

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ  
ТЕХНОЛОГІЙ ТА ДИЗАЙНУ**

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## MARKETING MODEL FOR RECREATIONAL ENTERPRISES: SPECIAL FEATURES AND INSTRUMENTS

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**The introduction and the formulation of the problem.** The problem of the social-oriented marketing policy-making in line with market conditions in the spa resort sphere is currently urgent issue as it provides the success of its development in the future. The sales system for spa facilities, first of all, is necessary to make their operations more effective in the low season. This is due to the fact that spa facilities have to sell their tourist vouchers during the high season at cost price to the establishments they are in charge of. Government funding of a spa facility is a necessary condition, but an insufficient instrument for maintaining the competitiveness of spa services, as stated above and it determines the relevance of this Research.

**The hypothesis of the scientific research.** The use of a systematic approach to the mechanisms' development for social-oriented marketing policy-making and operating in the spa facilities greatly increases the level of competitiveness in this economic sphere.

**The aim** is to analyze the current management processes of socially oriented marketing in the researched spa facilities and to find ways to improve them through the effective social-oriented marketing policy's development.

**The methodology of the Research.** The theoretical basis of the Research was the works of domestic and foreign scientists devoted to various aspects of health-resort development, analysis and assessment of

the social-oriented marketing development processes. The methods of systemic analysis, induction and deduction, economic-statistical, calculation and constructive, the method of expert assessments, cluster analysis were used in the Research.

**The results:** the essence of the socially oriented marketing concept was revealed and its features in the spa sphere as a special type of service marketing were determined; an extended marketing model of recreational services, in which the main emphasis is made to meet the needs of target market consumers, was offered.

**The conclusions:** The concept of "socially oriented marketing" as the factor of greater competitiveness of the spa facilities was specified. The methodical basis for management process-making of socially oriented marketing by using a system approach, completed with the elements of marketing-analytical and object-programmatic methods were developed. The features of socially oriented marketing in the spa resort sphere as a special type of service marketing were revealed. The economic-mathematical model for calculating accommodation's places in accordance with the principles of socially oriented marketing on the basis of the mass service theory was presented.

**Keywords:** spa facilities; the company's management; modeling; marketing tools; tourist industry; spa services; marketing package.

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## МАРКЕТИНГОВА МОДЕЛЬ ДЛЯ ПІДПРИЄМСТВ РЕКРЕАЦІЙНОГО КОМПЛЕКСУ: ОСОБЛИВОСТІ ТА ІНСТРУМЕНТАРІЙ

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**Вступ і постановка проблеми.** Проблема формування адекватної ринковим умовам соціально-орієнтованої маркетингової політики санаторно-курортної сфери в даний час актуальна, оскільки вона забезпечує успіх його розвитку в майбутньому. Система збуту для санаторіїв, перш за все, необхідна для підвищення ефективності їх функціонування в міжсезоння. Це пов'язано з тим, що частина путівок санаторії змушені реалізовувати за собівартістю в пік сезону організаціям, у віданні яких вони знаходяться. Державне фінансування санаторіїв є необхідною, але недостатньою умовою підтримки конкурентоспроможності їхніх послуг, сказане вище і визначає актуальність теми дослідження.

**Гіпотеза наукового дослідження.** Використання системного підходу до розробки механізмів формування та функціонування соціально орієнтованого маркетингу на санаторно-курортних підприємствах значно підвищує рівень конкурентоспроможності цієї сфери економіки.

**Метою** є діагностика існуючих процесів управління соціально-орієнтованим маркетингом досліджуваних санаторно-курортних підприємств і пошук шляхів їх вдосконалення шляхом формування ефективної соціально-орієнтованої маркетингової політики.

**Методологія дослідження.** Теоретичною основою дослідження послужили праці вітчизняних і зарубіжних вчених, присвячені різним аспектам розвитку санаторно-курортної сфери, аналізу та оцінки процесів розвитку соціально-орієнтованого маркетингу. В ході дослідження були

використані методи системного аналізу, індукції і дедукції, економіко-статистичний, розрахунково-конструктивний, метод експертних оцінок, кластерного аналізу.

**Результати:** розкрито сутність концепції соціально-орієнтованого маркетингу та виявлено особливості соціально-орієнтованого маркетингу в санаторно-курортній сфері як особливого виду маркетингу послуг; запропонована розширена модель маркетингу послуг в рекреації, в якій основний акцент зроблений на задоволення потреб споживачів цільових ринків.

**Висновки:** Уточнено поняття «соціально орієнтований-маркетинг» як фактору підвищення рівня конкурентоспроможності санаторно-курортних підприємств і установ санаторно-курортної сфери. Запропоновано методичні основи формування процесу управління соціально-орієнтованим маркетингом на основі використання системного підходу, доповненого елементами маркетингово-аналітичного та об'єктно-програмного підходів. Виявлено особливості соціально-орієнтованого маркетингу в санаторно-курортній сфері як особливого виду маркетингу послуг. Запропоновано економіко-математичну модель розрахунку місць розміщення відпочиваючих відповідно до принципів соціально-орієнтованого маркетингу на основі теорії масового обслуговування.

**Ключові слова:** рекреаційне підприємство; управління організацією; моделювання; маркетинговий інструментарій; індустрія туризму; рекреаційні послуги; комплекс маркетингу.

**Problem definition.** Modern global development trends of the spa sector form the need for setting and addressing tasks of integrated study of target markets, qualitative and quantitative demand's assessment for spa services, their positioning and promotion policy. Due to these circumstances, business success in this industry depends to a large extent on how far spa facilities can maintain the current structure of the real and potential consumers' needs and create the best spa services' portfolio.

In today's environment, it is impossible to develop tactical and strategic competitive advantages based only on the specific nature of the spa services offered. This is because that the modern buyer acquires not only a spa service, but also everything that is connected with it and it is formed in respect with the principles of marketing management.

The role of marketing as a strategic reference point, focused on establishing long-term relationships at micro and macro levels, is becoming particularly relevant. Present-day marketing of the spa facilities, passing through the logic of its traditional concept can no longer be considered only as a function with a firmly identified range of specific tasks. It updates the need to expand its meaning in the context of a new relationships with contact audiences based on the loyalty development and maintenance of spa resort facilities and their services.

**Analysis of recent research and the unresolved part of the issue.** The study of problems of improving the socially oriented marketing's management of the SPA Product is considered in the Works of E.P. Golubkova, E.A. Dihtl, A.Yu. Alexandrova, I.T. Balabanova, F. Kotler, V.S. Senina, A.D. Chudnovsky et al. Various aspects and elements of the improvement system of the socially oriented marketing management in the spa resort sphere are considered in the Works of V.I. Azara, N.V. Bagrov, Yu.A. Vedenin, S.A. Gensiruk, L.S. Griniv, M.I. Dolishniy, O.V. Zhivitskiy and other authors. The problems of the socially oriented marketing's management of the SPA Facilities were reflected in the works of M.S. Nizhnik, M.S. Nudelman, V.S. Preobrazhenskiy, I.D. Rodichkin, V.P. Rudenka.

The analysis of the Works mentioned above shows that, by now, a number of specific approaches for improving the socially oriented marketing's management in the spa sphere has been developed, the basic principles of formation and the indicative range of management functions in the socially oriented marketing sphere have been defined.

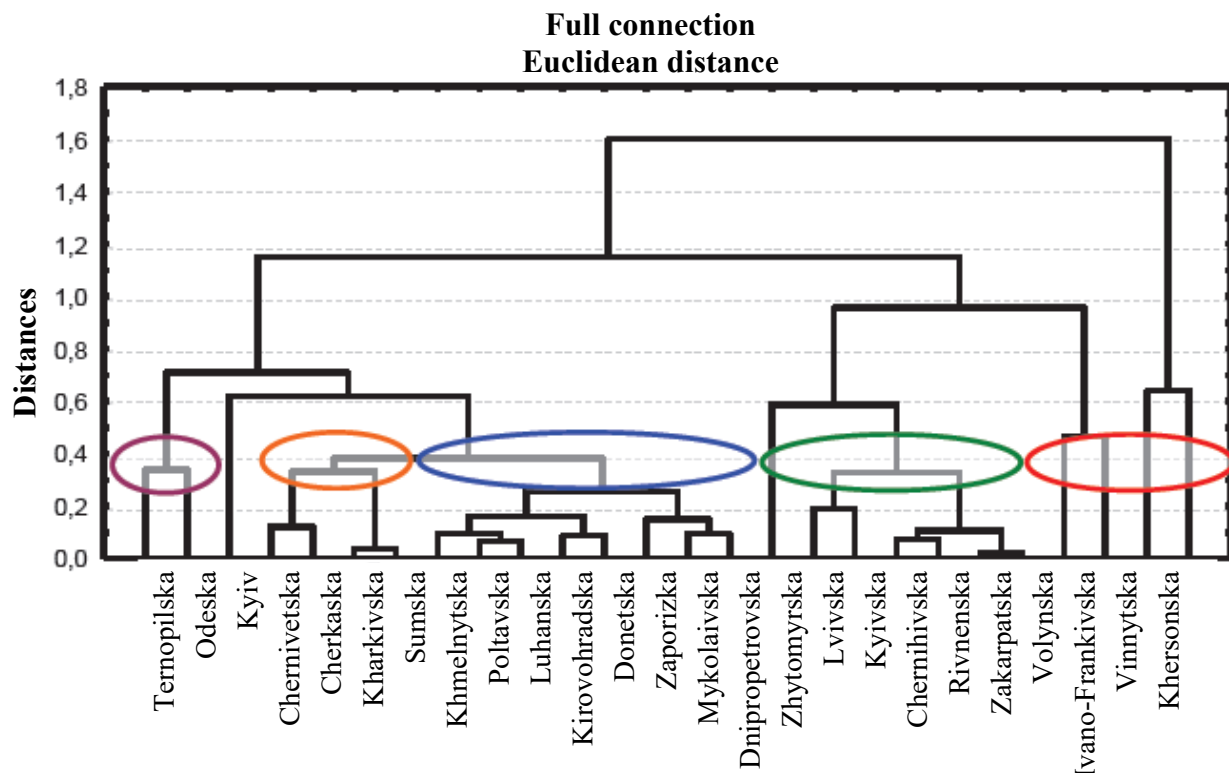
However, we note that a system approach to the development and maintenance of the socially oriented marketing system performance still does not exist.

Most of the authors in their Studies focus on the management of separated elements or subsystems of this economic phenomenon, without considering how

the management could impact on improving the Spa Resort Facility's competitiveness. In addition, the researchers do not pay enough attention to the problems of steady development of this economic sector in line with the overall strategy of regional development. The need for a systematic research on the mechanisms for socially oriented marketing management performance and maintenance has defined the goal, main tasks and logic of the dissertation research.

**The goal** is an attempt to develop and propose an expanded marketing model for spa services as an element that binds together all structural units of the tourism industry. In this the Research is based on the analysis of the spa facility's functional specifications, the dynamics of the market environment, current transformation processes in consumer preferences.

**Research results.** According to the results of cluster analysis all regions of Ukraine are divided into 6 clusters with natural-recreational resources. The first cluster comprises Kherson, Vinnitsa and Ivano-Frankivsk regions. The second cluster is Volyn, Zakarpatska, Rivne, Chernigiv, Kyiv, Lviv and Zhytomyr regions. The third cluster is Dnipropetrovsk, Mykolaiv, Zaporizhzhya, Donetsk, Kirovograd, Lugansk, Poltava and Khmelnytsky regions. The fourth cluster is Sumy, Kharkiv, Cherkasy and Chernivtsi regions. The fifth cluster is Ternopil and Odesa regions. The sixth cluster is city Kyiv.



*Figure 1. The results of clustering the regions of Ukraine for demonstration of natural and recreational (spa) resources by using cluster analysis*

After analyzing natural and recreational resources of Ukrainian regions through various indicators, it can be concluded that Ukraine has a rather large potential for building spa complexes.

Spa complex is a form of a territorial organization, which consists of the following components: natural and recreational resources, accommodation establishments and caterers, transport infrastructure, production and non-production facilities, connected by a common goal – providing high-quality spa services. Effective spa complexes' operation is possible only with the sufficient provision of recreational resources, material and technical base and efficient mechanism for their forming and functioning.

A spa facility can draw up a strategy for its development based on different approaches – financial, calculating the best ways of expenses and investments; competitive, displacing a competitor from the market by any means; commodity, improving the quality characteristics of their services, etc. I think that at present time the best concept in the spa facility's management becomes a marketing one. The main elements of marketing management are – the market environment's researches and analysis, price policy, sales policy, product policy. The marketing system includes the following tasks: the system analysis of the spa services' market; determining the spa services' market segments and the unsatisfied needs in this sphere; developing a spa product and price policy; developing a set of activities which most fully satisfy the current demand; implementing the spa product's sales system; developing a set of improvement measures for the management and organization process of providing tourist services.

Let's consider the current marketing's distinctive features of the recreational service. It is difficult not to pay attention on the marketing tools' specifications, in particular, on such instruments of marketing package as "a set of managed marketing parameters, manipulating which the facility's administration does the best to meet the market segments' needs" [2].

The level of the present-day society's social-economic development, the sophistication of recreational production processes cause insufficient applying of the classic marketing tools in the same form. We are talking about the concept of "4P", according to which four elements with names beginning from the letter "P" in English language (respectively: product, price, place, promotion) are included in the marketing package. In this respect, for an effective use of traditional marketing instruments it becomes necessary to combine them with other tactical tools. In Figure 2 (see above), an extended model of spa service marketing ("4C" and "4P") is demonstrated, including such additional tools as: consumer, convenience, cost, communication.

