CR management in the global business.

**Analysis of Recent Researches and Unsolved Part of the Problem.** The research of the issue originated from very ancient times - in essence, from the very beginning of the formation and development of economic theory. Among the leading researchers of the present day, we should mention S. J. Grossman [1], J. S. Moore [2], O. Hart [1; 2] and B. Holmström [3; 4] as leading contract theory researchers, N. Szabo [5], S. Nakamoto [6] and V. Buterin [7] as leading researchers in the field of automation of contractual relationships and the development of SCR in the global business. However, all researches of the issue are conducted separately for each aspect. Thus, no attempts were made to theoretically substantiate the need for the transition of global CR from ordinary to smart ones.

**Objective of the Article** is to reveal the main advantages of SCR in the global business, both from a theoretical and practical point of view.

**Main Results.** The global business is a set of contractual relationships between its entities. Traditionally, such relationships are understood as the economic relationships, in which two or more parties have achieved *the coincidence of their wants* (from the Latin *consensus ad idem*), their want *to be legally obliged*, and these obligations determined by the parties are secured with legal sanctions. As GBE, enterprises and households enter into contractual relationships, concluding sales contracts, employment contracts, contractor agreements and contracts of any other kinds between themselves.

When entering into a sales contract, an enterprise as the party A (which is defined by the term “*Agent*” (*A*) in the economic contract theory) is legally obliged to produce goods / to render services by quantitative and qualitative characteristics desirable for the households, such as the subject of the contract, and then directly or through intermediaries, to sell the subject of the contract at the cost specified by the parties and ship it to the household as to the final consumer, and a household as the party B (which is defined by the term “*Principal*” (*P*) in the economic contract theory), is judicially obliged to accept from the business the subject of the contract and pay the defined cost to the enterprise. The concluded contract in this case is usually a fiscal sales receipt

that is secured by a legal sanction: if the subject of the contract does not meet the required characteristics, P, retaining the fiscal sales receipt, has the right to return the subject to A and demand the return of the paid cost from it.

The term “smart contract” was proposed for the first time by the cryptologist Nick Szabo in 1996. The author defined the term as follows: “Smart contracts reduce the intellectual costs and transaction costs related to computing resource that are imposed either by principals, or by third parties, or by their means. Contract phases of search, discussion of contractual conditions, conclusion and establishment of commitments, fulfilment of obligations, and resolving disputes are the area of smart contracts. Smart contracts use software protocols and user interfaces to facilitate the process of contractual relationships at all its stages. This opens up new ways to formalize and consolidate digital (contractual) relationships that are much more functional than their inanimate paper ancestors” [5]. Thus, within the framework of the article, SCR will mean *such contractual relationships, the process of which, in order to increase the efficiency of business processes, is as automated as possible and translated into digital format.*

Transaction costs are considered to be GBE’s expenses that arise during its contractual relationship with others. Since the entire global economy and the entire global business eventually consist of contractual relationships, all GBE’s economic costs are transactional. The economic theory of contracts divides the process of contractual relationships and its phases into two groups: the definition and establishment of expected (ex ante) contractual relationships, which include such phases, as contracting parties’ search and negotiation of contractual terms and conditions, and the process of actual (ex post) contractual relationships, which include such phases, as the conclusion and establishing of obligations, the fulfilment of obligations, as well as the resolution of disputes. According to the contract theory, in ex ante and ex post contractual relationships at phases, there are so-called *opportunism risks*, which within the article are synonymous with CR. In ex ante contractual relations, there are two types of such risks.

1. *Hidden knowledge* is also known as *adverse selection risk* – both the Principal and the Agent personally own knowledge that has an impact on contractual relationships and is an incentive for their own strategic actions, and therefore they are not interested in its disclosure.

2. *Hidden actions risk* – both the Principal and the Agent cannot observe some actions by each other, which have an impact on contractual relationships, which gives the Principal and Agent an advantage in it, it will be impossible to establish the contract terms and conditions specific for these actions.

The theoretical issue of eliminating these two risks is called “*Principal’s – Agent’s Tasks*” (*P – A*). In solving these problems, Holmström, together with co-authors, proposed four principles.

1. *Informativeness principle*. Suppose there is an array of data that P and A, as well as third parties, observe and verify. Such data will be called *signals*. Signals are aimed at minimizing *opportunism risks*. On the part of A, guarantees of the quality of goods in commodity markets, or diplomas with honors in labor markets, or insurance in the credit market may be the signals. The *informativeness principle* is that, in the search for optimal contractual relationships, P will take into account only those signals that will determine the characteristics of the performance of contractual obligations on the part of A [3].

2. *Incentive intensity principle*: the Agent's optimal productivity depends on 4 factors: additional profit from the Agent's additional actions and transactions; accuracy of the assessment of the Agent's activities by the Principal; the Agent's resistance to risks under each transaction; the Agent's response to stimulation of its activities [4];

3. *Monitoring intensity principle*: the closer the dependence of the cost of the contract on the actions of A, the greater the expenses of P to monitor these actions. If P cannot observe the fulfilment of obligations of A, this will complicate ensuring the compliance of contractual relationships [4];

4. *Equivalent compensation principle*: as already mentioned, P must, for each transaction of A, take into account 4 factors and, on the basis of such assessment, develop ways of equivalent compensation of the Agent's actions. Contractual relationships, in which the execution of conditions consists of one transaction, practically does not exist, but if there is at least one transaction, in which 2 principle is observed inappropriately, the Agent will be inclined to perform such transaction negligently [4].

If all 4 principles are simultaneously fulfilled, the emergence of CR in such contractual relationships becomes impossible, since the contract then has the name of a *complete contract*. Such a contract will specify the actions of the parties in all foreseeable and unpredictable cases during all their contractual relationships, and any opportunism will to some extent violate the consensus ad idem defined by the parties. Moreover, the mathematical expectation of the economic benefits for the party is less than the expectation of economic harm (all current plus all expected transaction costs) from it to such an extent that opportunism becomes economically impossible, which is the essence of *proactive* measures to ensure the compliance. However, in practice, a complete contract is not feasible, if only because global business processes are somehow ensured by people. Therefore, the Agent's resistance to risk, its reaction to stimulation by the Principal, the accuracy of assessment of its performance by the Principal falls within the influence of the human factor, and therefore they are uncertain and unpredictable. If the contract is incomplete, then in ex post contractual relationships, there is a risk of such opportunism as *extortion* – when one of the parties, after the contract is concluded, refuses to comply with the

actions specified by the contract and requires the revision of the terms and conditions of the contract. Therefore, we showed that, as stated in the Formulation of the Problem, if the entire global economy is a set of contractual relationships between its entities, then, according to the modern contract theory, all GBE's economic transactions are accompanied by CR of a certain degree of influence. The fact that although the impact of CR on GBE is inevitable, the degree of this effect cannot be reliably estimated, and perhaps only approximately, is the most unpleasant, for example, assuming that the existence of some of the transaction costs is mostly conditioned by CR (see Table 1).

Table 1

**Some of Transaction Costs that are Most Conditioned by CR**

| <b>Transaction Cost Name</b>                                                                                                                                 | <b>Normative and Monetary Evaluation of Aggregate TC in the Global Business</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Documents circulation costs (paper costs, printing, registration, storage of documents, and protection of them as information files).                        | 3% of all GBE's gross incomes                                                   |
| Losses as a result of fraud                                                                                                                                  |                                                                                 |
| In the market of Fast Moving Consumer Goods (FMCG).                                                                                                          | \$10–15 billion per year                                                        |
| In the Internet marketing services market                                                                                                                    | \$7.3 billion in 2016                                                           |
| Banks' costs for the infrastructure created for international payments, securities trading, and also ensuring regulatory compliance in the financial system. | \$15–20 billion per year                                                        |

*\* Developed by the author, on the basis of studies of GBE costs associated with ensuring the compliance [8; 9; 10; 11].*

In this case, the question of what the optimal incomplete contract, under which the risks of contractual opportunism are minimized, should be is the most important. S. J. Grossman, J. S. Moore and O. Hart – authors of the same-name model [1; 2] – decided that under such conditions everything depends on the distribution between the parties of the contractual force or the rights of decision-making in the future, which is ensured by the mutual transfer of property rights or control by the firm, or its parts. If we imagine that the parties, having entered into contractual relationships, act as one united firm, then it can paraphrased as follows: it all depends on what organizational form the contractual relationships between the parties take and what it depends on. According to Szabo, the basis of the theory of smart contracts is that SCR take the form of the organization in which the maximum number of business processes, at a given level of

development of information technology (IT), is placed under control of *artificial intelligence (AI)* of the organization. In the case, SCR is AI of a smart contract, the basis of actions of which is represented on Figure 1 [5]. This artificial intelligence, for the use of proactive measures to ensure fairness, which is the basis for online ensuring of legal sanctions (which consists in the fact that at the same time SCR are ensured with legal sanctions in the event of a breach of a contract, and the need for the parties to apply them is minimized), according to their own possibilities, brings the contract closer to completeness. For this, according to Szabo, it is enough to fulfill two conditions.

1. The maximum possible observation and verifiability of the actions of the parties, which is essentially the most correct, with given opportunities for this, the Holmström's informativeness principle is carried out. While carrying out the first principle, AI of the smart contract will carry out the other three principles of Holmström et al most correctly;

2. No one other than AI of the smart contract and the selected third party may have access to the program protocols of the smart contract, which makes SCR private.

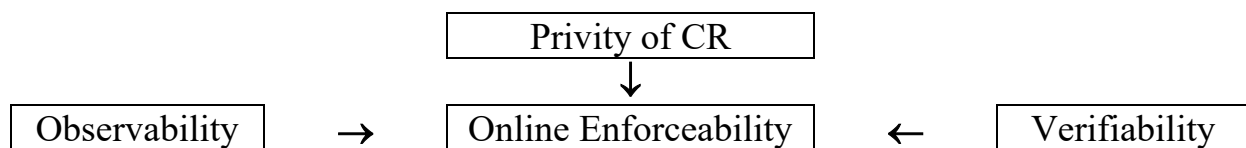


Figure 1. Basis of Proactive Safety Measures in SCR

SCR, in fact, have a long history of development. It is more appropriate to divide the historical development of SCR into 3 stages:

1. *The stage of trade automation.* The appearance and distribution of vending machines;

2. *Period of development of e-commerce payment systems (ECPS);*

3. *Period of symbiotic connection between SCR and the Internet of Things.*

The first stage of trade automation began in the days of Roman Egypt. According to Szabo, trade through them is the first prototype of SCR. Thus, they “within the limits of a limited number of potential losses ... receive coins and, through a simple mechanism, fairly give change and the goods” [5]. At present, vending machines are a significant component of the trade business in the world. Table 2 shows the importance of vending machines in the trade turnover of developed countries.

The second stage dates back to the mid-sixties of the last century, when the first ATMs appeared [15, p. 2]. Table 3 represents to what extent ECPS displace paper money transfers in the developed countries of the world.

The third stage of the development was launched in the 1990's. It was then that enterprises began to actively implement the *enterprise resource planning (ERP) systems, customer relationship management (CRM) systems*, and, in the USA [21, sec. (101.a)] and European countries [22, art. 5], the laws, which gave the same rights to electronic digital signatures as to paper ones, by which they significantly contributed to the development of electronic document management systems (EDMS) in the global business, were adopted.

Table 2

**Importance of Vending Machines in the Trade of Some Countries of the World**

| Country Name        | Number of VM (mln pieces) | Business Volume (million US dollars) |
|---------------------|---------------------------|--------------------------------------|
| Japan               | 5.5                       | 65.5                                 |
| USA                 | 5                         | 21.6                                 |
| Countries of Europe | 3.8                       | 16.8                                 |

\* Developed by the author, on the basis of research on trade using VM [12–14].