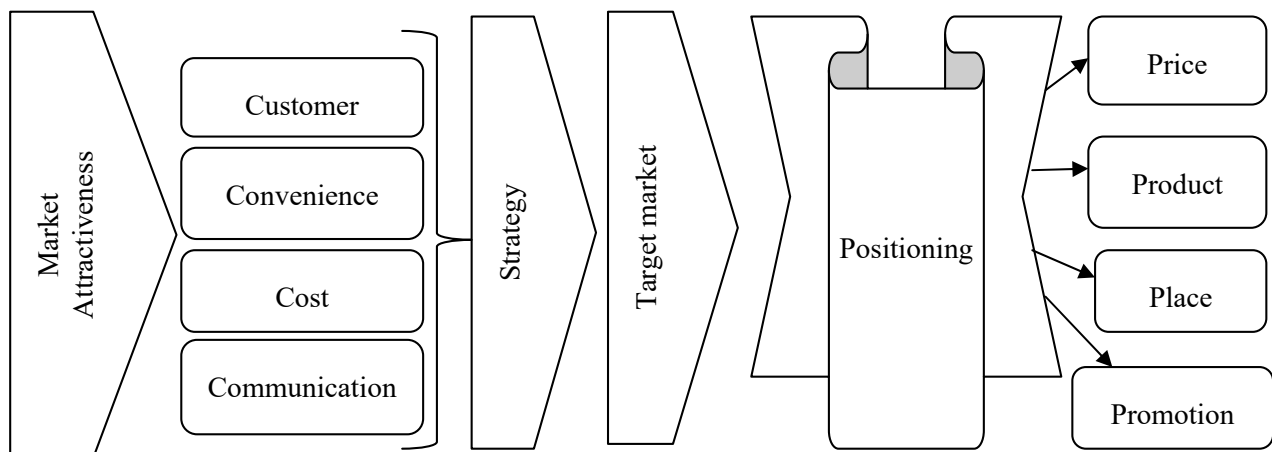


Figure 2. "4C" and "4P" Models

In this model, the main emphasis is made not so much on the service (product) and its production, as on a consumer and the benefits he receives, since now the economic efficiency and market attractiveness of a spa facility are directly connected with satisfaction of consumer's needs on the target markets. In accordance with this, the marketing programs' focus of a spa facility should become identifiable buyers and potential consumers of spa services, but not anonymous masses of consumers as before.

At the present stage of development, the strategic goals for a recreational enterprise are achieved by establishing long-term partnerships between all participants in the recreational market, as well as setting up and maintaining effective communications by all groups involved in the recreational process. As a result, a distinctive feature of present-day marketing in recreation should be the concept of integration marketing, which includes the complex use of the all marketing mix tools.

It should be stressed that the special importance of the communication element of the marketing package in contemporary Western literature [4, 5]. They use the concept of "integration communication", that involves such instruments as the service (product), place, form, convenience of service delivering, positioning, cost, as well as the personnel of the enterprise and its interaction with the consumer as part of the recreational product are particularly significant. Depending on the type of spa services provided, additional marketing tools may include: availability; service work; corporate culture; properly organized staff work, etc.

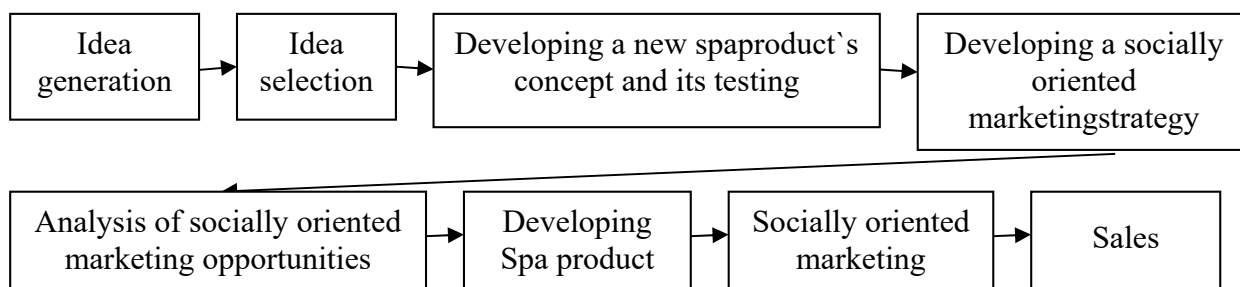
The current trends in the marketing development include: socially oriented marketing, relationship marketing, marketing-mix. Today, the problems of developing socially oriented management are actively debated. And this discussion takes place from a different angle: social responsibility of business, social partnership, social capital formation, confidence between business,

population, government, etc. However, more and more often the aspects of socially oriented management expected from Ukrainian business are discussed within the framework of the social marketing theory and practice. Based on an integrated researchers' opinion, we can point out its social nature: social – ethical marketing; social – ethic marketing, ethical – social marketing; community-oriented social marketing; socially oriented marketing; socially responsible marketing; public marketing. There is also a general opinion that socially oriented marketing is a marketing transformation, due to such factors of current market relations as economic, political and socio-cultural. It can be said that in the conditions of the modern market, socially oriented marketing is a type of marketing in which the client is at the top of the pyramid in the relations of the spa facility's management – client.

Performing an active, operational, socially responsible marketing is an imperative for Health Resort Facility operations in a very competitive environment. Any health-resort service, even with high quality, should have a competitive price, meet the target consumers' needs, have image and advertising support that provides its promotion in the market and highlights its distinctive features.

An effective operational socially-responsible marketing cannot exist without strategic socially oriented marketing. The role of a strategic socially oriented marketing is to follow the development trends of a certain market and identify various current or potential markets or segments by analyzing consumer needs that should be satisfied. The identified markets are economic opportunities that should be assessed. Quantitatively, the attractiveness of a market is measured by its capacity, and dynamically, by time of its existence, or its life cycle. For a particular facility of the tourism industry, the market's attractiveness depends on its ability to satisfy the customer needs better than its competitors.

**Product policy.** In the socially oriented marketing practice of the health-resort services, the product policy is the development of ways for optimizing a set of services provided, which is most preferable for successful activities in the market and provides the efficient facility's operation as a whole (Figure. 3).



*Figure. 3. The main stages of developing a new socially oriented health-resort product*

Today's tourist marketing defines two possible ways for product policy-making: structure's optimization of a current spa product, development and introduction of a new spa product to market. If we consider health-resort trips as one of the types of tourism with specific goals, namely for treatment and recreation by resort factors, the spa product is a complex of goods and services needed for fully meeting tourist's requirements and sold during spa treatment and recreation. Most spa facilities as a rule, have been operating for a long time and have a fully completed spa product that has been provided for many years. The main spa product in practice is a set of services, documented in the spa – resort voucher. Complex service usually includes medical services, accommodation, meals, recreation activities, and some others. By its nature, this product is socially oriented one.

**Price policy.** Experience shows, a spa or tourist facility is not able to accurately identify all factors that influence on a market price (due to the lack of qualified staff), therefore, in particular pricing practice, a facility often selects the one or several main factors and focus on them. In any case, pricing should consider the chosen strategy of product positioning. For example, the Radisson Resort defines itself as the best hotel on the Black Sea coast and sets the price for hotel rooms higher than most other recreational facilities. At the same time, camping "Olviz" defined itself as a limited service company, offering summer houses without home sanitation facilities for tourists who have to save money. Such a market position requires low prices.

Then, according to the general objectives of the company, particular price policy's goals are chosen. They can be: the maximum increase of sales, increase profits, survival. A method based on the analyzing competitors, allows us to avoid the incomplete assessment of the market conditions. We consider it is necessary to stress that when choosing a national spa resort, a main influencing factor is a lower price compared with a western resort. Obviously, the price increase of one bed – day over \$ 40 strongly reduces the competitiveness of national spa facilities. Finally, spa resort facilities, while setting prices for tourist vouchers, are always demand-driven. Demand for spa trips may vary depending on the attractiveness of resort services, changes in recreation fashion, seasonality, payment capacity, demographic, economic, political and other factors. Since demand is much higher in the summer period and significantly decreases in the off-season, spa facilities set the highest prices during the high season, during the holidays – New Year, May holidays, etc. In addition to the seasonal price differentiation, there is a short-term price increase during popular sports, cultural, commercial events: festivals, championships, fairs, etc.

These methods or their combination allows you to determine the base price for a spa product. However, the real price may differ from the base price in



relation to the particular pricing strategy chosen by a spa facilities – the choice of the possible dynamics of changes in the base price for a spa product in market terms that best corresponds to the company's purpose. When introducing a new spa product, depending on the price strategy, it can be sold at monopoly high best prices – in a limited market segment ("cherry-picking"), at average prices – in order to stimulate high demand ("following the leader") and, finally, at extremely low price ("socially oriented strategies") – if it is necessary to stay in business

Socially oriented pricing means selling the same services to different groups of customers at different prices, although the expenses for services provided are the same. For accommodation facilities, the price discrimination option is a significant price decrease for a room when booking it in advance without the right of cancellation. In addition, different prices can be provided for couples, parents with children, for socially oriented clients. In order to implement this strategy, the following terms must be respected: different reaction of different consumer groups to the price, one consumer group could not buy at prices set for another consumer groups, sufficient segment sizes so that such approaches will be economically feasible, the level of price decreases should not be lower than the expenses level.

Among other factors influencing on the socially oriented spa product's implementation, it should be mentioned competitor activities that affect sales opportunities and limits. The group of internal factors also has a serious effect when choosing intermediaries. For example, the size of the organization and sales volume also affect distribution network's development, as large spa facilities require an extensive distribution system and, possibly, their own sellers of tourist vouchers. After analyzing the basic data determining the main approaches to the marketing system, it is necessary to set goals and tasks for sales network. The facility's management should identify the main consumers of its services, and based on this, take a decision on the sales channel's length that could deliver a spa product to the selected market segment most effectively.

**Conclusions and offers.** Having analyzed the current situation of the spa resort sphere, the main point of the socially oriented marketing's concept was discovered and its features were identified as a special type of service marketing. The mechanisms of marketing planning and control at spa facilities were studied, thereby determining specifications of marketing policy – making as the basis for spa facilities' management improvement. On the basis of the marketing environment's research, the marketing opportunities for providing greater competitiveness of a spa facility were revealed. The socially oriented marketing's management system of spa facilities in the Transcarpathian region was researched, that made it possible to develop strategic and operational

planning systems. It drew up recommendations to improve the socially oriented marketing policy of the spa resort in the Transcarpathian region "Smerichany".

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JEL Classification: F 43; M 21; R 15

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**FORMING AND REALIZATION OF  
TERRITORIAL ENTREPRENEURIAL  
POTENTIAL IN THE CONDITIONS OF THE  
MACROECONOMIC ENVIRONMENT  
DETERIORATION**

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**The relevance of the research:** small and medium-sized businesses play an important role in raising the level of employment of the population, reducing social tension, ensuring a competitive environment, economic stability and innovation growth, creating preconditions for the formation of the middle class. It is one of the most important signs of a market economy and a basis for increasing socio-economic development of the country. Taking into account the complex economic and political situation in Ukraine, there is a need to investigate the current state of small and medium enterprises, territorial entrepreneurial potential in the conditions of deteriorating macroeconomic conditions that will allow them to find out the directions of their development and identify ways to improve their entrepreneurial activity.

**Hypothesis of the scientific research:** it is assumed that the importance of internal factors, defining the state of entrepreneurial potential of territorially localized formations, increases on the phases of crisis and depression of the medium-term economic cycle. At the same time, the importance of external factors increases on the phases of activity and recovery.

**The aim of the research** is to reveal the key elements of entrepreneurial potential, which defines positive dynamics of business activity and efficiency indicators; to suggest the theoretical and methodical approach to the

maintenance of methods of state regulation of entrepreneurial potential of territorially localized formations.

**The methods of the research:** it was proved by means of correlation analysis, that the most significant elements of entrepreneurial potential in terms of ensuring positive dynamics of business activity and efficiency indicators are the following: the consumer value creation, the dynamics of the macroeconomic environment, the business competition level and the quality of entrepreneurial thinking.

**The results of the research:** theoretical and methodical approach to the matter of state regulation of entrepreneurial potential of territorially localized formations is suggested; the methodical approach to the efficiency evaluation of measures of state regulation of entrepreneurial potential of territorially localized formations is developed.

**Conclusions:** it is proved that the efficiency of state regulation measures of entrepreneurial activity is defined by completeness of accounting of features of entrepreneurial potential of separate territorially localized formations and their compliance to the implementation phase of entrepreneurial potential.

**Keywords:** entrepreneurship; territorial entrepreneurial potential; small and medium business; state regulation.

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## ФОРМУВАННЯ ТА РЕАЛІЗАЦІЯ ТЕРИТОРІАЛЬНОГО ПІДПРИЄМНИЦЬКОГО ПОТЕНЦІАЛУ В УМОВАХ ПОГІРШЕННЯ МАКРОЕКОНОМІЧНОЇ КОН'ЮНКТУРИ

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**Актуальність дослідження:** малий і середній бізнес відіграє важливу роль у підвищенні рівня зайнятості населення, послабленні соціальної напруженості, забезпеченні конкурентного середовища, економічної стабільності та інноваційного зростання, створенні передумов для становлення середнього класу. Є однією з найважливіших ознак ринкової економіки та підґрунтям для підвищення соціально-економічного розвитку країни. Враховуючи, складну економіко-політичну ситуацію в Україні, виникає потреба дослідити сучасний стан малого і середнього підприємництва, територіального підприємницького потенціалу в умовах погіршення макроекономічної кон'юнктури, що дозволить з'ясувати напрямки їх розвитку та визначити шляхи покращення підприємницької діяльності.