Table 3

**12 Countries of the World with the Lowest Values of Cash Usage**

| Country Name   | Total Share of Cash in Transfers (% of GDP) | Share of Cash in Transfers by Households (% of GDP) |
|----------------|---------------------------------------------|-----------------------------------------------------|
| Japan          | 4.2                                         | --                                                  |
| Southern Korea | 4.5                                         | --                                                  |
| Switzerland    | 4.5                                         | --                                                  |
| Sweden         | 5.7                                         | --                                                  |
| France         | 7.0                                         | 28                                                  |
| Netherlands    | 7.1                                         | 27                                                  |
| Finland        | 7.4                                         | 33                                                  |
| Ireland        | 7.6                                         | 49                                                  |
| Great Britain  | 11.3                                        | 15                                                  |
| Australia      | 11.7                                        | 18                                                  |
| Luxembourg     | 11.8                                        | 30                                                  |
| USA            | 12.7                                        | 30                                                  |

\* Developed by the author, on the basis of the research of the value of cash usage in the transfer of funds [16–20].

Currently, ERP and CRM systems, together with EDMS are being complementarily introduced by GBE and form a single IT infrastructure of the business. And if at the beginning of the third historic stage of development of

SCR, the main GBEs' motivation for setting up, support and development of its own IT infrastructure

- Currently large companies annually develop 2 to 3 new products per year, which averagely require 7 to 8 months to be introduced in the market. It is anticipated that this term will be halved from the next decade;
- IT solutions that prevail in the global business will mostly work within CRM systems;
- Cyber security of business will be the main focus of the brand development and customer trust support.

In the near future, this set of tasks will be performed by AI with the built-in function of machine learning, which will be the basis of the IT infrastructure of the future. For this, AI will evolve in 5 areas [23, p. 11–19]:

1. Hybrid cloud technologies (HCT). Such technology solves the problem of the lack of GBE's internal IT resources (private cloud) in its business processes through the use of external resources of the service provider (public cloud), which in the near future should significantly increase the productivity of the infrastructure and the speed of its response (which is especially relevant with the current needs for recording and processing large amounts of data) to the dynamics of the business environment, as well as its control;

2. Edge computing technologies. Its essence lies in the fact that GBE's computing resources are decentralized from one data processing server to those places from which the data flow begins the path. Under the condition of symbiosis of technology with HCT, the objective of efficient and cyberattack resisting processing of large data sets in real time will be achieved;

3. Software robotic automation of business processes. In addition to accounting and data processing, there is a wide range of business processes which it is more appropriate to delegate from person to artificial intelligence, starting from system administration and ending with management of GBE's risks, in particular CR;

4. Refusal from existing IT systems and production funds. Since in the near future, the GBE management will focus on managing customer relationships, enterprises actively discard old IT systems as unsuitable for this, as well as their own fixed assets as sources of unnecessary costs;

5. Business cyber security. In the near future, this will be the object of large investments. In addition to software robotic automation of business processes that ensure cyber security to business, there is another no less significant problem - rebuilding the strategy of cybersecurity from reactive to proactive.

The emergence of so-called *distributed ledger technology (DLT)* has become a significant factor in the development of AI of smart contracts in the current decade. The main economic essence of this technology lies in the fact that players in the global market, for example global grain and grain crops

market (producers, end users, commercial intermediaries, state and international regulatory organizations), are united into a cluster, in which they form the so-called *peer-to-peer network* that keeps accounting records unified for all, and exchanges the most detailed information about their own activities in real time. This allows AI of smart contracts in the cluster to bring these contracts closer to completeness, and the further formation and use of proactive measures to ensure integrity in SCR of the cluster, ideally, reduces the impact of CR to zero. DLT was developed in such a way that the probabilities of opportunism have a negative functional dependence on the degree of decentralization of the network. That is, the more participants in the cluster, the lower the compliance risks of SCR. The impossibility of opportunism in SCR and, accordingly, minimization of CR in the global business will promote the development of business activity in the existing market and open up opportunities for new markets. Since then the enterprise is able to redistribute additionally emerging resources among the tasks aimed at achieving the best economic results. Moreover, if public institutions also become nodes of the network, the cluster members are provided with government support in CR management.

### **Conclusions and Suggestions for Further Researches.**

Based on the principles of the contract theory, it is grounded that ensuring compliance in the global business, provided subject to domination of classical CR in it, is a source of significant financial losses, as each economic operation is accompanied by CR. It is substantiated that the development of SCR enables to effectively overcome the barriers to development in the global business environment, which are related to the incompleteness of contracts in the global business. The use of proactive measures to eliminate CR, with application of which contractual opportunism, which is the basis for CR, becomes economically unprofitable for the existence in the global business, form the basis of SCR.

In order to facilitate the development of SCR in the global business, the article suggests the unification of GBE into clusters, in which the economy consists of SCR with the use of DLT. The unified accounting for all members of the cluster forms the basis of DLT. In further research, it is expedient to disclose the details of DLT: the features of DLT algorithms; since DLT are quite varied today, to distinguish their main types; to reveal the main economic potentials and opportunities of DLT in the global business; to reveal the main disadvantages and defects for the development of SCR with the use of DLT.

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## ARCHITECTONICS OF THE CONCEPT OF THE NATIONAL LABOUR MARKET REGULATION

Iryna GNATENKO<sup>1</sup>, Viktoriia RUBEZHANSKA<sup>2</sup>

<sup>1</sup> Lugansk Taras Shevchenko National University,  
Starobilsk, Ukraine

<sup>2</sup> Volodymyr Dahl East Ukrainian National  
University, Severodonetsk, Ukraine

**Introduction:** In the current circumstances, an efficient labour market is the main condition for increasing the country's competitiveness and ensuring the sustainable regional development of its territories. At the same time, owing to some unfavourable external environment and negative tendencies, the development of the domestic labour market remains unsatisfactory, and in some areas is even disastrous. In such conditions, it is necessary to formulate a concept of regulation aiming to overcome the crisis phenomena which hinder the development of the national labour market.

**Hypothesis of scientific research.** Effective formation of the concept of the national labour market regulation in Ukraine has to implement the targeted and competency-based approaches.

**The aim** of this study is to define the architectonics of the concept of the national labour market regulation.

**Research methods:** theoretical analysis – to determine the state of disclosure of the research problem in the economical scientific literature, the study of normative and legal documents in the field of state regulation; comparison, classification, generalization – to

define joint characteristics of objects on the basis of processing and interpretation of theoretical sources on the problem of regulation of the labor market.

**Results:** This article presents the definition of "concept" and the purpose of its formation. It reveals the essence of the targeted and competency-based approaches to the formation of the concept of the national labour market state regulation.

**Conclusions:** The harmonious combination of targeted and competency-based approaches is the key to effective developing of the concept of the national labour market state regulation. Within the framework of the targeted approach, it is expedient to use the principle of goal-setting, the implementation of which is the primary stage of the formulation of the main objective of the labour market regulation. Furthermore, effective implementation of the competence of a civil servant and the competencies of the state institutions provides a basis for the competency-based approach.

**Keywords:** concept; national labour market; regulation; targeted approach; competency-based approach.

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## АРХІТЕКТОНІКА ДЕРЖАВНОГО НАЦІОНАЛЬНОГО РИНКУ ПРАЦІ

## КОНЦЕПЦІЇ РЕГУЛЮВАННЯ

Ірина ГНАТЕНКО<sup>1</sup>, Вікторія РУБЕЖАНСЬКА<sup>2</sup>

<sup>1</sup> Луганського національного університету імені Тараса Шевченка, м. Старобільськ, Україна

<sup>2</sup> Східноукраїнського національного університету імені Володимира Даля, м. Старобільськ, Україна

**Вступ:** В умовах сьогодення, головною умовою підвищення конкурентоспроможності держави та забезпечення стійкого регіонального розвитку її територій є ефективний ринок праці. У той же час, під тиском несприятливого зовнішнього оточення та негативних тенденцій розвиток національного ринку праці знаходиться на незадовільному, а по окремих районах катастрофічному рівні. У зв'язку з цим, необхідним є формування концепції державного регулювання, спрямованої на подолання кризових явищ, які гальмують розвиток національного ринку праці.

**Гіпотеза наукового дослідження:** Ефективне формування концепції державного регулювання національного ринку праці України полягає у реалізації таких підходів як: цільовий та компетентністний.

**Метою дослідження** є визначення архітектоніки концепції державного регулювання національним ринком праці.

**Методи дослідження:** теоретичний аналіз – для визначення стану розкриття проблеми в економічній науковій літературі, вивчити нормативно-правові документи в області державного регулювання;

порівняння, класифікація, узагальнення – для визначення загальних характеристик об'єктів на основі обробки та інтерпретації теоретичних джерел по державному регулювання ринку праці.

**Результати:** У статті сформульовано визначення поняття "концепція" та мету її формування. Розкрито сутність цільового та компетентнісного підходів до формування концепції державного регулювання національного ринку праці.

**Висновки.** Гармонічне поєднання цільового і компетентнісного підходів є запорукою ефективного формування концепції державного регулювання національного ринку праці. В межах цільового підходу доцільним є використання принципу цілепокладання, реалізація якого є первинною стадією формування генеральної цілі державного регулювання ринку праці. Основною компетентнісного підходу є ефективна реалізація компетентності державного службовця та компетенцій державних інституцій.

**Ключові слова:** концепція; національний ринок праці; державне регулювання; цільовий підхід; компетентністний підхід.

**Definition of the research problem.** The pressure of the unfavourable external environment, inflationary fluctuations, declining volume of industrial production, complex migration processes, general trends of population ageing and other disadvantages thwart the development of the national labour market. At the same time, the theoretical and practical achievements of scientists suggest that the main condition for increasing the country's competitiveness and ensuring the sustainable regional development of its territories is an efficient labour market. Therefore, it is important to devise a concept aiming to overcome the crisis phenomena that hinder the development of the labour market. The complex reform process in the socio-economic, political and social spheres in Ukraine requires the development of fundamentally new measures of targeted impact on the labour market, which are based on rethinking scientific and methodological approaches to the formation of the concept of the labour market regulation. To provide the single direction for state influence on the labour market we consider it expedient to investigate the question of redefining the concept of state regulation which is insufficiently developed at this time and should take into account current circumstances.

**Overview of recent publications.** The problem of regulation of the labour market and employment was researched by the prominent scientists such as A. Balanda, O. Bilenko, O. Brazhko, I. Burkovskii, Z. Varnalia, O. Gaidash, S. Grigorovich, A. Kabachenko, I. Klymenko, A. Kolot, I. Lukashuk, D. Lukianenko, Y. Marshavin, V. Minenko, V. Movchan, S. Osyka, M. Pausch, I. Petrova, S. Sushko, I. Teron, S. Tyulenev, O. Fedirko, O. Khachaturyan, I. Chayka, V. Shapovalov and others. They suggest various directions for overcoming unemployment, stimulating the development of infrastructure elements, reducing poverty in their research writings.

Nevertheless, the analysis of current scientific achievements in this field shows that the regulation of the labour market has been partially investigated without adequate adjusting scientific and methodological approaches. Considering the above-mentioned shortcomings, we believe further scientific research is required in this particular area.

**The aim** of this study is to define the architectonics of the concept of the national labour market state regulation.

**Presentation of the main results.** According to the results of scientific researches in the field of public administration theory, dominants of the labour market regulation must be determined by the formulating of a general vision (concept) of the system of the labour market regulations through the scientific and methodological identifying of its crucial components. Such a conceptual understanding of the determining of the regulation dominants will allow us to shape the government's vision for the strategy, mechanisms and long-term measures of the formation of the labour market policy.

We believe that the process of determining of the dominants of the labour market regulation begins with the definition of the architectonics of the process of forming a concept (from the Latin *conceptio* “comprehension, understanding”). In our case, the concept is the author's vision, representation or understanding of the phenomenon, which is reproduced by the paradigmatic profile of theoretical knowledge, synthesized with practical experience, based on the analytical consideration of the functioning of the modern institutional system of the labour market. The concept of the regulation system should focus on three important areas: the growth, protection and development of the modern labour market.

The purpose of formulating the concept is:

firstly, inclusion and synthesis of existing scientific and methodological approaches based on project-targeted and strategic theories of hypothetical or imaginary process management;

secondly, improving the quality of the development and implementation of measures of the state influence on the labour market, which consists in the further development of the complex of particular actions.

It is necessary to mention that the development of the complex of actions cannot be accomplished without the process of formulating the concept. In particular, this mechanism is aimed at performing only process functions, so it has no own control system and is static. Thus, the formulating of the mechanism of state influence on the labour market is the final step in the implementation of management measures within the conceptual scientific and methodological approach and is waiting for the formulating of a concept, ideology or idea. A successful combination of the concept with the mechanism embodies the multiplier effect of planned activities in the labour market and allows us to talk about the effectiveness of the project. Taking into account the theoretical achievements of well-known scientists and the current situation at the labour market of Ukraine, we have managed to formulate the concept of the national labour market regulation in Ukraine, which consists in the implementation of targeted and competency-based approaches.

Further, we will describe in detail these approaches to substantiate our choice of them.

According to fair statements of L.I. Koshkin and M.M. Soloviev, at the heart of a goal-oriented approach to the formulation of the concept reflects the theory of coherent detailing of the selection of goals, sub-goals and objectives of their socio-economic, information technology and other areas of development. It is possible to determine the tools and directions for achieving goals, to balance the allocation of necessary resources, and to get comprehensive control over the implementation of the plan with this approach [1, p. 30]. That is why the targeted approach is mainly applied when there is a need to solve large-scale

problems at the strategic level through comprehensive coordination and purposeful involvement of a large number of performers of different industries and regions, significant volumes of investments, labour, property and other types of resources.

The basis of the targeted approach is grounded on the scientific and methodological statements of well-known scientists, according to which the activity of the state is aimed at achieving the above-mentioned goals, and the effectiveness of such activities is characterized by the degree of achievement of the goals. The theory of the targeted approach (results-based management), the development and implementation of integrated target programs are increasingly spread at all levels (mega-, macro-, micro-, meso-) of management. Therefore, its implementation in the process of formulating the concept of the labour market regulation is entirely relevant. Using the targeted approach, it is expedient to use the principle of goal-setting, which in our case is considered as the initial stage of the formulation of the concept. A holistic philosophy, that is aimed at the joint development of management decisions through the definition of a group of goals, must be used as well. Using goal-setting is the starting point for managing any process and, as a result, it is the most widespread, most accurate and most popular tool in strategic and project management.

Within the concept of the labour market state regulation, the goal-setting envisages the ranking of goals by levels, namely the first level – the general (operational) goal; the second level – tactical goals; the third level is strategic goals. Simultaneously, most scientists distinguish among other methods or approaches of the formulation of goals – the technology SMART (mnemonic abbreviation: "Specific" – specificity, "Measurable" – dimensionality, sensitivity, "Achievable" – feasibility, "Realistic" – realism, "Timely" – timeliness, relevance). It provides an opportunity to determine the specificity of the situation at the labour market by [2–6]:

- election of a perspective direction of state influence (tactical steps) taking into consideration the labour market needs;

- justification of the criteria of the dimensionality of the results, namely the ratio of costs to a resulting effect;

- implementation of the principle of achievability of short-, medium- and long-term goals;

- adaptation of current problems solving to the variability of the external environment.

The methodological foundation of implementation of goal-setting using SMART technology is considered as a complex multi-level system process, which involves development and selection of substantial objectives, investigation of their quantitative and qualitative characteristics. At the same time, the chosen goals determine the guidelines for the development of a

strategy or mechanism of the labour market management for the state, serve as indicators for the implementation of management decisions and control their implementation at a specified time.

The main target of goal-setting within the framework of the labour market state regulation should be the achievement of the chief aim in the form of an optimal correlation between demand and supply in the labour market by implementing sub-targets:

effective use of the existing territorial resource potential (economic, natural, labour, social and infrastructural, information, property, financial, etc.);

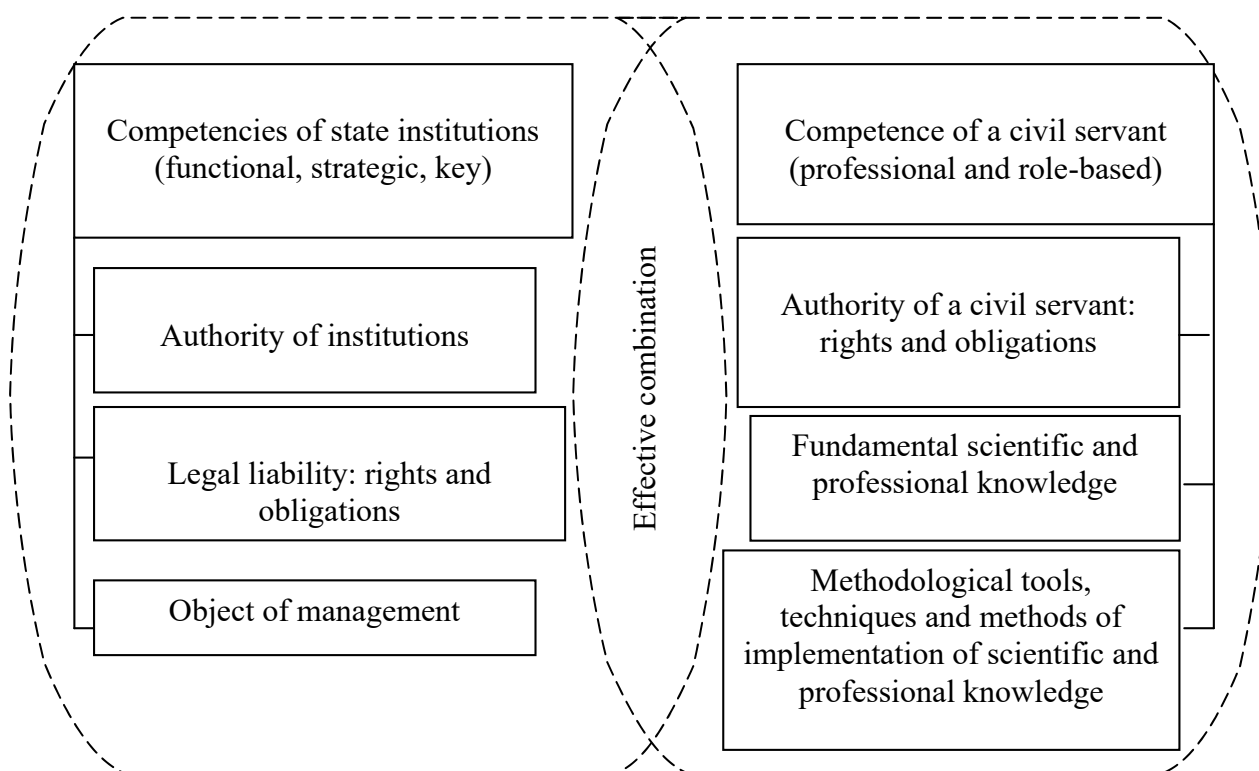
implementation of foreign experience of the labour market regulation, based on effective employment policy, agreed partnership interaction, effective legislative support, etc.;

determination of the necessary amount of state intervention in the processes of the labour market.

Goal-setting emphasizes the purposeful nature of management activity and provides an opportunity for the governing body to achieve a significant concentration of resources in the framework of a programmatic solution to a particular problem. The principle "goal – resources – result" contributes to increasing of the effectiveness of solving this problem.

Therefore, having investigated recent scientific and methodological approaches to the formulation of the concept of the labour market regulation, we have determined that the targeted approach is the initial step of implementation of the labour market policy.

Scientists draw attention to the fact that it is impossible to get the mastery of the art of the successful use of goal-setting in the concept of the labour market regulation without the presence and involvement of a competency-based approach into public service relations. Coherent and effective combination of competence of a public servant with the competencies of the position guarantees the quality of implementation of all management tasks and to a certain extent, personalizes the result of the civil servant. Competency and competence are a certain reflection of the administrative capital of the state apparatus and a civil servant. To be more precise, we can determine that competence can be applied to the personality of a civil servant (which includes: qualification, professional and personal criteria), and competency – to the position he occupies (professional rights, duties and responsibilities that are assigned to a specialist in accordance with official duties, which are regulated by numerous legal documents) [7, p. 21; 8–10]. From the practical point of view, competency and competence within the framework of the labour market regulation can be represented as follows (Fig. 1).



**Fig. 1. Components of competency of state institutions and competence of civil servants**

Requirements to the competence of a civil servant are reflected in numerous normative-legal acts: the Constitution of Ukraine of 28.06.1996, No. 254к / 96-BP; The Law of Ukraine "On Civil Service" of 10.12.2015 No. 889-VIII; "Directory of typical professional qualification characteristics of civil service positions" dated 09/13/2013 No. 11; Decree of the President "On the Concept of Adaptation of the Civil Service Institution in Ukraine to the Standards of the European Union" of 05.03.2004 No. 278; Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Program for the Preparation and Involvement of Youth in the Civil Service in Local Self-Government Bodies, Creation of Conditions for Its Professional Development" of 10.09.2003 No. 1444; Order of the Main Department of Civil Service "On Approval of General Rules of Behavior of a Civil Servant" of 04.08.2010 No. 214 and a number of other legislative documents.

Competencies of state institutions in relation to the labour market are reflected in the Labor Code of Ukraine of 10.12.1971 No. 322-VIII; Laws of Ukraine: "On Employment of the Population" of 05.07.2012 No. 5067-VI, "On Compulsory State Social Insurance in the event of Unemployment" of 02.03.2000 No. 1533-III, "On Occupational Safety" of 10.1992, No. 2694-XII, "On Collective Agreements and Agreements" of 01.07.1993 No. 3356-XII;

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Order of the Ministry of Insurance Policy of Ukraine "On Approval of the Regulation on the State Employment Service" of 15.12.2016 No. 1543, etc.

Simultaneously, specialists in public administration identify inefficiencies in combining the competencies of state institutions and the competence of a public servant. The discrepancy between the domestic legislation and the current reality and European standards, bureaucracy of the state apparatus, low salaries of civil servants leads to the insufficient motivation of civil servants to perform their official duties. There are a number of cases of uneven distribution of professional tasks, causing conflicts between professional competencies and official duties.

There are several peculiarities of the domestic state apparatus such as the extensive growth, which is due to the increase of state functions, the expansion of state influence and the creation of new bureaucratic procedures in the labor market, as well as the increase in the number of civil servants and the cost of maintaining state apparatus.

The most unsatisfactory and important factor that minimizes the effective combination of state competencies and competence, in our opinion, is the existence of a shadow economy and corruption in the state apparatus. Shadow economy, corruption and shadow employment are interdependent categories in the shadow labour market. On the one hand, corruption in the state apparatus is a favorable environment for the shadow economy and shadow employment. On the other hand, shadow employment is a source of labour supply for the shadow labour market and the shadow economy.