**Гіпотеза наукового дослідження:** припущено, що на фазі кризи і депресії середньострокового економічного циклу підвищується значимість внутрішніх факторів, що визначають стан підприємницького потенціалу територіально локалізованого освіти, на фазах пожвавлення і підйому – зовнішніх чинників.

**Метою** є виявити ключові елементи підприємницького потенціалу, що визначають позитивну динаміку індикаторів ефективності підприємницької діяльності; запропонувати теоретико-методичний

підхід до змісту методів державного регулювання підприємницького потенціалу територіально локалізованого освіти.

**Методи дослідження:** за допомогою кореляційного аналізу доведено, що найбільш значущими елементами підприємницького потенціалу з точки зору забезпечення позитивної динаміки індикаторів ефективності підприємницької діяльності є створення цінності для споживача, динаміка макроекономічного середовища, рівень конкуренції і якість підприємницького мислення.

**Результати:** запропонований теоретико-методичний підхід до змісту державного регулювання підприємницького потенціалу територіально локалізованого освіти; розроблено методичний підхід до оцінки ефективності заходів державного регулювання підприємницького потенціалу територіально локалізованого освіти.

**Висновки:** обґрунтовано, що ефективність заходів державного регулювання підприємницької активності визначається повнотою врахування особливостей підприємницького потенціалу окремих територіально локалізованих утворень, їх відповідністю фазі реалізації підприємницького потенціалу.

**Ключові слова:** підприємництво; територіальний підприємницький потенціал; малий та середній бізнес; державне регулювання.

**Problem statement.** In the conditions of the macroeconomic environment, deterioration and sharpening of geopolitical risks, the role of entrepreneurial community in ensuring the progressive development of the Ukrainian economy increases significantly. Recognition of the need to increase the level of domestic managing subjects competitiveness as the key factor of overcoming raw materials orientation of export, growth of the importance of the entrepreneurial corps role in solving different social problems in the conditions of growing government budget deficit, strengthening of labor market indicators dependence on the volume of private investment expenses and the condition of self-employment of population lead to the understanding of the role of entrepreneurial potential in the system of measures of anti-recessionary regulation of national economy.

The analysis of contents and results of transformation of the Ukrainian society at the end of the XX – beginning of the XXI century leads to a conclusion that the measures, directed to the stimulation of entrepreneurial activity, were obviously or implicitly defined in the program documents of the Ukrainian state, providing the creation of favorable environment for the enterprises, increase in investment attractiveness of separate territorial formations, creation of "growth points" and zones of the advancing development. The realization of target points of national economy development assumed the need to use labor, financial, organizational, investment potentials of the business sector, which can be used for the development and deployment of managerial, technological and product innovations under certain conditions. At the same time, the special role in the content of entrepreneurial community regarding the initiation of the innovation activity is carried out by small and medium-sized enterprises (SMEs).

Forming and realization of entrepreneurial potential assumes the need to solve the array of problems among which – the determination of contents and structure of entrepreneurial community capacity that will allow to reveal objects of direct influence; the differentiation of powers among public and local authorities regarding the realization of the measures of impact; the development of structure of indicators of the entrepreneurial potential condition, taking into account the subject structure of its carriers – separate entrepreneurial structures, entrepreneurial community of territorially localized formations, national economy in general etc. The need to carry out such a research, taking into account the peculiarities of the current stage of the Ukrainian economy development, defined the choice of the dissertation, its theoretical and practical importance.

**The analysis of recent publications and the unsolved part of the problem.** The theory of economy of an entrepreneurship underwent the long process of development. Separate aspects of business activity were reflected in

the works of representatives of the classical school of political economy – the matter of target points of entrepreneurship subjects (R. Cantillon, A. de Montchrestien), freedom of business activity (A. Smith), an entrepreneur as an investor (D. Ricardo), the matter of the entrepreneurial income, separation of the capital of property and the capital of function (K. Marx), a combination of production factors as a key function of an entrepreneurship (J.-B. Say). Within the frameworks of neoclassical direction managerial's capability as an independent production factor along with the traditional resources were studied by A. Marshall, the doctrine about the essence of the entrepreneurship, taking into account its personal qualities and justification of behavioural motivation of an entrepreneur, was formulated by J. Schumpeter. The further development of interpretation of the notion of an entrepreneur as a carrier of innovation ideas was reflected in P. Drucker's works. Historical and social factors of entrepreneurial activity were introduced in W. Sombart's and M. Weber's works. Capabilities of the entrepreneur to predict changes of factors of the external environment, taking into account its uncertainty and risks, were analyzed in F. Knight's and J. Thünen's works.

The complete multifunctional theory of entrepreneurship is submitted in the works of I. Kirtsner, L. von Mises, F. von Hayek, who treated the process of profit gaining as a factor of market balance restoration. Specific features of business activity are introduced in the works of R. Barre (diffusion of entrepreneurial function between employees of the enterprise), G. Briefs (control of the prices and costs, their correlation as a function of an entrepreneur), B. Karloff (entrepreneurial capabilities as the ability to creatively solve the problems of coordination of needs with production resources), C. McConnell and S. Brue (interpretation of an entrepreneur as a subject allocated with the capability to connect resources, tendency to innovations and independence in adoption of strategic decisions), G. Pinchot (the intra-corporate entrepreneurship). In the conditions of regulated market economy, special attention is devoted to the regulations on the importance of the development of competitive environment of the entrepreneurship, the maintenance of budgetary-financial and monetary-credit regulators (J. Keynes, P. Samuelson, J. Hicks).

Characteristics of the development of Ukrainian entrepreneurship in the modern economy were investigated by Z. Varnalius [1], O. Dikan [2], P. Gaiducky [3], E. Karpov, L. Chubareva [4], D. Katryska, Y. Zhalilo, D. Lyapin, Ya. Belinskaya [5]. Some aspects of entrepreneurial activity have been studied in the writings of representatives of Ukrainian economic thought, among them – the construction of a cluster model of innovation development in entrepreneurship in Ukraine (L. Ganushchak-Yefimenko [6]); the formation of the integration power of the brand on the basis of component structuring (P. Dudko, O. Nifatova [7]); resource conservation as a priority trend in the

development of entrepreneurial potential in certain sectors of the economy (V. Scherbak [8]).

Despite the considerable amount of work devoted to certain aspects of entrepreneurial activity, the entrepreneurial potential of Ukrainian society remains unexamined, it does not reveal its distinction from the entrepreneurial potential of developed and developed countries. A number of normative values of the entrepreneurial community remain not internalized and can not be considered as an instrument for regulating the behavior of business entities.

**The aim of the research** is the scientific justification of theoretical and methodical approaches to the forming and development of entrepreneurial potential of a territorially localized formation in the conditions of the macroeconomic environment deterioration.

**The results of the research.** The entrepreneurial potential of territorially localized education is defined as the aggregate of the carriers of realized and latent components of entrepreneurial success – residents of territorial education who are at the stage of development of a project for the development of an entrepreneurial structure in the conditions of insufficient information on the state of the industry market, low level of network interaction with other subjects of entrepreneurship (potential and operating).

They are also characterized by low-motivated change of mood (internal ability) and the lack of a strategic objective of development.

Adaptation of methodical approach of the international "Global Entrepreneurship Monitor" project (GEM) [9] to the analysis of entrepreneurial potential of territorially localized system, gave the opportunity to specify the structure of development stages of a potential and early entrepreneurship, having allocated the phase of forming of the entrepreneurial idea; a phase of a latent entrepreneurship, on which state registration of entrepreneurial structure is performed; a phase of the starting entrepreneurship, on which entrepreneurs gain sporadic income; a phase of an early entrepreneurship, on which entrepreneurs gain a regular income, however they still cannot define the long-term goals and tasks of the enterprise functioning; a cooperation phase, on which entrepreneurs join regular cooperation interactions in the form of participation in network formations, contractings with the participation of product consumers, suppliers of the resources, consulting, marketing and other services, non-profit organizations and public authorities involved in the sphere of the entrepreneurship development.

Abstraction of the last stage, as an independent phase of the entrepreneurial potential of a territorially localized formation development, is caused by the fact that the current stage of economy development is characterized by the strengthening of economic agents 'associativity, that finds its reflection in a networking of the economic space and forming of nonlinear open network forms

of interaction of an entrepreneurship subjects of various scale [6]. Disintegration and modulization of technologies both create the conditions to form the chains of added value creation within flexible fragmentational systems. Thereby, even at the stage of a potential entrepreneurship, the prerequisites to overcome the delays in development based on the loan (imitation) of innovations appear.

As at 1 January 2018 there were registered 1.86 million business entities in Ukraine, among them 291.000 were registered as small enterprises and 1.5 million – as individual entrepreneurs. The enterprises of small and medium-sized businesses employ 17.7 million people (every fourth employee), including in individual entrepreneurship – 5.45 million people (30.9%). These figures do not take into account the state of the shadow economy. A comparative analysis of the state of this sector of the business community in Ukraine and abroad shows that its share in the country's GDP does not exceed 20–25%, while the same indicator in the countries with developed economies approaches a value of 70–80%.

In today's conditions, when the country's complex socio-economic situation has a major impact on the stabilization and restoration of the national economy is entrepreneurship, especially a small and medium-sized enterprises. Indeed, effective enterprise activity affects economic growth and provides employment in the country, which directly increases the standard of living of the population. Unfortunately, the analysis of the dynamics of the results of the activities of small, medium and large business entities in Ukraine shows that in recent years there have been no significant changes and shifts to the better (Table 1).

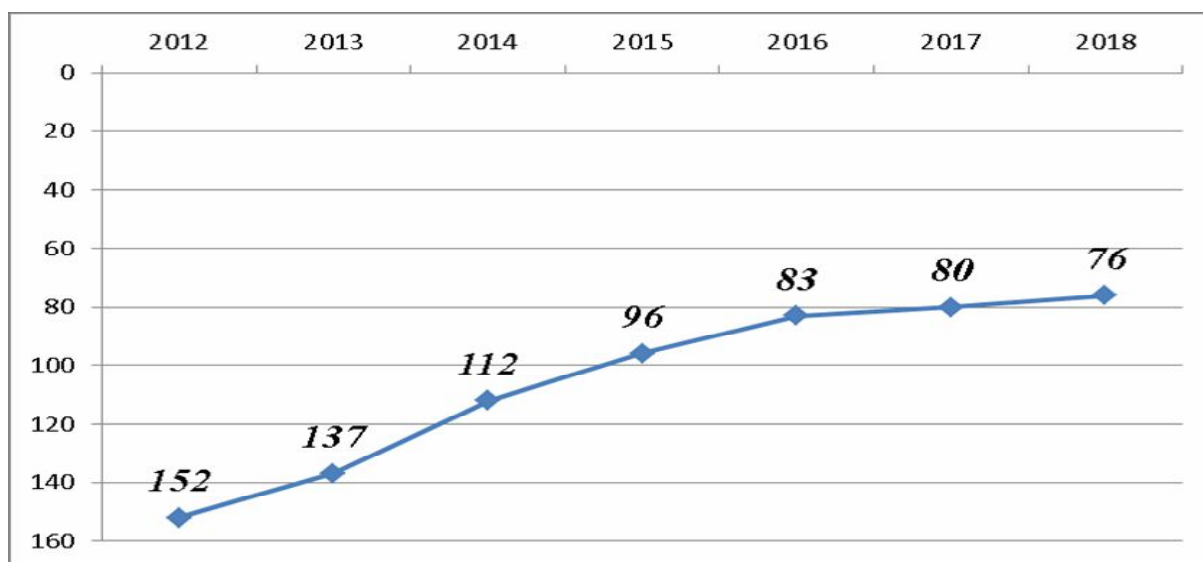
*Table 1***Indicators of structural statistics of enterprises according to their size**

| Year                                        | 2010    | 2012    | 2013    | 2014    | 2015    | 2016    |
|---------------------------------------------|---------|---------|---------|---------|---------|---------|
| Total number                                | 2183928 | 1600127 | 1722070 | 1932161 | 1974318 | 1865530 |
| Large                                       | 587     | 698     | 659     | 497     | 423     | 383     |
| <i>in % to the total number of enteties</i> | 0,03    | 0,04    | 0,04    | 0,03    | 0,02    | 0,02    |
| Medium                                      | 20983   | 20189   | 20983   | 15906   | 15203   | 14832   |
| <i>in % to the total number of enteties</i> | 0,96    | 1,26    | 1,22    | 0,82    | 0,77    | 0,80    |
| Small                                       | 357241  | 344048  | 373809  | 324598  | 327814  | 291154  |
| <i>in % to the total number of enteties</i> | 16,36   | 21,51   | 21,71   | 16,80   | 16,60   | 15,61   |
| Individual entrepreneurs                    | 1805118 | 1235192 | 1325925 | 1591160 | 1630878 | 1559161 |
| <i>in % to the total number of enteties</i> | 82,65   | 77,19   | 77,00   | 82,35   | 82,60   | 83,57   |

*Recourse: constructed by the author according to the data [10].*



Analyzing the data given in Fig. 1, we can observe the reduction of total number of small, medium and large enterprises in Ukraine since 2014. Individual entrepreneurship accounts for a considerable share of total number of entities – 83.57%, meanwhile small enterprises take 15.61%; medium – 0.8% and large – only 0.02%. In general, about 40% of employed population of working-age reengaged in the sphere of small and medium entrepreneurship, taking into account individual entrepreneurship. However, Ukraine holds the 76th position on the World Bank's annual Ease of Doing Business rankings according to the results of the conducted research "DoingBusiness-2018" [11]. The position of Ukraine increased up to four points in comparison with 2017 (Figure1).