Within the framework of the implementation of the competency-based approach, corruption is unacceptable in terms of the effective implementation of the general concept of the labour market regulation. Moreover, the reduction of corruption is one of the main provisions of the documents on European integration of Ukraine. However, recent international researches indicate a chronic corruption in Ukraine over the last several years. According to the analysis conducted in 2017 by the non-governmental international anti-corruption organization Transparency International, the Corruption Perceptions Index (CPI) was calculated. According to this index, Ukraine scored 30 points out of 100 possible and ranked 130th among 180 countries in the world, which is 1 point higher and 1 position higher than last year (29 points, 131 out of 176 countries) [10]. In accordance with this indicator, Ukraine has gained lower positions than Ethiopia, Algeria, Niger, Nepal, Pakistan and other countries with lower rates of socio-economic development. Ukraine got the same number of points as the most problematic countries in the world: Sierra Leone, Iran, Gambia, and others like that.

In 2016, the European Chamber of Accounts recognized Ukraine as the most corrupt country in Europe. In this context, the efficiency and effectiveness

of combining of competences of civil servants and the competencies of labour market institutions are doubtful enough. Corruption in conjunction with bureaucracy and bribery of state officials is a "cancer of the labour market", which results in distortion of the conditions for its functioning, expansion of shadow economic relations, cultivation of shadow schemes and low culture of labour relations.

K.V. Dubich rightly notes that corruption in the labour market is possible due to the abuse of political power for the purpose of obtaining benefits for private purposes. The state power subordinates to private and corporate interests, including the interests of corrupt clans and criminal groups, in corruption cases. This situation leads to shifting the vector of state policy from the solution of issues of national importance – overcoming the problems of shadow labour market and shadow employment, to the realization of private, clan, corporate interests. Functioning of the shadow labour market and shadow employment decrease the efficiency of competencies and competence at the state policy. In fact, there are no real mechanisms of responsibility of officials for failing to fulfill their pre-election programs that leads to formalism, bureaucracy and imitation of the implementation of relevant state programs on the labour market in Ukraine [11].

The recommendations of "Transparency International" developed for Ukraine are capable to improve the state of the economy and the national labour market which is constantly "drifting into the shadows" [10]. In particular, they should include the following steps:

- launch the Anti-Corruption Court and continue of the judicial reform;
- reinforce the capacities of the investigating authorities and stop the inter-departmental struggles;
- approve the legislation on strengthening the authorities of the Specialized Anti-Corruption Prosecutor's Office (SAP) and the National Anti-Corruption Bureau (NABU), grant the right of independent interception to detectives of the NABU. Stop the destructive public confrontation of law enforcement officials and stop the pressure on journalists and activists working in this area;
- restart the National Agency for the Prevention of Corruption;
- introduce new electronic state information systems;
- deprive law enforcement bodies of the right to interfere in economic activity.

Thus, the fight against corruption is the most important condition for the effective implementation of the competency-based approach within the limits of state influence on the labour market. Along with the recommendations of Transparency International to reduce corruption in the labour market, to increase public trust in civil servants and to improve the implementation of competences

and competencies in the labour market, the following measures will be appropriate:

consolidating and coordinating the efforts of civil servants - representatives of the legislative, executive and judicial branches of powers, in the implementation of a state policy aimed at reducing the shadow labour market and shadow employment;

cultivating of law-abiding behaviour by encouraging a negative attitude to shadow employment, wages “in envelopes”, and avoiding taxes. Active propagation of tax morality and social justice among the residents;

formatting of a transparent procedure for public expenditure, and active involvement of all actors of the labour market into discussing possible channels of distribution of financial and investment resources in the labour market, etc.

In addition, taking into account the accelerated trends of Europeanization of Ukraine, it is necessary to create a stable national legislation and adjust it to the EU norms. According to I.M. Cooksa, it is also a possible direction for increasing of foreign investment activity in Ukraine, that is quite necessary for the sustainable development of the national economy and the domestic labour market [12, p. 78]. The main activities in this context should be directed at the development of competence of civil servants – knowledge, skills, abilities, other personal characteristics.

**Conclusions.** Thus, according to the research, there is the reason to assert that the formation of the concept of the labour market state regulation should be based on targeted and competency-based approaches.

Within the framework of the targeted approach, it is expedient to use the principle of goal-setting, the implementation of which is the primary stage of the formulation of the main objective of the labour market regulation. Furthermore, effective implementation of the competence of a civil servant and the competencies of the state institutions provides a basis for the competency-based approach. The harmonious combination of these approaches is the key to effective developing of the concept of the national labour market state regulation.

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## METHODICAL PRINCIPLES OF TYPOLOGY OF PASSENGER CARS REGIONAL MARKETS

I. SHEVCHENKO <sup>1</sup>

<sup>1</sup> *Kharkiv National Automobile and Highway University, Ukraine.*

**Introduction:** The market of cars is an important indicator of the socio-economic well-being of the population, since the purchase of a car, as a rule, marks the achievement by individuals of full satisfaction of primary needs and stability in cash receipts. At the same time, conditions for the functioning of the passenger car market differ considerably in the regions, which complicates the effective management of the development of the passenger car market at the national level.

**Hypothesis of scientific research.** It is assumed that the functioning of regional markets for passenger cars is largely determined by the influence of certain indicators of socio-economic development of the regions. Identification of the availability, nature and strength of the impact of indicators of socio-economic development of regions on the functioning of regional markets of passenger cars will improve the efficiency of management of the development of the national market of passenger cars.

The purpose of the article is to develop the methodological principles of management of the national market of passenger cars through the development of methodical tools for the typology of regional markets of passenger cars.

**Methods of research:** method of expert poll – to determine the list of indicators of socio-

economic development of regions that influence the functioning of regional markets of passenger cars; the method of theoretical generalization – for the formation of the methodology of typology of regional markets of passenger cars on the most significant indicators of socio-economic development of regions.

**Results:** the methodology of typology of regional markets of passenger cars was developed, which provides clusterization of passenger car markets at the regional level by types: "production oriented market", "socially oriented market", "trade-oriented market", "financially investment-oriented market", "innovative oriented market", "mixed market".

**Conclusions:** the development of methodological tools for the typology of regional markets of passenger cars contributes to the further development of methodical principles of management of the national market of passenger cars in the direction of strengthening the target direction and, thus, increasing the effectiveness of managerial influence on the processes taking place in the market of passenger cars on the meso-, and at macro levels.

**Keywords:** regional market of passenger cars; socio-economic development of the region.

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## МЕТОДИЧНІ ЗАСАДИ ТИПОЛОГІЗАЦІЇ РЕГІОНАЛЬНИХ РИНКІВ ЛЕГКОВИХ АВТОМОБІЛІВ

І. ШЕВЧЕНКО<sup>1</sup>

<sup>1</sup> Харківський національний автомобільно-дорожній університет, Україна

**Вступ:** Ринок легкових автомобілів є важливим індикатором соціально-економічного благополуччя населення, адже придбання легкового автомобілю, як правило, ознаменовує досягнення фізичними особами повного задоволення первинних потреб і стабільності в грошових надходженнях. Разом з тим, умови функціонування ринку легкових автомобілів значно різняться за регіонами, що утруднює ефективне управління розвитком ринку легкових автомобілів на національному рівні.

**Гіпотеза наукового дослідження.** Передбачається, що функціонування регіональних ринків легкових автомобілів значною мірою визначається впливом певних показників соціально-економічного розвитку регіонів. Ідентифікація наявності, характеру та сили впливу показників соціально-економічного розвитку регіонів на функціонування регіональних ринків легкових автомобілів дозволить підвищити ефективність управління розвитком національного ринку легкових автомобілів.

**Метою** статті є розвиток методичних засад управління національним ринком легкових автомобілів через розроблення методичного інструментарію з типологізації регіональних ринків легкових автомобілів.

**Методи дослідження:** метод експертного опитування – для визначення переліку

показників соціально-економічного розвитку регіонів, що здійснюють вплив на функціонування регіональних ринків легкових автомобілів; метод теоретичного узагальнення – для формування методики типологізації регіональних ринків легкових автомобілів за найбільш вагомими показниками соціально-економічного розвитку регіонів.

**Результати:** розроблено методику типологізації регіональних ринків легкових автомобілів, якою передбачена кластеризація ринків легкових автомобілів на регіональному рівні за типами: «виробничо орієнтований ринок», «соціально орієнтований ринок», «торгівельно орієнтований ринок», «фінансово-інвестиційно орієнтований ринок», «інноваційно орієнтований ринок», «змішаний ринок».

**Висновки:** розроблення методичного інструментарію з типологізації регіональних ринків легкових автомобілів сприяє подальшому розвитку методичних засад управління національним ринком легкових автомобілів у напрямку посилення цільової спрямованості та, тим самим, підвищення ефективності управлінського впливу на процеси, що мають місце на ринку легкових автомобілів як на мезо-, так і на макро-рівнях.

**Ключові слова:** регіональний ринок легкових автомобілів; соціально-економічний розвиток регіону.

**Formulation of the problem.** In today's turbulent conditions of transformation processes in the economy and social sphere of our state, the issue of ensuring sustainable socio-economic development is acute.

Socio-economic development of the state – is, first of all, material wealth of the population, which is largely characterized by the provision of durable goods.

Among durable goods, cars are particularly distinguished, the acquisition of which, as a rule, marks the achievement by individuals of full satisfaction of primary needs and stability in cash receipts.

Previous studies [1–2] have revealed a significant regional differentiation of motorization of the population of Ukraine and the development of the national market of passenger cars. So, today the markets of cars have reached the highest level in Dnipropetrovsk, Donetsk, Kharkiv, Kyiv, Odesa and Zaporizhzhya regions. The smallest volumes of sold cars take place in Volyn, Chernivtsi, Ternopil, Rivne and Ivano-Frankivsk regions.

Turning to the materials contained in the statistical collection "Regions of Ukraine" [3], we see that it is the region-leaders in terms of the development of the market of cars traditionally characterized by high levels of socio-economic development, and vice versa. At the same time, numerous indicators are involved in shaping the level of socio-economic development in the region, which logically can have a different influence and influence on processes taking place in the regional market of passenger cars.

**Analysis of recent research and unresolved part of the problem.** The problem of the development of the passenger car market, unfortunately, has practically not been reflected in the scientific works of domestic researchers. Only a few scientists included some aspects of the functioning of the car market in the range of their scientific interests.

However, most scientists mainly research marketing aspects of the functioning of the passenger car market both at the national and global levels, including issues of service policy (O. Dima [4]), branding (M. Chikusova [5]), Internet marketing (O. Savich [6]), as well as general questions of managing the needs of potential buyers of cars (O. Savich [7–8], E. Danilenko [9–11]).

There is still an almost unrealized approach to the study of the national car market in a regional context.

The purpose of the research is to develop the methodological principles of management of the national market of passenger cars through the development of methodical tools for the typology of regional markets of passenger cars.

**Research results.** Before moving on to achieving the main goal of the study, it should be clarified what exactly is meant by the economic category "regional market of cars".

The market as an economic category is understood as an open dynamic, coherent system of economic relations with regard to the sale and purchase of

goods and / or services, which is formed and operates as a result of interaction of participants under the influence of direct and indirect (indirect) factors of socio-economic development.

Accordingly, under the "regional market of passenger cars" we propose to understand the "open dynamic, integrated system of economic relations concerning the sale and purchase of cars, which is formed and operates in the territory of the administrative-territorial unit as a result of interaction of participants under the direct and indirect (indirect) influence of factors socially-economic development".

In this definition, in contrast to those already available in the scientific literature, simultaneously it is indicated: the openness and internal unity of the regional market of passenger cars as a system; the dynamic nature of market relations in the sphere of sale and purchase of cars; Variable number of participants in the regional market of cars; complexity, ambiguity and specificity of the influence of factors of socio-economic development on the formation and functioning of the passenger car market in the territory of the administrative-territorial unit.