Resourse: constructed by the author according to the data [11].

**Figure 1. Ukraine in the World Bank's annual Ease of Doing Business rankings**

Positive shifts happened in 4 of 10 principal components of the research (registration of the enterprise, obtaining the construction permit; connection to the power supply systems; registration of property, obtaining credit, protection of the minority investors' rights, taxation; international trade, ensuring performance of contracts; solving the problem of insolvency). Significant improvement in positions can be noted in only two of them – "obtaining the construction permit" on which Ukraine took the 35<sup>th</sup> place (against the 140<sup>th</sup> place in 2017) and on the "taxation" indicator (the 43<sup>rd</sup> place, against the 84<sup>th</sup>) [11].

According to the conducted analysis, entrepreneurial potential is defined by such parameters as: the quality of entrepreneurial thinking, the level of motivation of the entrepreneur, trends of behavior of the entrepreneur, the

dynamics of the macroeconomic environment, peculiarities and the level of development of the industry, competition level, value creation for the consumer and the quality of choice of an entrepreneurial opportunity. The research shows, that the measures of the state influence are, as a rule, focused on the changes of activity features in the industry, restructuring of the competitive environment and regulation of macro environment, whereas other elements of entrepreneurial potential are regulated in much smaller degree. It dictates the need of the analysis of the importance of all listed factors to determine the impact on success of business activity, which is characterized by a range of financial indicators.

The analysis of dynamics of entrepreneurial potential in Ukrainian regions during the period from 2013 to 2018 shows the deterioration of its indicators. It is caused both by internal (negative expectations, etc.) and external factors (deterioration of macroeconomic environment at the internal and external markets, etc.). Low quality of assessment of current state of a system of corrective actions and the incorrect choice of its optimum state, can act as the reasons of a low performance of state regulation of entrepreneurial potential together with the management decisions, which are not adapted to a condition of entrepreneurial potential and a condition of national economy. Therefore, to form the optimal measures of state regulation of entrepreneurial potential as a complex behavioral system, its research from the position of the compliance to the principles of activity and balance is expedient.

The activity of entrepreneurial potential of territorially localized system is shown in its orientation to the transformation into the settled entrepreneurship (according to the GEM classification) or, in its contrast – in a state of passivity and indifference, which causes the setback of entrepreneurial community and its disintegration or regression, recovery from the crisis and a new optimum. At the same time, the achievement of goals (forming of the settled entrepreneurship), efficiency (economic, social, budgetary, or the effect, comparable to costs for a territorially localized formation; obtaining the results, significant for potential entrepreneurs; balance of business, social and state interests while implementing the assigned functions by the state authorities), resource capability (a ratio between resource requirements regulation of entrepreneurial potential and the actual volumes), effectiveness (extent of achievement of the results by potential entrepreneurs, adequate to the purposes of state regulation of business activity and satisfying the interests of local community), timeliness (making necessary adjustments before undesirable irreversible processes take place), reliability (capability of a system of state regulation to keep balance of entrepreneurial community and between entities of public administration).

Rationality (compliance of potential entrepreneurship goals with the long-term goals of territorial formation development, capability of potential

entrepreneurs to cooperate with the operating entrepreneurial community) and stability (capability of entrepreneurial potential as an open dynamic system to return to the state of balance after the completion of the influence, which had an influence on its parameters) can be treated as criteria of an indifferent condition of measures of state regulation. Among the criteria of passivity of measures of state regulation, we should take into account the following: disorganization (reduction of subjects of potential entrepreneurship), destabilization (violation of balance as a result of the broken links), a state of crisis (transition to an optimum or passive state at the high level of uncertainty of the final result) and the dissolution (the collapse of the entrepreneurial potential management system).

At the same time, the entrepreneurial potential of territorially localized system can develop innovatively, if it stimulates the development of other subsystems of the mesoeconomic system and other components of entrepreneurial community; conservatively, if it develops according to the directions of development of other subsystems of the mesoeconomic system and other components of entrepreneurial community; to be in a passive state if it constrains the development of other subsystems.

In this regard, it is advisable to activate direct measures of impact on the external factors of the entrepreneurship potential in the conditions of crisis and a depression (establishing the competitions institutions, development of the mechanism of the formal enforcement of contracts), in the conditions of revival and rise – indirect measures of impact on internal factors of entrepreneurial potential (establishing the social sphere institutions, which determine the volume and quality of human capital investments), activation of self-regulation of business activity.

Types of conditions of a state regulation system of entrepreneurial potential of territorially localized system are presented in Table 2.

To assess the effectiveness of measures of state regulation of entrepreneurial capacity of regions of Ukraine for the period of 2013–2018, during the first stage of the research the grouping of regional formations according to the number and dynamics of small enterprises was carried out. At the second stage, the development evaluation of small business entities according to the regions of the Interim financial reporting was conducted. It studied the dynamics of absolute measures (turnover in the enterprises, the number of employees, investments into fixed capital; estimates characterizing the intensity of small business development: turnover in the enterprises per 1 employee and per 1 small enterprise, the amount of investments per 1 small enterprise; rates of indicators change for the period) (Table 3).

Table 2

**Types of conditions of the state regulation system of entrepreneurial potential of territorially localized system**

| Types of equilibria                     |              | stable                                                                                                                                                                                                           | unstable                                                                                                                                   | unstable                                                                                                                                               |
|-----------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity                                |              |                                                                                                                                                                                                                  |                                                                                                                                            |                                                                                                                                                        |
| activity of the state regulation system | progress     | Stimulation of the state regulation system development of entrepreneurial potential; resourcing of all the constituent parts of the state regulation system, development of the connections between its elements | Use of the entrepreneurial potential for solving the tactical issues, limitation of resourcing                                             | Changes of strategic goals of regulation; capacity building by changing organizational values, transition to the progressive conceptions of regulation |
|                                         | conservation | Maintaining the integrity of the state regulation system in adapting to the stable goals of the territorially localized system development                                                                       | Adjustment of the goals taking into account tactical goals of development, maintenance of the internal development at a minimal level      | Optimization of the state regulation system based on the processes of formalization and use of progressive technologies                                |
|                                         | regression   | Limitation of the resources, violation of the integrity of state regulation, not using of its results                                                                                                            | Significant limitation of recourses for the state regulation system, breaking the links with other elements of the state regulation system | Localization of state regulation as a result of the recourses limitations and realization of mainly social goals of regulation                         |

Table 3.

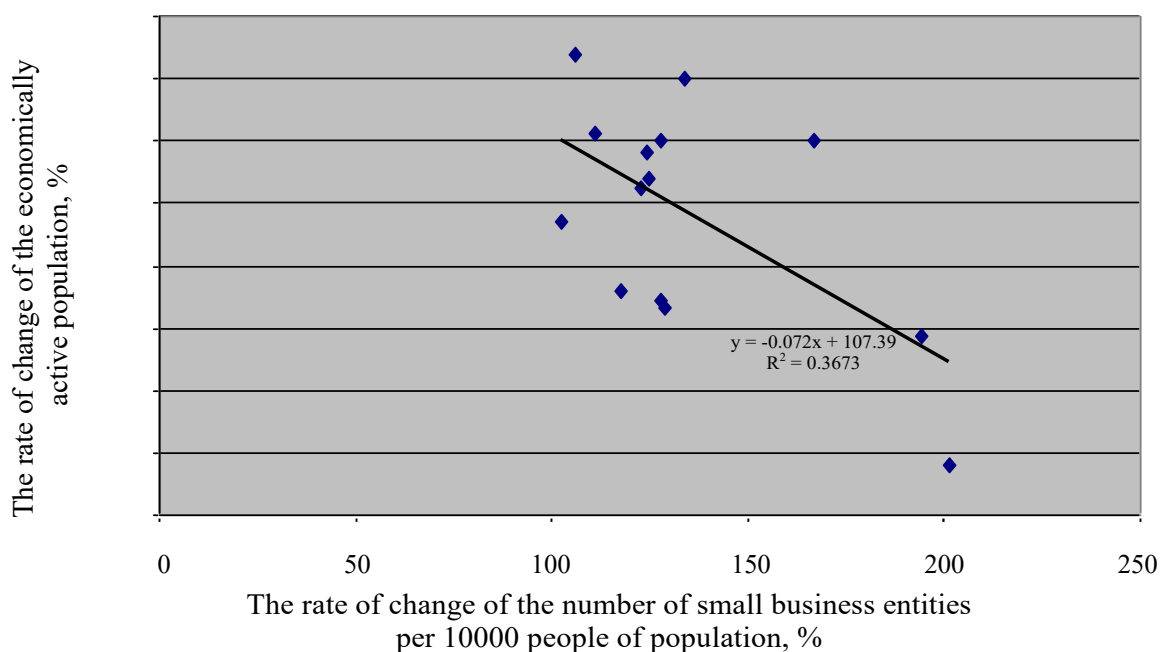
**Grouping of the Interim financial reporting regions according to the number and dynamics of the small business entities (including individual entrepreneurs), 2013–2018**

|                                                              |                   | Dynamics of small business entities                                             |                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The number of small business entities (including individual) |                   | Below the average                                                               | Above the average                                                                                                                                                                                                                                                    |
|                                                              |                   | Group 4                                                                         | Group 3                                                                                                                                                                                                                                                              |
|                                                              | Below the average | Cherkasy Region, Ternopil Region, Odesa Region, Donetsk Region, Luhansk Region  | Ivano-Frankivsk Region, Volyn Region, Zhytomyr Region, Zakarpattia Region, Zaporizhzhya Region, Kirovograd Region, Lviv Region, Mykolayiv Region, Poltava Region, Rivne Region, Sumy Region, Kherson Region, Khmelnytsky Region, Chernivtsi Region, Chernihiv Region |
|                                                              | Above the average | Group 2<br>Dnipropetrovsk Region, Kyiv Region, Vinnytsya Region, Kharkiv Region | Group 1<br>The City of Kyiv                                                                                                                                                                                                                                          |

Resource: compiled basing on [10; 12; 13].

According to the results of the research, the high rates of development were demonstrated by the regions with intensive factors (the city of Kyiv, the Dnipropetrovsk, Kyiv, Vinnytsia and Kharkiv regions). They are characterized by the high investment activity and labour productivity improvement. Two regions (the Volyn and Zaporizhzhya regions) have mainly extensive development and are characterized by the decrease of the investment activity and significant increasing in the number of working people. The development of other regions takes place according to the mixed type.

Measures of state regulation of entrepreneurial potential of territorially localized formation can be recognized as effective, if the potential entrepreneurship is transformed into the settled small and medium business. The analysis of the entrepreneurial activity, taking into account the regions, was carried out on the example of regions of the Interim financial reporting for the period from 2013 to 2018. To assess the entrepreneurial activity, the indicator of number of small enterprises per 10000 people of population was used. On the basis of this indicator, the rate of change of an indicator for the specified period was determined. During the research the hypothesis of the importance of demographic factor for transformation of the potential entrepreneurship into the settled one (Figure 2) was confirmed.



Resource: compiled by the author basing on [10; 12; 13].

**Figure 3. The evaluation of the interrelation between the indicators of the rate of change of small business entities per 10000 people of population and the rate of change of the economically active population according to the regions (2013–2018)**

The research showed that the number of population has a significant impact on the transformation of a potential entrepreneurship into a settled one, and is defined, in its turn, by a demographic situation (including migration flows, structure of the population according to the age). Studying of the age structure of population, involved in business activity, demonstrates that the greatest activity is shown by people aged from 25 up to 45 years. Data throughout Ukraine reflect the dynamics of increase in average age of entrepreneurs that in general reflects the general trend of aging of economically active population. Thereby, the general regularities of forming of entrepreneurial potential with specific features of the territorial formations, caused by their absolute and relative benefits are implemented.

**Conclusions and suggestions.** Thus, the efficiency of state regulation of entrepreneurial potential of territorially localized systems is defined by completeness of accounting of the set of objective (external and internal) factors of its forming and realization, and at the same time, assumes the development of methods of impact on factors of subjective character through the implantation in the system of standard values of the population, positive perception of an entrepreneurship and its role in forward macroeconomic dynamics.

The suggested set of measures of state regulation of entrepreneurial potential of territorially localized systems is defined as optimum if it provides its internal and external balance as a condition of achievement of the goals of regulation. They have to provide the increase, use, preserving and development of entrepreneurial potential, taking into account long-term goals of development of the state, territory of placement and requirements of local community. At the same time, forming and realization of entrepreneurial potential have to contribute to the forward development of all components of national and regional economic systems. Achievement of an optimum condition of measures of state regulation of entrepreneurial potential assumes the need of accounting of features of the phase of economic cycle, which is characterized by the change of a role of external and internal factors of entrepreneurial potential forming.

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## INFLUENCE OF FORCED MIGRATION ON THE ECONOMY OF UKRAINE

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**Introduction.** Significant geopolitical transformations, the annexation of the Crimea, and the conflict in the Donbass affect the functioning of the Ukrainian economy. These processes provoked a profound and only political but also socio-economic crisis, intensification of labor migration, massive forced displacement of the population: the emergence of the category of forced migrants – internally displaced persons (IDP). IDPs are citizens of a country that does not cross borders and migrate within their own country for compelled reasons (similar to the case with refugees). In Ukraine, they are called forced migrants.

**The hypothesis** of scientific research is to find out how the emergence of regional migration asymmetry, in particular the emergence of a significant number of IDP, affects the asymmetry of migration processes in Ukraine, the economy and welfare of the population, and the level of socio-economic development of the country.