Identification of the availability, nature and strength of the impact of individual indicators of socio-economic development of regions on the functioning of regional markets for passenger cars seems expedient to implement using multi-factor multivariate correlation-regression analysis tools. In this case, the resulting index (Y) is the number of cars sold in the region, factor indicators – indicators of socio-economic regional development.

The question naturally arises about the refinement of the list of indicators of socio-economic development of regions, which hypothetically may have an impact on the functioning of regional markets for passenger cars.

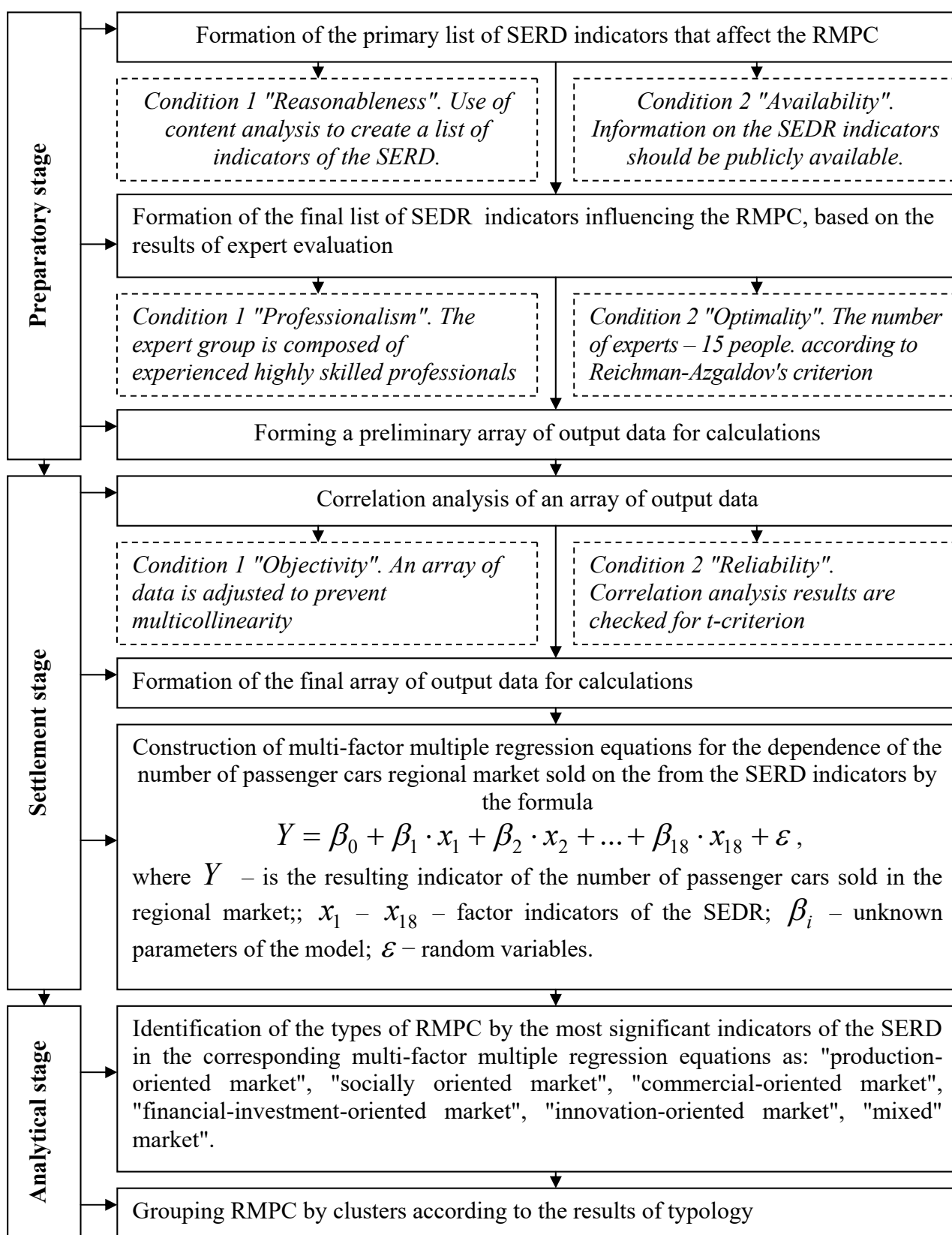
According to the Resolution of the Cabinet of Ministers of Ukraine "On introduction of assessment of interregional and intraregional differentiation of socio-economic development of regions" indicators of socio-economic development of the region are as follows: the volume of the gross regional product per person; the volume of industrial production sold per person; Gross agricultural output per person (in comparable prices); volume of fixed capital investments per person; the volume of executed construction works per person; the volume of direct foreign investments per person; the amount of taxes and duties (obligatory payments) to the budgets and state trust funds mobilized by the bodies of the State Tax Service (excluding the budget reimbursement of value added tax) per person; the volume of local budget revenues without transfers (general and special fund) per person; the volume of export of goods per person; the size of the average monthly salary of employees; the amount of wage arrears per worker; the unemployment rate of the population (according to the methodology of the International Labor Organization) at the age of 15–70;

level of provision of housing by the population (sq. meters of total area per person); the crime rate per 10 thousand population; average size of pensions; the ratio of the number of pensioners to the average number of employees [12].

Monthly, the State Statistics Service of Ukraine publishes a statistical bulletin "Socio-economic situation in the region" (for each region separately), the methodology (scheme) of which the formation involves the calculation of 147 indicators for the following groups: "population and migration" (includes 7 indicators), "employment and unemployment" (includes 15 indicators), "pay and social and labor relations" (includes 17 indicators), "education and culture" (includes 7 indicators), "social protection" (includes 3 indicators), "justice and crime" (includes 14 indicators), "enterprise activity" (includes 18 indicators), "services" (includes 2 indicators), "internal trade" (includes 3 indicators), "capital investment" (includes 5 indicators), "agriculture, forestry and fisheries" (includes 16 indicators), "energy" (includes 3 indicators), "industry" (includes 4 indicators), "construction" (includes 4 indicators), "transport and communication" (includes 6 indicators), "tourism" (includes 1 indicator), "United State Register of Enterprises and Organizations of Ukraine (EDRPOU)" (includes 2 indicators), "foreign economic activity" (includes 8 indicators), "consumer prices" (includes 1 indicator), "science, technology and innovation" (includes 4 indicators), "environment" (includes 7 indicators) [13].

In addition to the normative documents, approaches to the assessment of socio-economic development at the regional level contain numerous scientific works of domestic researchers, among them N. Balabanova, I. Bevz, V. Gorbатов, Y. Goryaschenko, M. Kizim, O. Kozyreva, R. Kulinich, M. Kupira, Y. Lukin, L. Matrosov, M. Mykolaychuk, O. Molina, T. Momot, I. Moroz, S. Noskov, V. Osipov, L. Prudnikova, A. Pursky, H. Revtyuk, N. Savchenko, I. Semigulina, N. Smentina, I. Storonyanska, O. Tyshchenko, A. Tofanyuk, N. Feday, O. Shramko, I. Yaroshenko and other scholars.

Given the considerable pluralism of opinions on indicators of socio-economic regional development of regions, we consider it appropriate to use expert methods to formulate a list of indicators that have an impact on the functioning of regional markets for passenger cars. To this end, an expert group of 15 respondents professionally engaged in the sale of passenger cars was formed, and it was proposed to carry out a simple assessment (in the "yes / no" variants) of the presence of indicators of socio-economic development of regions for the functioning of regional markets of passenger cars, which according to the results of content analysis are most often used by scientists in applied researches of socio-economic development at the regional level. To the final sample, the indicators of socio-economic development of regions were included in the recognition of their impact on the functioning of regional markets for passenger cars more than half of the experts.



Source: author's development.

on rice 1: SERD – socio-economic development of regions; RMPC – regional markets of passengers cars.

Figure 1. Method of typology of regional markets of cars cars

According to the results of expert evaluation, the following indicators of socio-economic development of regions that have an impact on the functioning of regional markets of passenger cars have been highlighted: gross regional product (x1); number of enterprises (x2); volume of industrial products (x3); volume of agricultural products (x4); volume of construction works (x5); Passenger traffic (x6); population (x7); migration movement of the population (x8); number of full-time employees (x9); Average monthly salary of full-time employees (x10); turnover of retail trade (x11); consumer price index (x12); export (x13); import (x14); financial results of enterprises before taxation (x15); volume of capital investments (x16); volume of direct investments (x17); costs for innovation activities (x18).

The indicated indicators can be divided into groups: the production sector (indicators x1 – x6), the social sector (indicators x7 – x10), the "trade sector" (indicators x11 – x14), "financial and investment sector" (indicators x15 – x17), "innovation sector" (indicator x18).

In Figure 1 is a visual representation of the methodology of typology of regional markets for passenger cars.

According to the results presented in Figure 1 methodology is the clusterization of regional markets for passenger cars.

According to the selected groups, indicators of socio-economic development of the regions are proposed, based on the results of multi-factor correlation-regression analysis, identification of such types of regional markets of passenger cars as "production-oriented market", "socially oriented market", "commercial-oriented market", "financially investment-oriented market", "innovative-oriented market". In the case where the multi-factor regression equation contains several weighty components that belong to different groups of indicators, such a regional market of cars is identified as a "mixed market".

**Conclusions and suggestions for further research.** The development of a methodological tool for the typology of regional markets for passenger cars contributes to the further development of methodological principles for managing the national market of passenger cars in the direction of strengthening the target direction and, thus, increasing the effectiveness of managerial influence on the processes taking place in the market of passenger cars on both the meso- and on macro levels.

Prospects for further researches is the practical testing of the developed methodology of typology of regional markets of passenger cars on the example of the national market of passenger cars in Ukraine.

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JEL Classification: D8; D9; M21

UDC 338.24:658.5

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## INFORMATION SUPPORT FOR ENTERPRISE BUSINESS PROCESS DEVELOPMENT MANAGEMENT

O. YERSHOVA<sup>1</sup>

<sup>1</sup> *Kharkiv Petro Vasylenko National Technical  
University of Agriculture, Ukraine.*

**Introduction.** Contemporary market realia urge companies towards a transition from functional to process-based management, with processes as the key object of control. Effective business process management enables organizations to reduce costs and increase profitability. In case the management vector is shifted towards a company's business process development, that involves constant monitoring and optimization, it will also contribute to gaining long-term sustainable competitive advantage. Since modern business environment is intrinsically inseparable from scientific information and intellectual attainments and their implementation results (information technology), management of business process development must be supplemented by powerful information support.

**The research objective** is to provide deeper insights into conceptual framework and structural components of the information support system to facilitate enterprise business process development management as well as to identify the key factors to be considered when designing information software.

**Research methods.** The following methods were used within the current study: comparison, systematic approach, analysis, modeling, synthesis and analytical framework.

**Findings.** Modern approaches to building information support framework for an enterprise as a whole. The importance to provide a description of business processes is argued to design an effective information support system for business processes and their development management mechanism. An author's original model of information support structure for business process management has been suggested.

**Conclusions.** Complete and accurate information support for business processes is critical to ensure their effective operation. The information support for ensuring business process development management mechanism encompasses the formation and subsequent functioning of the overall system which includes information resources, information technology, software, and corresponding personnel, with following up further division by information support subsystems for providing in-depth analysis and ease of convenience, i.e. the information platform of the of business process development management mechanism.

**Keywords:** business process; the mechanism of enterprise business process development management; information technologies; information support system for business process; information platform.

JEL Classification: D8; D9; M21

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## ІНФОРМАЦІЙНЕ ЗАБЕЗПЕЧЕННЯ МЕХАНІЗМУ УПРАВЛІННЯ РОЗВИТКОМ БІЗНЕС-ПРОЦЕСІВ ПІДПРИЄМСТВ

О. ЄРШОВА<sup>1</sup>

<sup>1</sup> Харківський національний технічний  
університет сільського господарства імені  
Петра Василенка, Україна

**Вступ.** Сучасні ринкові умови диктують підприємствам перехід від функціонального менеджменту до процесного, за яким ключовим об'єктом управління виступають процеси. Ефективне управління бізнес-процесами дає можливість організації скоротити власні витрати та збільшити прибутковість. Коли ж вектор управління зміщено на розвиток бізнес-процесів фірми, що передбачає їх постійний моніторинг і оптимізацію, то – ще й здобути та втримати довгострокові конкурентні переваги. Оскільки сучасне бізнес-середовище практично невід'ємне від наукових інформаційно-інтелектуальних здобутків та результатів їх впровадження (інформаційних технологій), управління розвитком бізнес-процесів має підкріплюватися потужним інформаційним забезпеченням.

**Мета дослідження** полягає у виокремленні концептуальних засад та складових інформаційного забезпечення управління розвитком бізнес-процесів підприємства та визначенні основоположних факторів, що враховуються при його розробці.

**Методи дослідження.** В процесі дослідження були використані такі методи: порівняння, системного підходу, аналізу, моделювання, узагальнення, аналітичний метод.

**Результати.** Досліджено сучасні підходи до формування інформаційного забезпечення підприємства в цілому. Виокремлено важливість опису бізнес-процесів задля раціональної побудови інформаційного забезпечення бізнес-процесів та механізму управління їх розвитком. Запропоноване власне бачення моделі структури інформаційного забезпечення менеджменту бізнес-процесів.

**Висновки.** Повне та достовірне інформаційне забезпечення бізнес-процесів є неодмінною умовою нормального функціонування останніх. Інформаційне забезпечення механізму управління розвитком бізнес-процесів представлено формуванням й подальшим функціонуванням загальної системи, яка включає в себе інформаційні ресурси, інформаційні технології, програмне забезпечення та відповідальний за її роботу персонал, і в межах якої можна виокремлювати для більш детального аналізу і зручності менеджменту підсистеми інформаційної підтримки – інформаційні платформи механізму управління розвитком бізнес-процесів.

Ключові слова: бізнес-процес; механізм управління бізнес-процесами підприємства; інформаційні технології; система інформаційного забезпечення бізнес-процесів; інформаційна платформа.

**Problem statement.** Modern challenges in the context of an oversaturated marketplace with excess supply over demand, instability and crisis phenomena in the economy permanently urge companies to search for new ways to retain and strengthen their position in the market. From this perspective, business process management has become of paramount importance and a priority in company management. Building an effective system of organization's business processes is a key success factor for its profitable operation.

Business process (BP) is a set of various activity types that employs one or more input resources and as an output develops a new product that has value to a customer [18, p. 89]; a system of interrelated and interacting patterns and activities, the ultimate purpose of which is the creation of products / services that have value for internal and external customers [5, p. 18].

However, there is no point to identify business processes unless they are not designed to be a targeted object of control by a company management (top management, heads of structural units, business processes owners). While proper business process management will facilitate and adjust the company activities towards gaining long-term competitive advantages and therefore capturing greater market share and enhanced profitability. Business process management (BPM) involves the development and clear identification of the key conceptual provisions, principles, factors, functions, methodological aspects and techniques, i.e. building a mechanism for an enterprise business process management.

The interpretation of a management mechanism concept is quite extensive, however, we share V.A. Kutsenko's opinion that views management mechanism as an optimal set of managerial forms, structures, methods, tools and features that might contribute to targeted operational regulation of activities in the areas of performance management to ensure the compliance of the company actual status with the initial parameters set [9, pp. 42–43]. Given the specifics of a particular company, each organization should develop its own mechanism for managing business processes.

Evidence-based practice suggests that managing business processes alone has currently ceased to be sufficient any more, thus driving the need for *business process development management* (BPDM), which is to search and make efforts to enhance the existing BP through the use of modern information technology and the company investment potential. The BPDM mechanism assumes building an adequate ***information support framework for an enterprise and its business process management*** to ensure relevant interaction between information-in-itself, information flows, information resources, external and internal information environments and respective management decisions to enhance the capacity of managers (company business units) to process the data obtained along with providing a range of vector-mode opportunities to adjust (and

sometimes radically change / eliminate) a particular business process within the shortest time possible.

**Recent research analysis and unresolved issues.** The issues of information support for corporate strategic management processes and strategic sustainability have been explored by A.I. Maslak [12] and Z.R. Mandrazhy [11]. Some aspects of managerial decision making at an enterprise in the context of information support were discussed in the works of A.M. Oleinichenko [13] and T.O. Konovalikhina [7]. Specifically, the research studies by L.H. Lipych, L.O. Yushchyshyna [10], O.V. Pysarchuk, I.V. Nemynushcha [14] were more focused on ensuring information support for managing company business processes (in particular, the issues of BP automation were discussed), B.M. Andriienko [2], H.A. Batkovets, N.O. Zaiats [3] set their research priority in innovative business processes. Such scholars as A.M. Soroka [16], T.V. Bochulya [6] and H.Yu. Bibikin [4] provided further insights into providing information support for company management through the implementation of information technologies and designing information components of management process (in particular, from the perspective of information organization and building information capital).

Despite a vast range of research in the area of enterprise BPM and their information support, in the context of increased competition and consumer markets contraction or even decline, the issues of delivering effective information support for business process development management yet remain unresolved. The contemporary realia suggest a growing need for a shift towards a direct control over business process development against BPM. The mechanism of business process development management (BPDm) involves elaboration of approaches, principles and key instruments in building modern information support for BPDm, since the lack of the latter slows down significantly the pace of company development as well as affects the speed, quality and methods of responding to external market challenges.

**The research objective** is to construct a conceptual framework and identify the structural components of the information support system for managing the enterprise business process development and reveal the key factors that must be considered when designing information software.

**Key research findings.** The mechanism of enterprise business process development management (MBPDm) implies a clearly defined set of interrelated elements: principles, functions, methods and business process management techniques. To ensure its further effective performance and operation the need to create a powerful company information support system is paramount.

Hence, according to V.I. Konoplytskyi [8], information support can be viewed as the creation of information environment for the system functioning,

providing all necessary information data, integrating search engines into the system, along with providing tools for information retrieval, storage, accumulation, transfer, processing and data bank arrangement. Apart from the above, well established information support is also critical for building effective automated control systems (ACS).

The structure of enterprise BPM information support is presented Fig. 1. From this perspective, the following observations should be noted.

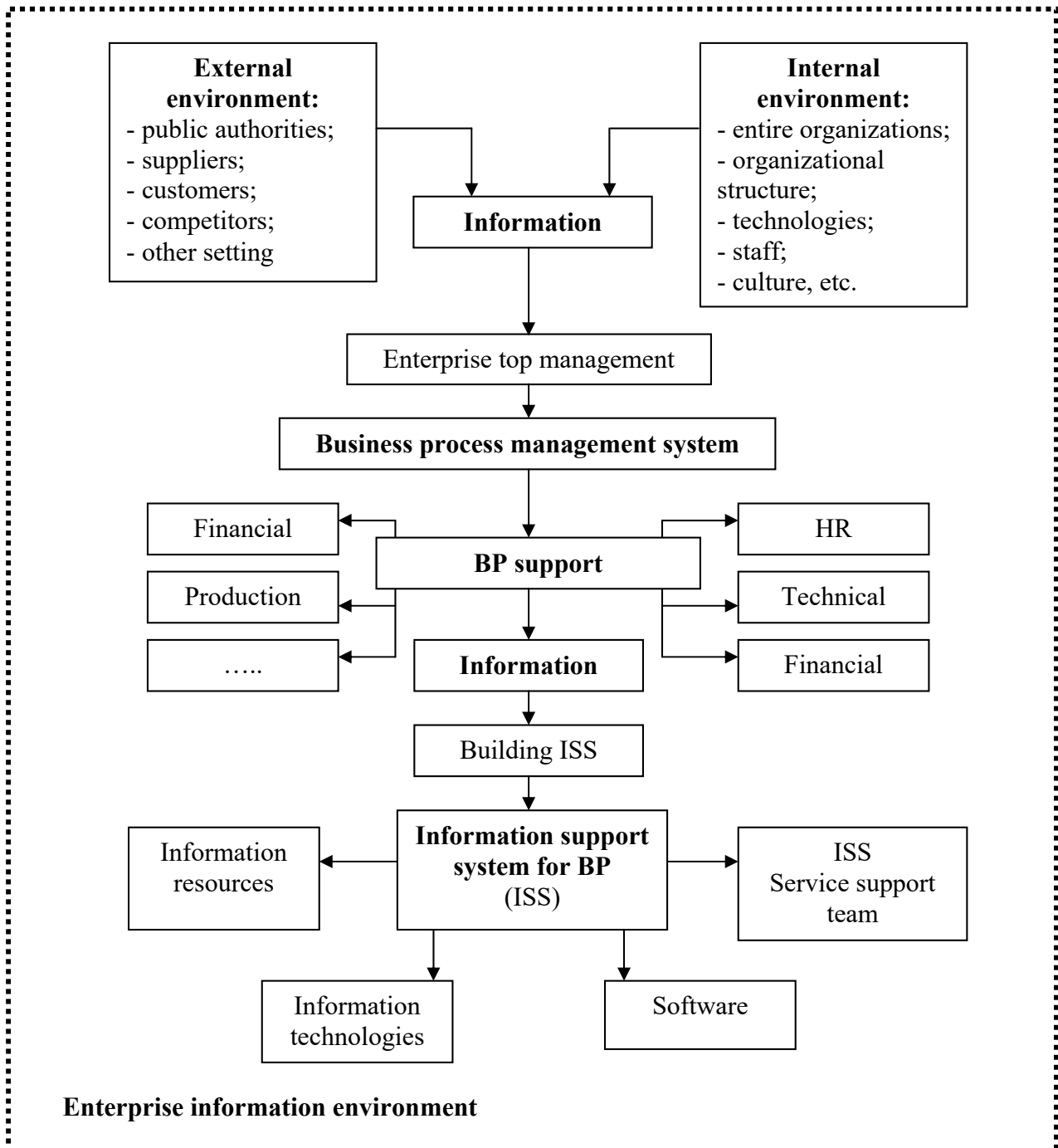


Figure 1. Information support for enterprise business processes

Firstly, the creation of information support system (ISS) for business process management is hardly possible without the company business process management system as such. If the company BP have not been identified or partially identified (some of the business processes are described, some are not), eventually there is nothing to provide the support for. In this case, it is more likely to focus on the information support of organization's structural units or divisions rather than on business processes, which is consistent with the functional-based approach to management, not the process-driven one, our immediate concern within the current research agenda.

Secondly, the information support for business processes is not the only type of business process management, since an enterprise requires financial assets and instruments (financial aid for BP), the availability of skilled personnel: managers, professionals, service support team (HR support for BP), production capacity, materials, raw materials, equipment (production support), etc. The above types of support are interrelated, however none of them dispense with processing, recording and analysis of information flows and hence, with information system. Thus, we can argue that each type of enterprise business processes support one way or another lies within the scope of organization's information environment framework.

The stages in building the information support system for BP include:

- 1) building a BP management system (unless it has not been created), providing the description of company business processes along with mapping the needs and problems related to their information support;
- 2) making a management decision by top executives as to the intention to create an ISS;
- 3) assigning responsibility for ISS creation;
- 4) information flows analysis to accompany business processes [17, p. 136];
- 5) cost-benefit analysis for ISS design and implementation.