**The aim** is to diagnose the existing processes of domestic forced migration processes in Ukraine, including the asymmetry of migratory flows, the impact of the movement of internally displaced persons on the level of development of regional economies.

**The research methodology** is fundamental and applied research in the field of forced internal migration, the demographic situation and the state of the labor market, UN materials, the ILO, UNESCO, the bodies of

the state statistics service, materials from other official sources and Internet resources. During the study, methods of systematization, theoretical generalization, scientific classification, comparative analysis, statistical methods were used.

**Results:** the main factors determining the conditions and nature of forced internal migration in Ukraine in 2014–2017 were determined. The main directions of forced internal migration since the beginning of hostilities in the Donbass were determined. The emergence of regional asymmetry of migration processes at the level of aggregate migratory flows is investigated.

**Conclusions:** it is proved that all regions of Ukraine have a significant right-side asymmetry of balance in the direction of arrivals in the region, which manifests itself in the concentration of refugees in the presence of a relatively small number of most mass flows. HPE is perceived in their places of residence as an additional resource for the development of a regional economy: the emergence of new opportunities for increasing social activity by refugees; the opening of new businesses; a strong motivation to succeed; intensification of production and provision of services; filling jobs that were not in demand by the local population.

**Keywords:** internally displaced persons; forced displaced persons; refugees; regional migration asymmetry.

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## ВПЛИВ ВИМУШЕНОЇ МІГРАЦІЇ НА ЕКОНОМІКУ УКРАЇНИ

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**Вступ.** Значні геополітичні трансформації, анексія Криму, конфлікт на Донбасі справляють вплив функціонування економіки України. Ці процеси спровокували глибоку не тільки політичну, а й соціально-економічну кризу, інтенсифікацію трудової міграції, масштабні вимушені переміщення населення: появу категорії вимушених мігрантів – внутрішньо переміщених осіб (ВПО). ВПО – це громадяни країни, які не перетинають кордонів і мігрують в межах своєї держави по вимушеним причин (аналогічним у випадку з біженцями). В Україні їх називають вимушеними переселенцями.

**Гіпотеза наукового дослідження** є з'ясування яким чином поява регіональної міграційної асиметрії, зокрема поява значної кількості ВПО, впливають на асиметричність міграційних процесів в Україні, економіку та добробут населення, рівень соціально-економічного розвитку країни.

**Метою** є діагностика існуючих процесів внутрішніх вимушених міграційних процесів в Україні, включаючи асиметричність міграційних потоків, вплив руху внутрішньо переміщених осіб на рівень розвитку регіональних економік.

**Методологією дослідження** є фундаментальні і прикладні дослідження в галузі вимушеної внутрішньої міграції, демографічної ситуації та стану ринку праці, матеріали ООН, МОП, ЮНЕСКО, органів служби державної статистики,

матеріали інших офіційних джерел і інтернет-ресурсів. В ході дослідження були використані методи систематизації, теоретичного узагальнення, наукової класифікації, порівняльного аналізу, статистичні методи.

**Результати:** з'ясовано основні чинники, які визначали умови та характер вимушеної внутрішньої міграції в Україні у 2014–2017 рр. Визначено основні напрями вимушеної внутрішньої міграції з початку військових дій на Донбасі. Досліджено поява регіональної асиметрії міграційних процесів на рівні сукупності міграційних потоків.

**Висновки:** доведено, що усім регіонам України притаманна значна правостороння асиметрія балансу в бік прибулих до регіону, що проявляється у концентрації біженців при наявності відносно невеликій кількості найбільш масових потоків. ВПО сприймаються в місцях їхнього перебування як додатковий ресурс розвитку регіональної економіки: появі нових можливостей у підвищенні соціальної активності за рахунок біженців; відкриттям нових бізнесів; сильною мотивацією досягнення успіху; інтенсифікації виробництва та надання послуг; заповненням не робочих місць, які не користувались попитом у місцевого населення.

**Ключові слова:** внутрішня вимушена міграція; вимушено переміщені особи; біженці; регіональна міграційна асиметрія.

**Formulation of the problem.** The question of the formation and development of labor resources, labor potential of regions and the country as a whole has always been relevant. This problem became even more significant during the period of socio-economic changes in the country and in the world. In the regulation of relations in the labor market in the field of the provision of labor resources unwittingly faced with such a phenomenon as labor migration, which arose in the industrial era, and, having undergone significant changes in terms of industrial development of countries and regions, has become an integral part of the modern system of relations in society and economy.

Currently, labor migration, covering an increasing number of countries and regions, has gained a global character, contributing to the spread of new knowledge, technologies and progressive productions on the one hand, and, creating a strong tangle of socio-political and economic contradictions and problems, on the other. Strengthening the international and national division of labor, military and political conflicts in the country, contribute to the increase in the volumes and diversity of migratory flows that move from one region to another, which entails both benefits and losses for the country and territories involved in migration process.

Unlike developed countries that have already accumulated experience in managing forced migratory flows, Ukraine first faced a large-scale population movement in 2014–2017, which was associated with the aggressive actions of the Russian Federation, the annexation of the Crimea, the loss of control over the Donbas part of the industry. The combination of these negative factors led to an increase in military expenses, a loss of part of external markets, a decline in the standard of living of the population and the economy of Ukraine. With a strong social and political character, forced labor migration makes changes in the lives of local communities, changes the situation in the labor markets, influences state activity, corrects the socio-economic characteristics of migrants who are forced to move to other territories in search of a peaceful life and a secure future.

It should be emphasized that spontaneous migration processes create one of the most complicated state problems in Ukraine. Hundreds of thousands of forced migrants need legal, material and financial assistance, the volumes that often exceed the socio-economic capabilities of the state and individual regions, and the conditions in which an economically active part of the settlers could engage in self-sufficiency are virtually absent. Contradictions also arise when choosing a new place of residence – the interests of forced migrants, who tend to settle in major cities in large cities and the interests of the state as a whole, regions and local authorities often do not coincide.

**Analysis of recent research and unresolved part of the problem.** Different aspects of the development of social and labor relations, the role of

labor migration as a process of employment of the population in the market conditions of management, as well as its impact on the labor market and socio-labor relations developed and investigated by domestic and foreign scientists and specialists. In the writings of the classics, these problems are described in the works of D. Keynes, K. Marx, D. Massey, A. Smith, D. Ricardo, T. Malthus, J. Gelbert, M. Friedman.

Some aspects of internal labor migration of the population are covered in the works of A. Arsenyenko, N. Tolstykh, T. Dronyuk, A. Solodko, E. Libanova, V. Smal, O. Poznyak, I. Prybitkova, R. Chorny, and others. In these works the quantitative characteristics of forced internal labor migration, peculiarities of its regional reintegration into labor life are determined. All of them agree that the main reason for global changes in labor markets is the massive displacement of the population, including the able-bodied, in connection with the deployment of armed confrontation in the East of Ukraine. Thus, in the publications of E. Libanova, I. Prybitkova, R. Black, the scale of internal forced labor migration is considered as one of the factors of the threat to the economic security of the state. V. Smal and O. Poznyak analyze the specifics of social and economic integration in host communities by internally displaced persons [4].

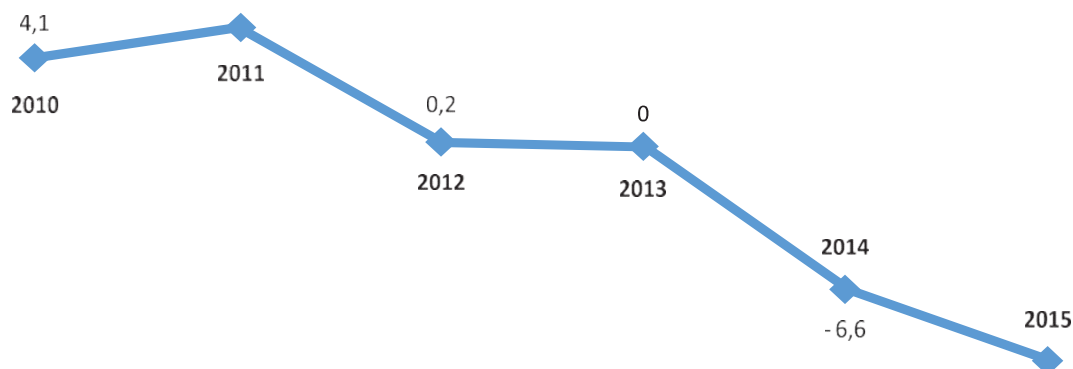
All these studies allow us to identify the main aspects and issues that arise in the field of social and labor relations, including in the context of forced internal labor migration, but that some of the social and psychological aspects of the reintegration of the IDP are left out of the attention of scholars and legislators and need to be considered and resolved.

**The aim** is to study the main factors that determine the conditions, nature and direction of forced domestic labor migration in Ukraine, the specifics of concentration of labor migrants in the regions, and the main measures to restore the balance of the labor market.

**Research results.** In today's conditions of development of Ukraine, connected with the necessity of modernization of the economy, the growth of industrial production in all sectors of the economy, the need for expanded reproduction of labor resources, the competent labor migration policy of the state, which is aimed at the effective use of labor potential in order to increase the efficiency of employment, becomes very important. population of the country. Both external and internal migration should be evaluated on the basis of the long-term strategy of reproduction of labor resources, despite the contradictions that arise in the social and labor sphere and the disturbance in the balance of macro-social stability initiated by the armed conflict in eastern Ukraine.

The population of Ukraine is 42.7 million by January 1, 2016 (excluding the annexed territory of the Autonomous Republic of Crimea and the city of

Sevastopol). The economy and welfare of the population are characterized as follows. The zero growth of GDP, recorded in 2013, has shifted from contraction (by 6.6% in 2014 and 9.9% in 2015) due to the conflict in the east, as well as falling prices for commodities on the global market (Fig. 1).

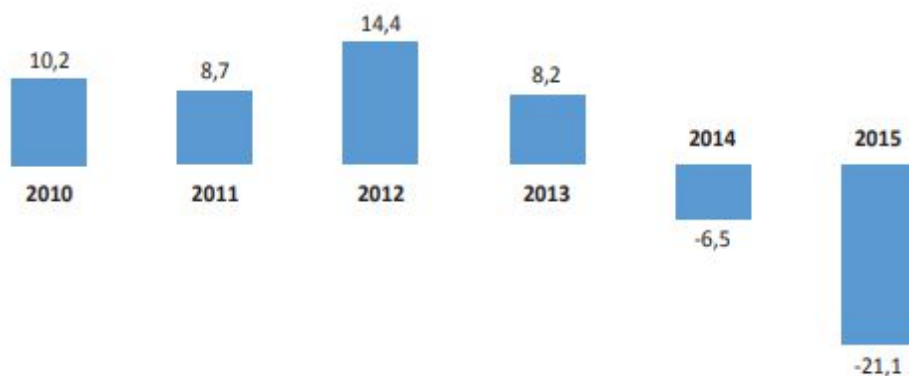


Source: State Statistics Service of Ukraine.

**Figure 1. Real GDP of Ukraine, changes in percentage to the previous year, 2010–2015**

The conflict in the industrial region of the country has led to a significant reduction in industrial production (by 13.1% in 2015), an increase in budget expenditures for the financing of power agencies and the restoration of destroyed infrastructure.

Inflation rates are high. If in 2013 consumer prices increased by only half a percent, in 2014 – by almost 25%, in 2015 – by 43% 1. At the same time, the average monthly real wage in 2014 was 94% of the 2013 level, and in 2015 – 80% of the level of the previous year. Although nominal average wages increased – 3480 UAH in 2014 and UAH 4195 in 2015, as a result of the rapid inflation of the national currency in dollar terms, it sharply decreased – 292 USD in 2014 and 192 USD in 2015 (Fig. 2).

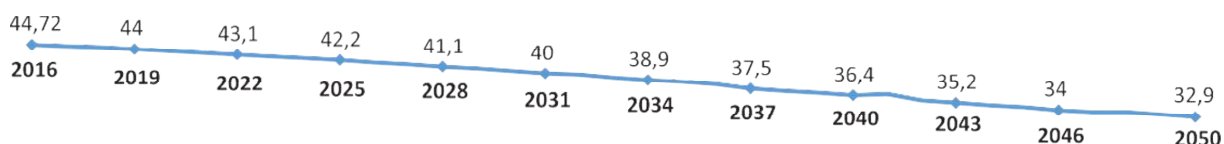


Source: State Statistics Service of Ukraine.

**Figure 2. Dynamics of average monthly real wages in 2010–2015 as a percentage of the previous year**

In December 2015, the average number of employees was 7.8 million people, which is 600 thousand less than in December 2014. The number of unemployed reached 1.6 million, or 9% of the economically active population. Moreover, among young people up to 25 years old – 22%, that is, twice [5]. The level of absolute poverty has risen sharply, from 3.3% in 2014 to 5.8% in 2015 [6]. According to the index of human development, Ukraine in 2015 ranked 81st among 188 countries of the world.

The population of Ukraine, which amounted to 52 million in 1993, has decreased by almost 10 million in the result of negative natural reproduction trends. In 2010–2015, the natural reduction was on average more than 160 thousand per year. According to the forecast, if fertility, life expectancy and migration rates remain unchanged, in 2050 there will be 32 million inhabitants in Ukraine. The share of population over the age of 60 will increase by one and a half times (Fig. 3) [7].