The information system for business processes support involves information resources (all data available, information for decision making), information technology (a set of tools (including technical ones) and instruments for retrieving, processing and releasing of output information), software (a range of software for information processing and programming documents necessary for programs operation [1] as well as qualified staff taking immediate responsibility for the ISS creation, operation and upgrade (system administrators, IT professionals, other service support personnel).

Information sources are basically represented by normative references (normative legal acts, laws, regulations, etc), planning-based information (business plans, projects), factographic information (accounting records from

source accounting documents and supplementary records (inspection findings, audit reports, contracts)) [15, p. 195].

Information technologies are designed to create automated control systems, such as MRP (for material requirements planning), ERP (for *enterprise resource and external relationship planning management*), CRM (for customer relationship management), DSS (for decision support). Such products as 1C, LIGA:LAW, M.E.Doc have become widely used software in Ukraine.

In recent years mobile gadgets and applications have greatly enriched the range of modern information support tools. The formerly common communication channels like telephony and e-mail have been gradually replaced by other forms of transmitting data, in particular through the use of messengers to transfer latest information from one business process owner to another, internally within an organization or between different companies (the most popular messengers in Ukraine are Messenger, Viber and WhatsApp). This significantly reduces the transmission time, thus accelerating all other processes.

However, no information system can operate without specialists in data collection, processing and further transfer of generalized data in different formats like reports, statements, references, etc. Without adequate qualified personnel only ACS will not provide any benefit. Apart from automated control systems, the availability of skilled personnel with relevant competencies is critical.

The BPDM mechanism is operated and managed within the general framework of enterprise business process information support system. The development of a management object involves its qualitative change towards enhancement, further upgrade and efficiency increase. Hence, from the general BP ISS perspective, a special subsystem of information support could be identified, i.e. ***an information platform***, the purpose of which is to ensure immediate support of all management processes related to the business process development mechanism.

The information platform within BPDM mechanism has to be consistent with the overall BP ISS and should include:

a) specific information technology represented by a relevant ACS that is responsible for running a particular BP (e.g., an accounting business process might employ 1C or ART-REPORT support systems, to ensure legal support processes the LIGA:LAW system could be used);

b) information capital – all systematic data available on the business process under study, which lay the foundation for the relevant ACS;

c) an information retrieval and analysis specialist (specialists) focused on the specific BP (traditionally, this is the owner of the BP which is expected to improve).

It should be noted that in the context of business process management we seek to focus on enhancing a particular or adjacent business processes rather than on the overall business process management system. Apparently, the concept of an *i-th* business process (any within the BP system under study, for its further correction) is always more narrow against the general system of information support for business processes and provides the analysis to ensure information support to a specific business process along with suggesting management solutions to facilitate its further improvement.

While building an information platform for BPDm mechanism the following factors should be considered:

- the information must be accurate, complete and be intrinsically related to the *i-th* business process, or at least to the adjacent business processes;
- the information platform must be consistent with the overall system of business processes information support;
- the ACS must ensure regular software updates to prevent incorrect data and settings;
- the owner of a business process, i.e. the person in charge of BP operation must be perfectly aware of all the components of the *i-th* business process;
- in case the general information support system is developed by top management at strategic level, the design of an information platform for managing a particular BP development should be commissioned to an IT specialist with mandatory engagement of the BP owner who is responsible for this particular information support subsystem.

**Conclusions.** Information support for enterprise business processes is essential for effective functioning of the latter. Lack of adequate information support to the entire BP management system, especially in the contemporary context of rapid development of information and intellectual environment, makes effective management decision making virtually impossible.

The information support for BPDm mechanism encompasses the formation and subsequent functioning of the overall system which includes information resources, information technology, software, and corresponding personnel, with following up further division by information support subsystems for providing in-depth analysis and ease of convenience, i.e. the information platform of the of business process development management mechanism. It should also be noted that in modern realia any type of information support for BPDm mechanism has to respond to fast-changing market environment, and therefore should be adaptive, holistic, coherent and updated regularly. Apart from the above, it must bind upon the organization's structural and sectoral characteristics.

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## STRATEGIC APPROACH TO MANAGING THE RISK OF THE COMPANY'S BUSINESS PORTFOLIO

L.M. GANUSHCHAK-EFIMENKO<sup>1</sup>  
M.S. SHKODA<sup>1</sup>, O. NIFATOVA<sup>1</sup>

<sup>1</sup> Kyiv National University of Technologies  
and Design, Ukraine

### **Introduction and purpose of the research:**

The inevitable condition of management is uncertainty. Innovation activity is more risky than other areas of entrepreneurship. In the conditions of instability of the economic situation, the problem of the risk of loss when the company invests in innovations becomes especially relevant.

**Hypothesis of scientific research.** It is assumed that the justification of enterprise risk management measures should be based on the synthesis of the economic feasibility of the method and its ability to address the risk, which will enable competent executives to choose effective risk management tools for the enterprise.

**The aim** is to study the process of risk management in the innovation activity of the enterprise, to develop and substantiate the recommendations for the formation of the enterprise risk management mechanism taking into account the ownership form and its size.

### **Research methods:**

- comparison methods to identify the weak and strong points of the classification schemes, methods of risk assessment and management;
- systematization and classification to determine the characteristics (advantages,

disadvantages, peculiarities of application) of methods of enterprise risk assessment, risk management methods and construction of a classification scheme of enterprise risks as the basis of the mechanism of its risk management;

- decompositions in the construction of a business risk card due to the division and analysis of the totality of its business activities;

- expert assessments in determining the enterprise risks for small, medium and large enterprises in the field of mechanical engineering.

**Results:** substantiated and solved problems of implementation of the strategic approach in project risk management at the enterprise.

**Conclusions:** the mechanism of enterprise risk management based on the system approach combines the administrative, legal and organizational components, makes it possible to identify the risks of the company in three aspects (industry characteristic, form of ownership, size), ensures the formation of a portfolio of risks of a particular enterprise and creates the principles for improving the management mechanism for them. .

**Keywords:** risk management; balanced portfolio of the enterprise; strategic management; risks.

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**СТРАТЕГІЧНИЙ ПІДХІД ДО  
УПРАВЛІННЯ РИЗИКАМИ  
ГОСПОДАРСЬКОГО ПОРТФЕЛЮ  
ПІДПРИЄМСТВА**

**Л.М. ГАНУЩАК-ЄФІМЕНКО<sup>1</sup>  
М.С. ШКОДА<sup>1</sup>, О.М. НІФАТОВА<sup>1</sup>**

<sup>1</sup> Київський національний університет  
технологій та дизайну, Україна

**Вступ і мета дослідження:** Неминучою умовою господарювання є невизначеність. Інноваційна діяльність більшою мірою, ніж інші напрямки підприємництва, сполучена з ризиком. В умовах нестабільності економічної кон'юнктури проблема ризику виникнення втрат при вкладенні фірмою засобів в інновації стає особливо актуальною.

**Гіпотеза наукового дослідження.** Передбачається, що обґрунтування заходів управління ризиками підприємства має ґрунтуватися на синтезі економічної доцільності методу та його здатності вирішити ризик, що надасть можливість компетентним виконавцям обирати ефективні інструменти управління ризиками підприємства.

**Метою** є дослідження процесу управління ризиками в інноваційній діяльності підприємства, розробка та обґрунтування рекомендацій щодо формування механізму управління ризиками підприємства із врахуванням форми власності та його розміру.

**Методи дослідження:**

- *методи порівняння* для виявлення слабких та сильних сторін класифікаційних схем, методів оцінювання ризиків та управління ними;  
- *систематизації та класифікації* для визначення характерних ознак (переваг, недоліків, особливостей застосування)

методів оцінювання ризиків підприємств, методів управління ризиками та побудови класифікаційної схеми ризиків підприємства як фундаменту механізму управління його ризиками;

- *декомпозиції* при побудові карти ризиків підприємства за рахунок поділу та аналізу сукупності видів його підприємницької діяльності;

- *експертних оцінок* під час визначення ризиків підприємства для суб'єктів малого, середнього та великого підприємства галузі машинобудування.

**Результати:** обґрунтовано і вирішено проблеми реалізації стратегічного підходу в управлінні проектними ризиками на підприємстві.

**Висновки:** обґрунтовано механізм управління ризиками підприємства на основі системного підходу поєднує управлінську, правову та організаційну складові, дає можливість виявити ризики підприємства за трьома аспектами (галузева характеристика, форма власності, розмір), забезпечує формування портфелю ризиків конкретного підприємства та створює засади вдосконалення механізму управління ними.

**Ключові слова:** управління ризиками; збалансований портфель підприємства; стратегічний менеджмент; ризики.

**Problem Statement.** The use of different methods in ideas selection makes it possible to single out projects that promise the highest return on invested capital. However, the balance of the project portfolio is not guaranteed from a technical point of view with respect to the markets, time and risk. Project risk is traditionally defined as a potential, numerically measured loss potential for a project.

In innovative projects, technical, commercial and financial risks are inevitable, so when choosing them, it is necessary to take into account both their potential value and the likelihood of achieving the project's objectives.

**Analysis of recent research.** The concept of risk management includes the following components:

1. Risk assessment, that is, the identification of potential negative consequences of decisions, as well as side effects that could adversely affect the end result.

2. Processing the mechanism for responding to possible negative consequences.

3. Development of measures to neutralize or compensate for possible negative consequences of an activity [5, p. 66].

Risk analysis consists in obtaining the necessary data to make managerial decisions about the desirability of participating in a certain business project and developing tools to protect against possible financial losses. In order to take into account the potential risk of a particular business plan, data on the effects of possible risk factors that were noticed during the implementation of similar projects could be useful.

Responding to the possible negative outcomes of market activity involves the development of organizational and operational procedures of a preventive nature. These procedures include specific recommendations for specific actions in the event of adverse consequences [7, p. 116].

It is clear that one should not only avoid unreasonable risk, but never risk more of its own liquidity, as accurately as possible determining the future consequences of risky activities.

**Unresolved parts of the problem.** In conditions of growing dynamism of the external environment, there is a risk of successful implementation of innovative changes for enterprises. Therefore, a measurement system, a defined risk management strategy, and an assessment of the effectiveness of innovations are needed, and it is possible to make a reasonable decision about the appropriateness of their implementation.

**The aim of the study** is to generalize and develop the methodic foundations of risk management in the innovation activity of enterprises,

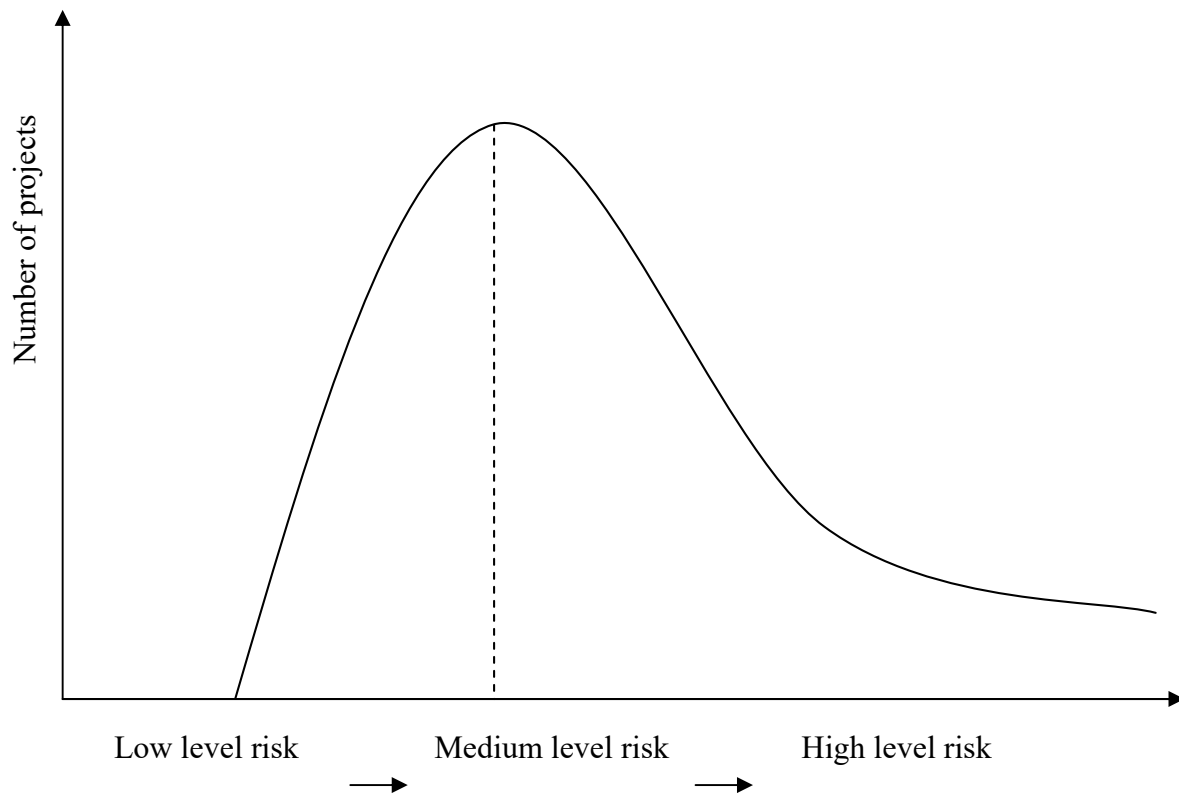
substantiate the provisions and practical bases of risk management in a balanced portfolio, and develop recommendations for improving the effectiveness of enterprise risk management in market conditions.

**Main research results** In the innovative activity of enterprises, the following types of risks are identified:

- actually innovative, that is the risks of not receiving the expected results of research, scientific and engineering developments;
- technological, due to the difficulties of technical and technological implementation of innovation, etc.;
- production, associated with the need for adaptation of technology, stops and interruptions in production, delays in the supply of raw materials and the like;
- economic (growth of costs, primarily at the stage of R&D, an increase in prices for raw materials and components, inflation, etc.);
- commercial (rejection of innovation by the consumer, a decrease in market capacity, the risk of repaying an analogue product that has patent protection, etc.);
- financial (credit, currency, interest and other risks associated with exchange transactions);
- social (the discrepancy of innovation to the cultural values of consumers, etc.);
- political (changes in legislation, priorities, administrative restrictions, etc.);
- branch, that is specific risks of branch activity (industry, construction, agriculture, transport, finance, etc.);
- ecological and natural-climatic;
- risks of willful unlawful actions (fraud, etc.) [3].

The higher the risk, the higher the return, and therefore the company's business portfolio includes innovative projects with a wide range of risks, since the returns are equated to them. Investors investing venture capital are interested in "making money" on the whole portfolio, and not on any particular innovative project.

The data in Fig. 1 give an idea of the overall spectrum of risks for projects. Obviously, there are new projects with zero risk. A balanced portfolio should combine a set of profitable projects with a risk of lower than average and moderate returns, and projects with a high degree of risk and high returns.

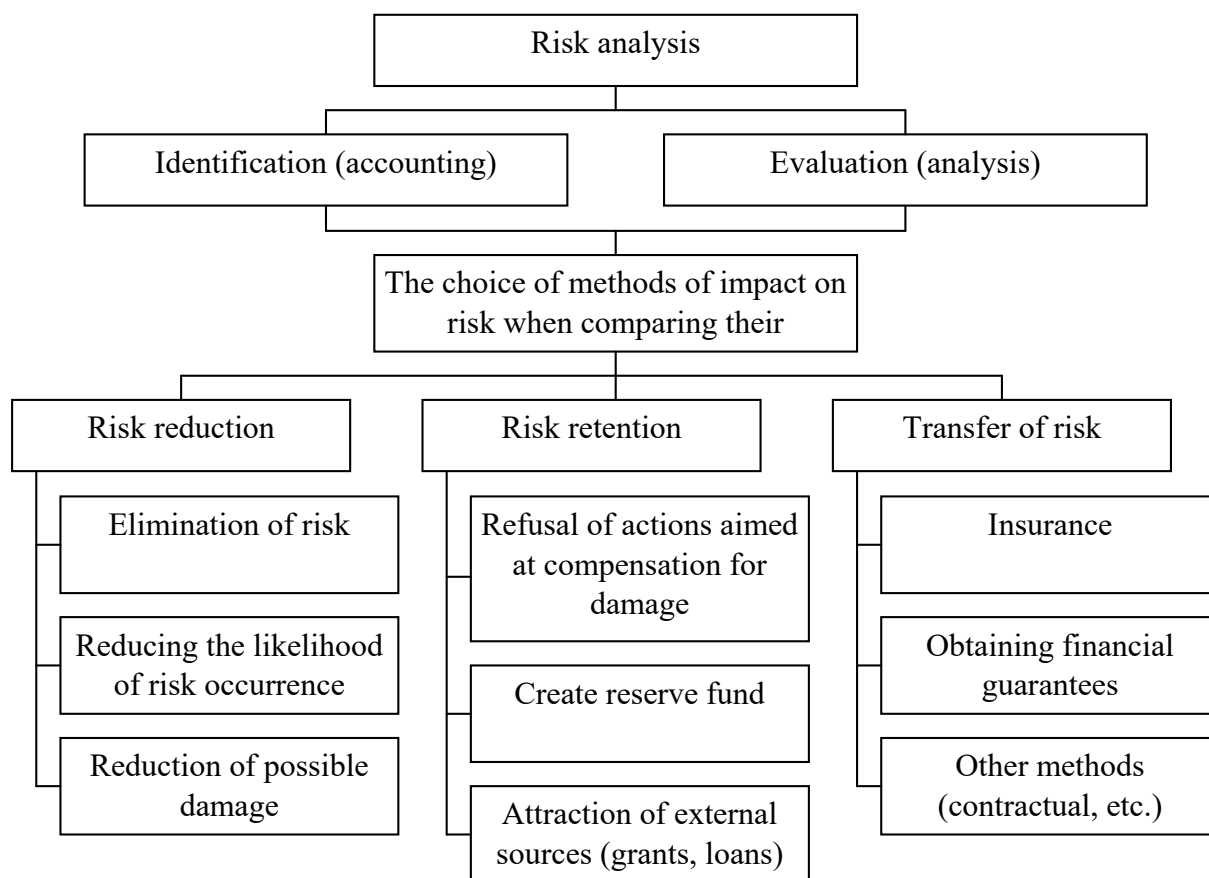


Source: author's design.

**Fig. 1. Risk balancing in the enterprise portfolio**

The goal of risk management is to maintain a balanced mix of project risks and benefits. The risk management strategy includes the following actions (Fig. 2):

- analysis of factors and conditions affecting the probability of risk;
- analysis of possible risks: identification of potential risk areas and identification of all possible risks;
- evaluation (measurement) of certain types of risk and the risk of the project as a whole: determining the size of costs and losses;
- establishment of standards for limiting risk levels;
- choosing ways to reduce and hold risks, identify sources to cover losses;
- redistribution (diversification) of risks;
- creation and maintenance of a database of project risks: accumulation and processing of retrospective information about risk situations and past consequences of risk manifestation, development of recommendations for changes in the maximum permissible (normative) values of risk in the future.



Source: author's design.

**Fig. 2. Risk Management Scheme at the enterprise**

Business literature notes that the risk management system is the definition of possible hazards and the development of contingency plans, which is a necessary and valuable strategy. However, the use of multiple statistical probabilities in assessing potential hazards can lead to quantitative risk hoax and the refusal to implement a profitable project.

**Conclusions** Analysis and planning of project risks are an integral part of the complex project expertise and serve as a tool for making the right innovative decision. The choice of the method of risk reduction is realized as a result of comparing the necessary funds to reduce it with the benefits of preventing damage.

If we can't give an unambiguous answer to the question of the attractiveness of the project for the investor, then we determine the efficiency criterion, that is, the most favorable ratio between the profitability and the riskiness of the project. With this approach, profitability is understood not just as capital gains, but as a growth rate of the funds, which, firstly, fully compensates for the inflationary (general) decrease in the purchasing power of money over

the innovation cycle period, and secondly, covers the investor's risks associated with inadequate arrived.

Thus, the project will be attractive for the investor if its real profit, taking into account the risk payment, will exceed any other ways of investing the capital. The criterion for the effectiveness of risk management in the implementation of the project will be the change in the value of the enterprise as a whole.

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## **Відомості про авторів / About the Authors**

**Valeriia G.  
Shcherbak**

Doctor of Economic Sciences, Head of  
Department of Entrepreneurship and Business,  
Kyiv National University of Technologies and  
Design, Ukraine

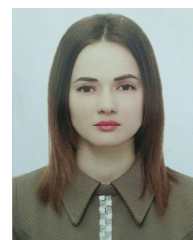
**<https://orcid.org/0000-0002-7918-6033>**



**Nastia  
Savchuk**

PhD student of Kyiv National University of  
Technologies and Design, Ukraine

**<https://orcid.org/0000-0002-9319-8778>**



**Pavlo M.  
Dudko**

PhD, Associate Professor of Department of  
Entrepreneurship and Business, Kyiv National  
University of Technologies and Design, Ukraine

**<https://orcid.org/0000-0003-1470-022X>**



**Olena M.  
Nifatova**

PhD, Kyiv National University of Technologies  
and Design, Ukraine

**<https://orcid.org/0000-0001-9325-6176>**



**Maryana S.  
Shkoda**

PhD, Associate Professor of Department of  
Entrepreneurship and Business, Kyiv National  
University of Technologies and Design, Ukraine

**<https://orcid.org/0000-0002-7356-4320>**



**Nina A.  
Krakhmalova**

PhD, Associate Professor of Department of  
Entrepreneurship and Business, Kyiv National  
University of Technologies and Design, Ukraine

**<https://orcid.org/0000-0003-4242-8032>**



**Andrii V.  
Grona**

PhD student of Kyiv National University of  
Technologies and Design, Ukraine

<https://orcid.org/0000-0002-6050-6500>



**Iryna A.  
Gnatenko**

PhD, Associate Professor of Department of  
Finance, Accounting and Banking, Educational  
and research Institute of Economics and business,  
Lugansk Taras Shevchenko National University,  
Starobilsk, Ukraine

<https://orcid.org/0000-0002-0254-2466>



**Viktoriiia O.  
Rubezhanska**

PhD student of Department of Economy and  
Entrepreneurship, Educational and Research  
Institute of Economics and Management,  
Volodymyr Dahl East Ukrainian National  
University, Severodonetsk, Ukraine

<https://orcid.org/0000-0001-8047-4000>



**Inna Yu.  
Shevchenko**

PhD, Associate Professor of Department of  
Economics and Entrepreneurship, Kharkiv  
National Automobile and Highway University,  
Ukraine

<https://orcid.org/0000-0003-0758-9244>



**Olena O.  
Yershova**

PhD student of Economics and Marketing  
Department, Kharkiv Petro Vasylenko National  
Technical University of Agriculture, Ukraine

<https://orcid.org/0000-0002-9987-6541>



**Liudmyla M.  
Ganushchak-  
Efimenko**

Doctor of Economic Sciences, Professor, Head of  
Department of Entrepreneurship and Business,  
Kyiv National University of Technologies and  
Design, Ukraine

<https://orcid.org/0000-0002-4458-2984>



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| (телефон – краще мобільний); (E-mail)                                                  |                   |                   |
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