*Source: Integrated Demographic Forecast of Ukraine for the period up to 2050 / Institute of Demography and Social Research of the National Academy of Sciences of Ukraine.*

**Figure 3. Forecast of the population of Ukraine under the condition of unchanged indicators of birth rate, life expectancy and migration according to the data of 2011, million people**

The growth of industrial production in modern Ukraine as a factor in stabilizing the economy should be ensured by the constant reproduction of labor resources. To do this, it is necessary to pursue an active employment policy, to use flexible methods and tools in the course of professional training and retraining, to increase the competitiveness of workers, to promote the professional orientation of the population and the territorial mobility of unemployed citizens.

It should be clearly understood that along with external labor migration, which, despite its necessity, often leads to inter-ethnic conflicts, domestic or inter-regional forced labor migration, especially in relation to highly skilled personnel, should receive state support as it promotes efficiency of the employment policy of the country's population.

The work of domestic labor migrants, especially in large cities, has become a structural factor in an economy that is unable to function effectively without their involvement. Due to the urgent restructuring of the economy, the demand for labor migrants, as a rather inexpensive and at the same time high-quality

workforce, will grow in both the medium and long-term, so that state and regional labor migration policies should be strategically oriented in this direction. At the same time, the growth of the number of migrant workers from the near and far abroad, forced domestic labor migrants leads to problems and contradictions in social and labor relations, undermining macroeconomic and macro-social stability of the country. Socio-economic realities of the modern labor market of Ukraine, the crucial task of ensuring optimal mobility of workers and the fastest satisfaction of supply and demand for labor, point to the need to optimize employment policy taking into account the labor migration component.

It is believed that labor migration is a territorial movement of the population with different periodicity (temporary or permanent, if the main motive is job search), within and outside the boundaries of a particular country, associated with the implementation of the labor market of the host country skills, and Abilities of foreign workers for employment and income generation. Regardless of the reasons for moving and time of stay, a migrant worker goes to the labor market system, therefore, is considered a labor migrant.

From the point of view of practical regulation of the migration process, it is expedient to give the following definition of labor migration. Labor migration is the temporary movement of citizens of a particular country or foreign citizens for the purpose of finding a job in another region or country with different periods or with the possibility of permanent residence. Such a definition from the point of view of a narrow approach to the definition of labor migration includes not only international but also interregional (ie, internal) migration, as well as its various forms, including illegal ones. Thus, this approach provides an opportunity to present labor migration policies conducted by the government as part of an effective public employment policy.

Migration is now viewed as a major part of society as a negative phenomenon that characterizes the difficult economic situation in the regions of departure and the great attractiveness for employment and residence of the regions of the arrival of migrants, which is accompanied by a change in the economic and socio-demographic characteristics of the territories and the structure of the regional labor market.

At the same time, the level of labor migration in the regions of arrival is an indicator of comparative favorable conditions for employment (higher wages, availability of more jobs) and/or residence (better living conditions for the migrant and his family members) – the more perspective and comfortable the specific area for employment and/or residence, the greater the number of arriving.

After independence, the volume of domestic migration in Ukraine has declined significantly as a result of the disappearance of the Soviet-era

organized resettlement and labor force collections, the commercialization of education, the rise in housing prices, employment difficulties, etc. If, at the turn of the 1980–1990s, domestic migration turned out to be 3 million, now less than a million. According to the State Statistics Service, in 2015, only 12 out of thousands of Ukrainians changed their place of residence [5; 8]. Nevertheless, domestic stationary movements are still about 10 times the size of international migration. Dominated in the internal migration between the city and the countryside. The rural population is shrinking due to the outflow of youth in the city, which accelerates its aging.

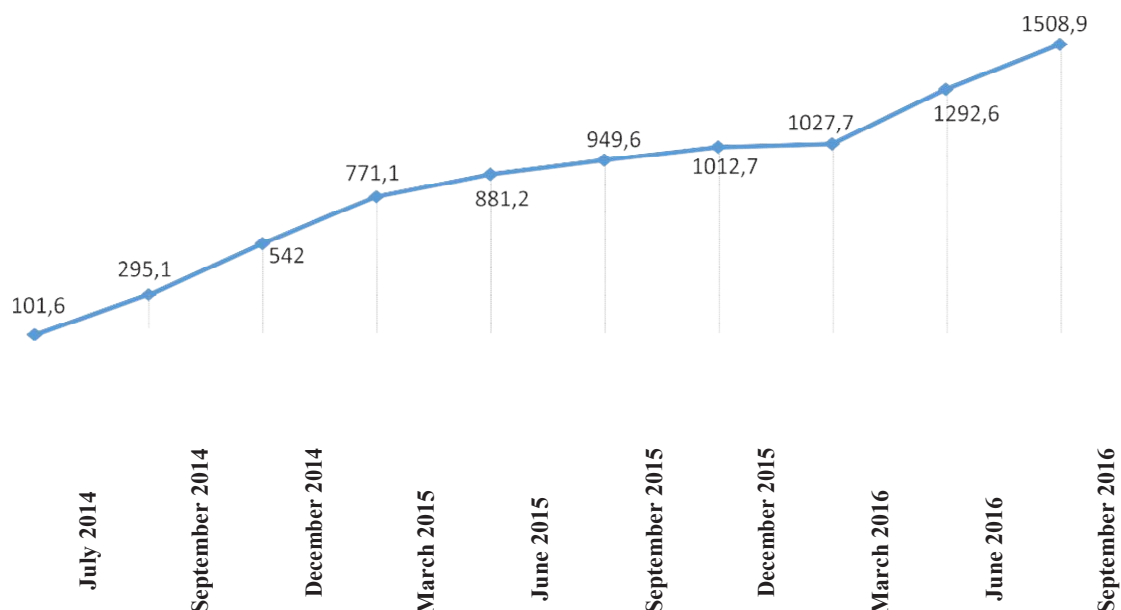
In interregional migrations, the main recipient is Kyiv and Kyiv oblast. In the 2000s, the growth of the population of the capital at the expense of other regions amounted to 20 thousand per year. In the context of the current crisis, migration has decreased (14.4 thousand in 2014, about 12 thousand in 2015), but remained the largest in Ukraine. These data, however, relate only to relocations that are recorded officially and do not include temporary displacement, including forced.

In addition, there is a large number of people in the internal labor migration, not connected with the daily or weekly return to the place of permanent residence. They are carried out to perform seasonal, shift, or even longer work in the capital and the largest industrial centers.

According to the most recent data from the IOM 2014–2015 survey, the number of domestic labor migrants in Ukraine exceeds 1.6 million and reaches 9% of the economically active population. And in the near future, internal labor migration may increase by about 50% [9]. According to other sociological surveys, for 55% of the respondents from the domestic labor migrants, their workplace is permanent, for the vast majority – the only one. At the same time, only 20% of the polled domestic labor migrants work formally, by labor agreement, others – by verbal arrangement, or consider themselves self-employed [10].

Since 2014, numerous internal resettlements in Ukraine, caused by the annexation of Crimea and military actions in the Donbas, are compulsory. According to the Interdepartmental Coordination Headquarters on Social Security for Internally Displaced Persons (IDP), as of July 20, 2016, 1 million 29 thousand 571 persons were transferred from non-controlled territories of the Government to other regions of Ukraine, including those from Donetsk and Luhansk Oblasts 1 million 7 thousand 112 people and the Autonomous Republic of Crimea and the city of Sevastopol 22 thousand 459 people, including 170 thousand 581 children and 495 thousand 93 people with disabilities and the elderly (Fig. 4).





*Source: Interdepartmental coordination staff on social security issues for Ukrainian citizens moving from areas of anti-terrorist operation and temporarily occupied territory.*

**Figure 4. Operational information on resettlement from the Crimea and uncontrolled Ukrainian Government of Donbas regions to other regions, thsd. persons, 2014–2016**

At the same time, according to the Ministry of Social Policy of Ukraine, which carries out registration of IDP, which is a prerequisite for obtaining social support, the number of forced migrants is larger and amounted to 1,774,627 persons in Donbass and Crimea by July 2016 [11].

The interdepartmental coordinating staff provided the following information on the location of HBO. Most of them are located in Lugansk (275 thousand people), Kharkiv (191 thousand people), Donetsk (120 thousand people), Dnipropetrovsk (81 thousand), Zaporozhye (69 thousand), Kyiv (51 thousand persons) regions and the city of Kyiv (39 thousand people). The smallest number of Ternopil (2.5 thousand people), Chernivtsi (3 thousand), Rivne (3 thousand), Transcarpathian (4 thousand), Ivano-Frankivsk (4 thousand) and Volyn (5 thousand people) regions.

Thus, most of the HROs are in the closest to the places of their previous residence, indicating that they intend to return to the abandoned homes. At the same time, according to sociologists, about one third of the HSP is oriented to permanent residence in other regions of Ukraine [12].

There is a certain dynamics. Since the beginning of the conflict in the East and by mid-last year, the number of internally displaced persons has steadily increased. The largest number of settlers during all the years of the conflict in Ukraine was in June 2014 – 1,800,970 people. Later, the number of IDPs

decreased by at least 20,000 people a month. There were months when the settlers became less than 50,000. There is a constant movement of HPE. For example, over the past year, about 160,000 new settlers arrived. There are also people who constantly leave or come. Seasonal migration is also observed. That is, there are those who spring home to their private homes. There, they plant gardens, take care of their plots, harvest closer to the fall and return to the control area. And there are those who, on the contrary, are returning now, after having been wintering in the occupied territory, because there are cheaper utilities there. At the same time, taking into account all these trends and phenomena, it can be stated that the number of settlers in Ukraine is systematically decreasing.

The largest number of settlers in the oblast centers, in particular, in Kiev. Exception – Luhansk and Donetsk region. There are a lot of settlers and they live in villages as well as in larger settlements. HOP massively traveled abroad at the beginning of the conflict: both as labor migrants and as refugees. Now everyone is first studying the labor legislation of those countries where they would like to go. Find out where and under which conditions you can get in, and where you can only stay illegally, and then go. In this regard, internally displaced people are not fundamentally different from all others. And if you look at the general statistics, then over the last two years the number of migrant workers from Ukraine to Europe has really increased, but not significantly.

The Ukrainian market is responding to all challenges and challenges facing the state. Loss of production potential in the Donetsk and Luhansk regions and the Autonomous Republic of Crimea led to job cuts, and the large-scale displacement of the population from the temporarily occupied territory and zone of armed confrontation in the East of the country-to the increase of tensions on regional and local labor markets, increase of unemployment.

Adopted in March 2015, the Law No. 245-VIII "On Amendments to Some Laws of Ukraine Concerning the Strengthening of Social Protection of Internally Displaced Persons" is aimed at solving the problem of employment of internally displaced persons. The law contains a series of measures to promote the employment of HPE. According to the Law, a) for employers for placement in the HPE, compensation is provided for compensation of labor costs for such persons up to 6 months, and, depending on the situation in the labor market of the region, up to 12 months; b) the registered unemployed will be compensated for the expenses for moving to the place where he will work, and the expenses for the medical or narcological examination, if it is necessary for employment; c) the list of persons from the number of unemployed who have the right to receive a voucher to maintain competitiveness in the labor market through retraining, specialization, advanced training in occupations and specialties for priority economic activities is expanded.

In order to facilitate the increase of employment of IDP, the Resolution of the Cabinet of Ministers of Ukraine "Main directions of solving the problems of employment of internally displaced persons for 2015–2016" is also directed, which analyzes the state and problems of IDP in the labor market, and outlines ways and ways of ensuring employment and improving the competitiveness of internally displaced persons. persons in the social and labor sphere. However, the problem of HPE in the labor market is not limited to employment but needs analysis in terms of the effective use of human potential.

The first thing to note when analyzing data from the State Employment Service (PES) on HPE in the Ukrainian labor market is the low activity of migrants in the search for work. Only 3.75% of the total number or 64.3 thousand internally displaced persons turned to the PES for the period from March 1, 2014 to January 31, 2016. Such low activity of the search of work by settlers can be explained by various reasons: orientation for a quick return home, ignorance of legislative support for the employment of HPE, the need for care of family members, the impossibility of finding a job on a specialty, the unwillingness to break the previous employment relationship, the mismatch of wage expectations an immigrant, lack of documents, doubts about the effectiveness of the employment service, lack of intention to change the profession, etc. The low level of appeals to the PES can also be explained by employment in the shadow economy, which entails the seizure of significant human potential from the Ukrainian economy.

A study conducted by IOM with the support of the Government of Japan [13] has shown that HPE is perceived in their current residence for the most part as an additional resource for development. The local population sees new opportunities in connection with: an increase in social activity at the expense of the arrival of activists; the opening of new businesses and the strong motivation to succeed; introduction of higher requirements for assortment and quality of goods and services; filling in the local population's unprocessed jobs, cheaper due to the production of goods.

**Conclusions and suggestions.** The peculiarities of the process of forced labor migration of the population and their influence on social and labor relations in Ukraine are distinguished. The characteristic of those changes in modern social and labor relations, which are caused by the development of internal forced labor migration. During 2014–2017, the areas of labor migration were defined as financial opportunities for a new location where the main motive for moving was the desire to avoid engaging in hostilities that endangered the life and health of the family or the desire to get a job in its absence in a particular area. (as a rule, in rural settlements), to improve the level of remuneration or employment conditions.

In recent years, large-scale and uneven distribution of IDP in the regions of Ukraine has been a significant migration problem. If by 2013, including in Ukraine (even if there was large-scale external labor migration), there was no excessive form of regional migration asymmetry, but now it has emerged as a result of the movement of internally displaced persons. Consequently, the key areas of Ukraine's migration policy as a means of mitigating the negative manifestations of regional asymmetry of migration processes are the effective attraction of migration capital to the Ukrainian economy and the use of human resources of the IDP for improving the demographic situation in the regions that need it.

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## ENTERPRISE AS AN EFFICIENT INSTRUMENT FOR REINTEGRATION OF DEMobilIZED FROM THE ATO AREA

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**Introduction.** The article clarifies that the problem of reintegration into the peaceful life of people who have been operating in extreme conditions is now becoming particularly relevant. This is due to the fact that, throughout the world, natural disasters, interethnic and interregional conflicts have become more frequent. The number of victims of hostilities and the number of servicemen who are participants in local conflicts within the country has significantly increased. Having a peculiar life experience, they represent a category of people who need a special approach. At the forefront is the question of the need of adaptation to new conditions, the restructuring of the psyche and social behavior in a peaceful way.

**The hypothesis** of scientific research is to determine the attractiveness of entrepreneurship for demobilized from the ATO area. The use of this form of business allows you to get undeniable advantages for the demobilized from the ATO area – it is a real opportunity to organize their own business, since they have a stable income business, to commit themselves and their family to reintegration into a peaceful life.

**The aim** of this study is to substantiate the most appropriate business model for demobilized from the ATO area and to determine the specifics of its use.

**The theoretical and methodological basis** is the position and conclusions of modern

economic theory, methodological and methodological developments of domestic and foreign scientists on small business issues, legislative acts of the Verkhovna Rada, resolutions of the Cabinet of Ministers of Ukraine, decisions and normative documents of executive bodies of Ukraine on social support for demobilized from the ATO area. **The methods** of economic statistics and logical analysis are used to determine the factors influencing the dynamics of reintegration of demobilized ATOs, factor and comparative analyzes for determining the most optimal methods of social adaptation of demobilized from the ATO area.

**Results.** The signs of entrepreneurship demobilized from the ATO area, its place and role in the state system of adaptation and reintegration of ATO participants are determined; the institutional features of the formation of various types of entrepreneurial activities for demobilized from the ATO area are disclosed.

**Conclusions.** The research of conceptual aspects of entrepreneurship has made it possible to find out the theoretical understanding of the features of this toolkit and to reveal the specifics of its use as an interactive reintegration toolkit to the demobilized society from the ATO area.

**Keywords:** entrepreneurship; demobilized from the ATO area; reintegration; adaptation.

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## ПІДПРИЄМНИЦТВО ЯК ЕФЕКТИВНИЙ ІНСТРУМЕНТАРІЙ РЕІНТЕГРАЦІЇ ДЕМОБІЛІЗОВАНИХ З ЗОНИ АТО

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**Вступ.** В статті з'ясовано, що проблема реінтеграції до мирного життя осіб, які здійснювали діяльність в екстремальних умовах стає в даний час особливо актуальною. Це пов'язано з тим, що в усьому світі, почастишали стихійні лиха, міжнаціональні та міжрегіональні конфлікти. Значно збільшилася кількість жертв військових дій і кількість військовослужбовців, які є учасниками локальних конфліктів усередині країни. Маючи своєрідний життєвий досвід, вони представляють собою таку категорію населення, яка потребує особливого підходу. На перший план виходить питання про необхідність адаптації до нових умов, про перебудову психіки та соціальної поведінки на мирний лад.

**Гіпотеза** наукового дослідження полягає у визначенні привабливості підприємництва для демобілізованих з зони АТО. Використання такої форми підприємництва дозволяє отримати незаперечні переваги для демобілізованих з зони АТО – це реальна можливість організувати власну справу, так як в їх розпорядження надається стабільний дохідний бізнес, здійснити самопоміч собі та родині одо реінтеграції до мирного життя.

**Метою** даного обґрунтувати найбільш доцільну модель підприємництва для демобілізованих з зони АТО і визначити специфіку її використання.

**Теоретична та методологічна основа** – положення і висновки сучасної еконо-

мічної теорії, методологічні і методичні розробки вітчизняних та зарубіжних вчених з проблем малого підприємництва, законодавчі акти Верховної Ради, постанови Кабінету Міністрів України, рішення та нормативні документи органів виконавчої влади України щодо соціальної підтримки демобілізованих АТО. Використано **методи** економічної статистики та логічного аналізу для визначення факторів впливу на динаміку реінтеграції демобілізованих АТО, факторний та порівняльний аналізи для визначення найбільш оптимальних методів соціальної адаптації демобілізованих АТО.

**Результати.** Визначено ознаки підприємництва демобілізованих з зони АТО, його місце і роль в державній системі адаптації та реінтеграції учасників АТО; розкрито інституційні особливості формування різних типів підприємницької діяльності для демобілізованих з зони АТО.

**Висновки.** Проведене дослідження концептуальних аспектів підприємництва дозволило з'ясувати теоретичне розуміння особливостей цього інструментарію та виявити специфіку його використання як інтерактивного інструментарію реінтеграції до соціуму демобілізованих з зони АТО.

**Ключові слова:** підприємництво; демобілізовані з зони АТО; реінтеграція; адаптація.

**Formulation of the problem.** The experience of countries, which have faced the phenomena that arise after the return of people from the areas of hostilities showed that people who have been in extreme situations have so-called post-traumatic stress disorders. In 25–30% of military personnel who have undergone armed conflicts, there are chronic post-traumatic conditions caused by stress. The violations, which are developed after experienced psychological trauma affect all levels of human functioning (physiological, psychological, social, personal, professional, interpersonal interaction, etc.), lead to persistent personal changes not only in people who have survived stress directly, but also from their members families, as well as eyewitnesses. Post-traumatic stress disorders contribute to the formation of specific family relationships, special life scenarios and can affect all of life.

The socioeconomic and military-political processes taking place in Ukraine in recent years actualize the problems of ensuring the competitiveness of servicemen released on the reserve on the national labor market. The state system of social protection of servicemen provides a certain system of measures for solving this problem, based on the characteristics of the specified socio-demographic group and the peculiarities of its entry into the labor market. However, starting from 2014, due to the realization of the ATO in the East, there are new aspects of the issue raised by the significant increase in the number of demobilized servicemen (about 70 thousand servicemen were demobilized from 2015 to 2016; for comparison for the period of 2012–2013 – about 20 thousand), the deterioration of the psychological state of the part of those who participated in hostilities, the aggravation of the situation on the labor market, etc. Taking into account the mentioned above, it is necessary to find new approaches for the reintegration of servicemen who have been released into reserve for new living conditions and the realities of the modern labor market.

**Analysis of recent research and unresolved part of the problem.** The entrepreneurship is aimed at improving the quality of life of society, because of that the phenomenon of using the tools of entrepreneurship as a socio-economic phenomenon, a means of reintegration into society causes the active interest of many foreign and domestic researchers. In the last decade of the XX century some practical experience and theoretical material on 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, R. Cantillon [1], who first systematically described this phenomenon, made a significant contribution to the study of entrepreneurship; P. Drucker and J. Schumpeter [2; 3] point to innovation as a category of entrepreneurship and emphasize the importance of entrepreneurship for innovation. V. Sombart [4] identifies and analyzes as a well-known goal of



entrepreneurial activity, F. Knight, I. Kirtsner – Essential values of entrepreneurship such as freedom, risk, uncertainty [5; 6]. Significant contribution to the study of the issue was made by G. Diz, J.-B. Say. This, P. Drucker, J. Porras, J. Collins [7; 8], whose works are devoted to the study of the concept of entrepreneurship as a means of adaptation and identification of its specific features.

For the first time in Ukraine, K. Alter [9] considered entrepreneurship as a means of implementing program objectives, and business approaches, which are part of the implementation of such goals. Entrepreneurship of socially vulnerable groups in Ukraine – a concept introduced from western countries, is implemented at the expense of grants from international donors [10]. Practitioners also note that none of the western approaches derived from grant programs does not reflect the essence of the development of entrepreneurship in socially vulnerable sectors in Ukraine [11]. Some scholars (O. Nifatova, M. Shkoda [12], and V. Shcherbak [13]) believe that the possibility of entrepreneurial activity aimed not only at improving the lives of socially vulnerable groups of the population, but as an effective tool for their reintegration into public life. Despite the theoretical study of entrepreneurial business models in the literature, there were few empirical studies that allowed to systematically identify their main types, which are most effective for implementing the program's goals of reintegration of demobilized from the ATO area.

**The aim** of the study is the identification of features and types of entrepreneurial activity as a means of reintegration of servicemen dismissed into the reserve in the context of their further entry into the labor market.

**Results of research.** The modern labor market puts forward specific requirements for individuals who form the supply of labor and seek to obtain decent employment conditions. The basis of these requirements is not only the high level of professional qualification level, but also the availability of flexible social competences, the availability of modern professional knowledge and skills, the ability to creative activity, etc. Under such conditions, an effective instrument for ensuring the competitiveness of the labor market of servicemen discharged from the reserve should be an effective and integrated system of their adaptation and reintegration into a peaceful life. Today, about 10–12% of dismissed military personnel need professional retraining and improvement of professional knowledge with possible employment in the future [14].

Adaptation (from lat.adapto – adaptive) is the process of active adaptation of an individual or social group to changes in the social environment [15]. According to the outlined issue of this study, it is about the transition of military personnel from a well-regulated way of life during the service to full freedom of conduct, including – in labor market and in civilian life.

In our opinion, the main types of reintegration of this category should be: social – the development of rules of conduct and communications in the civilian environment; psychological – mastering the system of values (norms, settings, patterns of behavior), culture, which exist in a civilian environment, in order to fulfill the requirements therein in person; legal – the development of legal norms that regulate the social and legal status of a person released from military service and family members, determine their rights, responsibilities and opportunities, as well as the acquisition of information about public authorities, institutions and organizations that can help in mastering such norms and realizing their rights and opportunities; professional – depending on the profession, specialized refinement of available professional knowledge, skills and abilities, or mastering new and succeeding employment.

We believe that social and professional adaptation plays the most important role in the context of ensuring competitiveness on the modern labor market. The social and professional adaptation of servicemen to civilian life is an integral process of adaptation of servicemen to certain conditions of civil life, existing market relations, and demand in the labor market, which provides for the creation of appropriate conditions for the employment of these categories of citizens [15].

The legislation of Ukraine guarantees social and professional adaptation to servicemen who have been dismissed due to state staff shortages or organizational measures, health status, as well as servicemen who have not been recruited to conscripts for regular military service, as well as family members of servicemen in their appeal (Law of Ukraine "On the social and legal protection of servicemen and their families" No. 2011-XII of 20.12.1991, the Law of Ukraine "On State Guarantees of Social Protection soldiers who are discharged from service in connection with the reform of the Armed Forces of Ukraine and their families" No. 1763-IV dated June 15, 2004) [6].

The function of the formation and implementation of the state policy on social and professional adaptation of servicemen discharged or retired from the service and those who are the subject of dismissal in connection with the reform of the Armed Forces of Ukraine and other military formations is carried out by the Ministry of Social Policy of Ukraine (Decree of the President of Ukraine No. 389/2001 of April 6, 2011) [16].

The social and professional adaptation of servicemen is carried out in accordance with the State programs of social and professional reintegration of servicemen who are to be dismissed and those released from military service for the relevant period (the latter was approved by the decision of the Cabinet of Ministers of Ukraine "On Approval of the State Program of Social and Professional Adaptation servicemen who are to be dismissed and those released from military service for the period up to 2011" of May 12, 2007 No. 720) [16].

At present, the Ministry of Social Policy of Ukraine has drafted the project of Concept of the State program for social and professional reintegration of Armed Forces servicemen, law enforcement bodies and other Armed Forces of Ukraine, who are discharged or dismissed, for the period up to 2017, on the basis of which a State Target Program for social and professional reintegration of servicemen [16]. In the most general terms, social adaptation involves the development of norms and rules of the social environment, adaptation to new social conditions and ends by the realization of the rights to work, free choice of work and the obtaining of just and satisfactory remuneration for it and, as a result, decent living conditions [14].

Social adaptation in the current legislation is considered as a social process, which includes a set of measures aimed at adapting the individual to new social conditions [17]. In modern conditions, the main areas of social and professional reintegration are: the organization of retraining and assistance in the placement of dismissed servicemen; training of specialists from the number of dismissed servicemen for their employment in newly created enterprises, institutions and organizations; comprehensive medical and psychological rehabilitation of dismissed servicemen; provision of the normative-legal base of servicemen discharged into the reserve; social protection of a serviceman dismissed in reserve.

According to experts, the state of social reintegration of servicemen in Ukraine today is characterized by a number of negative features [14]:

1. The theory is blurred, this direction, unfortunately, has not received solid social research and generalizations. The existing technologies operate by separate cells in separate regions of Ukraine and are used only by separate entities. A generalized all-Ukrainian model of social reintegration, has stopped in its development for decades.

2. The legislative and regulatory framework for social reintegration is absent, to the realities and demands of the present is not adapted and in fact not only has become a brake in its development, but also creates the preconditions for corruption and theft of funds.

3. Financial mechanisms are imperfect, elements of the system exist only at the expense of international assistance, the use of budget allocations is impossible at the moment.

4. There is no general system administration, no central executive body assumes responsibility for organizing social reintegration as a whole.

Social adaptation should ensure maximum use of the potential of dismissed servicemen, integral property complexes, individual buildings and structures dismissed as a result of the reformation of the Armed Forces of Ukraine and other military formations in the interests of the state, employment of these

servicemen according to market needs through professional re-orientation and retraining [18].

Nowadays, in Ukraine, there are separate components of the system of reintegration of the investigated population category. Thus, the necessary educational and methodological basis for the retraining of servicemen dismissed from military service has been created in higher educational establishments of Ukraine, the interest of the leadership and the teaching staff in further participation in this work is evident. At the leading universities of Ukraine (Vasyl Stus Donetsk National University, I. Mechnikov Odessa National University, KROK University, Law and Economics University, Vinnytsia National Technical University, Lesia Ukrainka Eastern European National University, Ivano-Frankivsk National Technical University oil and gas) with the participation of the International Fund for Social Adaptation (IFSA), centers for retraining the military released into reserve, where they are retraining, have been established.

IFSA takes an active and direct part in the implementation of the Ukraine-Norway project "Retraining and social adaptation of servicemen and their families in Ukraine". The project started in 2003. The basis of the project is the professional retraining of the target group for civilian specialties, which are in demand on the labor market of Ukraine, assistance to project participants in legal and social reintegration into living conditions in civil society. The main part of the project is the educational institutions of Ukraine and the Norwegian University of Nurland, which organize and carry out professional retraining of project participants in selected specialties in the amount of 500 academic hours. The project is funded by the Norwegian Ministry of Foreign Affairs with the participation of Ukrainian project partners. The total geography of the project encompasses 17 universities in 10 Ukrainian cities [14].

Together with the universities, active members of the system of social reintegration of servicemen who have been released from the reserve should be the relevant state authorities, institutions and institutions of various forms of ownership, public and international organizations that position themselves as customers and providers of relevant social services. At the same time, the existing practice confirms the lack of effective coordination of activities, interaction on the object, directions, forms and methods of work. For example, the State Service of Ukraine for Veterans and the Participants in Combat Activities is limited in its capabilities by status, authority, personnel provision.

International projects aimed at promoting social adaptation of servicemen are currently being implemented by Ukraine, in particular with the North Atlantic Alliance (NATO). In recent years, NATO has cooperated with the Ministry of Social Policy of Ukraine to implement two projects in the area of retraining of servicemen. This is a project for retraining military personnel

(emphasis is placed on language training) and a Trust Fund project within the framework of the Partnership for Peace program implemented by Khmelnytsky Center for Retraining and Social Adaptation of Military Personnel.

It is necessary to understand that social adaptation is not only a condition of man, but also a process in which a social organism becomes equilibrium and resilience to the influence of the social environment.

According to the fact that these recommendations have already mentioned the psychological component of adaptation, it is possible to consider this concept at a different angle, namely: assistance in solving the problems of the demobilized serviceman regarding his professional orientation, retraining and employment in market conditions, as adaptation to the peaceful life of the participants the fighting in society is complicated precisely by the problems of further employment, not competitiveness, which often form a kind of inferiority complex before the civilian life the need for job search and new activities, increase the fear of change, feelings of doom.

Professional adaptation as an independent activity in the search and selection of new job for fighters who have returned from the area of ATO, should be built not on the occasional advice from others or emotional assessments of the situation, but on understanding the general laws of this process, predicting their capabilities and changing the mental state, knowledge of the main factors that influence the success of the transition to a civilian life.

Lack of professional experience and specific information for specialists who provide assistance to this category of people directly at enterprises, organizations, and in labor collectives compels specialists to do this at their own discretion. Therefore, it is extremely important to structure knowledge, experience and skills in organizing events aimed at adapting participants and victims as a result of hostilities.

When adapting to the labor force demobilized from the area of ATO, such difficulties as: lack of trust, inability to build close relationships, change in the circle of communication (lack of friends), the problem of subordination, detachment, inadequate response to habitual events, alcoholism, weakening of intellectual processes, difficulties in expressive feelings, suspicion.

Adaptation period for each person occurs in different ways, depending on its individual psychological characteristics (personal potential of the employee). This is a combination of certain features (socio-demographic, socio-psychological) and the qualities of an employee, which form a certain type of behavior: self-confidence, sociability, ability to self-affirmation, balance, objectivity. That is, the personality potential of the employee characterizes the internal physical and spiritual energy of a person, his active position, aimed at creative self-expression and self-realization.

For a successful professional adaptation to a demobilized fighter you need to develop a sense of security, reduce anxiety, learn to express your emotions and feelings, help you determine your professional orientation. It is equally important to form a life-long perspective on a demobilized fighter, namely, to expand the sphere of interests, to find meaningful motives and activities.

Former ATO participant should be motivated to improve his professional level and further development of the personality (to form real representations about himself, his abilities, to overcome communicative barriers, to develop self-confidence), including the sphere of professional activity (teach modern techniques and methods independent job search and effective behavior in the labor market by using the personality and professional qualities of an effective employee necessary for effective job search).

A significant part of the basic functions of social and professional reintegration of demobilized servicemen is performed by the State Employment Service. During 2016, amendments to the laws of Ukraine were introduced which have positively affected on social reintegration and employment of retired military personnel. According to the current Law of Ukraine "On employment of the population" in the wording of 2016, fighters who defended independence, sovereignty and territorial integrity of Ukraine and took direct part in hostilities, providing for the counter-terrorist operation, being directly in the areas of the operation during its conduct, assigned to the category of persons, which employers should take on preferential terms [19]. At the same time, the changes apply only to the people who are registered with the State Employment Service and who are registered as unemployed. An employer who employs the members of combat operations on workplace for a period of not less than two years with the direction of the State Employment Service, monthly receive the compensation for actual expenses in the amount of a single contribution to the compulsory state social insurance [19]. Such steps improve the conditions for the employment of military personnel who participated in hostilities and ensure their competitiveness in the labor market.

In pursuance of the Presidential Decree No. 150/2015 dated March 18, 2015 "On additional measures for the social protection of participants of the antiterrorist operation", the Cabinet of Ministers of Ukraine dated 31.03.2015, No. 359-r "On approval of a plan of measures for medical, psychological, professional rehabilitation and social adaptation of the participants of the antiterrorist operation" and the order of the Cabinet of Ministers of Ukraine dated January 13, 2016, No. 10-r "On approval of the plan of interdepartmental measures for adaptation to the peaceful life of the participants of the antiterrorist operation" in order to facilitate the employment and social integration of counterterrorist operations participants, the State Employment Service provides

a full range of social services, including employment, vocational guidance and vocational training [20].

In 2015, 19,400 ATO participants registered with the State Employment Service of Ukraine, 18,400 of whom received unemployment benefits. The fact that only 3 thousand of them were employed was indicative of the low level of competitiveness of this category in the labor market. During the year, 1,700 ATO members who received the status of the unemployed were trained and 1,400 - participated in public works [21] (Table 1, Figure 1).

Table 1

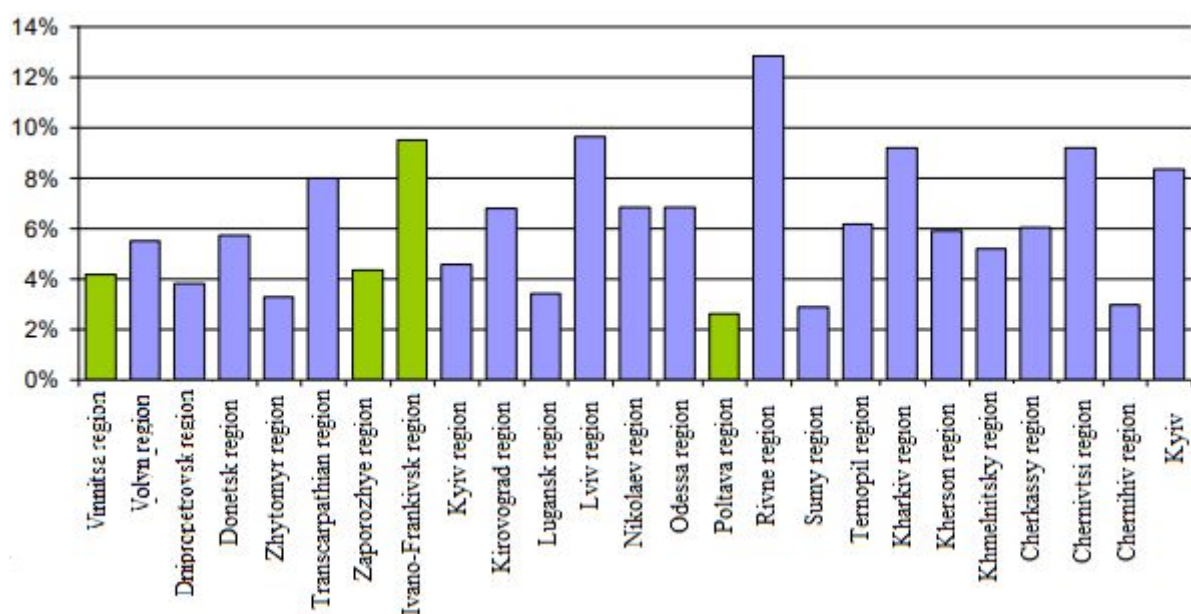
**The implementation of services by the State Employment Service  
to ATO participants in 2017**

| Regions                | The part of them, which had an unemployed status in the reporting period | The part of them, appealed from the beginning of the year | The part of them, who got paid for unemployment benefits | Total received a job (including unemployed and other jobseekers) | Trained professional education | Participated in public and other works of a temporary character | Have the status of unemployed at the end of the period | The part of them, who receive help for unemployment, persons | Average amount of allowance for unemployment, UAH |
|------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------|
| 1                      | 2                                                                        | 3                                                         | 4                                                        | 5                                                                | 6                              | 7                                                               | 8                                                      | 9                                                            | 10                                                |
| <b>Toatal</b>          | <b>43 784</b>                                                            | <b>17 115</b>                                             | <b>40 981</b>                                            | <b>11 561</b>                                                    | <b>3 281</b>                   | <b>3 475</b>                                                    | <b>9 274</b>                                           | <b>7 853</b>                                                 | <b>3 949</b>                                      |
| Vinnitsa region        | 3 637                                                                    | 1 126                                                     | 3 484                                                    | 839                                                              | 174                            | 191                                                             | 666                                                    | 565                                                          | 3 985                                             |
| Volyn region           | 1 793                                                                    | 724                                                       | 1 660                                                    | 323                                                              | 64                             | 171                                                             | 369                                                    | 322                                                          | 3 502                                             |
| Dnipropet-rovsk region | 2 240                                                                    | 916                                                       | 2 059                                                    | 642                                                              | 128                            | 109                                                             | 505                                                    | 427                                                          | 4 280                                             |
| Donetsk region         | 676                                                                      | 367                                                       | 623                                                      | 181                                                              | 96                             | 202                                                             | 179                                                    | 159                                                          | 4 549                                             |
| Zhytomyr region        | 2 150                                                                    | 759                                                       | 2 033                                                    | 402                                                              | 53                             | 95                                                              | 507                                                    | 423                                                          | 3 885                                             |
| Transcarpathian region | 490                                                                      | 260                                                       | 462                                                      | 146                                                              | 28                             | 21                                                              | 127                                                    | 114                                                          | 3 628                                             |
| Zaporozhye region      | 2 124                                                                    | 1 027                                                     | 1 974                                                    | 667                                                              | 157                            | 148                                                             | 465                                                    | 409                                                          | 4 025                                             |
| Ivano-Frankivsk region | 1 593                                                                    | 564                                                       | 1 523                                                    | 317                                                              | 95                             | 197                                                             | 315                                                    | 276                                                          | 3 643                                             |
| Kyiv region            | 2 318                                                                    | 881                                                       | 2 166                                                    | 648                                                              | 118                            | 217                                                             | 543                                                    | 461                                                          | 4 257                                             |
| Kirovograd region      | 2 370                                                                    | 898                                                       | 2 189                                                    | 610                                                              | 172                            | 151                                                             | 521                                                    | 428                                                          | 3 666                                             |

Continued Table 1

| 1                  | 2     | 3     | 4     | 5   | 6   | 7   | 8   | 9   | 10    |
|--------------------|-------|-------|-------|-----|-----|-----|-----|-----|-------|
| Lugansk region     | 537   | 350   | 500   | 143 | 57  | 57  | 207 | 180 | 3 863 |
| Lviv region        | 2 886 | 1 285 | 2 695 | 768 | 305 | 261 | 698 | 626 | 4 025 |
| Mykolaev region    | 2 098 | 771   | 1 921 | 578 | 180 | 144 | 510 | 409 | 3 578 |
| Odesa region       | 574   | 252   | 526   | 148 | 59  | 34  | 119 | 97  | 4176  |
| Poltava region     | 2 285 | 770   | 2 135 | 583 | 116 | 213 | 369 | 340 | 4 009 |
| Rivne region       | 2 402 | 735   | 2 285 | 672 | 375 | 108 | 493 | 352 | 3 589 |
| Sumy region        | 1 456 | 632   | 1 365 | 348 | 60  | 96  | 374 | 333 | 3 777 |
| Ternopil region    | 1 399 | 560   | 1 329 | 292 | 73  | 69  | 300 | 249 | 3 827 |
| Kharkiv region     | 756   | 698   | 697   | 596 | 215 | 212 | 28  | 19  | 4 149 |
| Kherson region     | 1 325 | 550   | 1 221 | 421 | 125 | 129 | 299 | 252 | 3 588 |
| Khmelnitsky region | 2 309 | 777   | 2 197 | 545 | 121 | 123 | 455 | 384 | 4 229 |
| Cherkassy region   | 2 645 | 877   | 2 475 | 777 | 240 | 240 | 481 | 394 | 4 220 |
| Chernivtsi region  | 1 042 | 355   | 974   | 173 | 33  | 30  | 242 | 207 | 3 499 |
| Chernihiv region   | 1 079 | 419   | 1 004 | 240 | 58  | 130 | 201 | 179 | 3 930 |
| Kyiv               | 1 600 | 562   | 1 484 | 502 | 179 | 127 | 301 | 248 | 4 923 |

Source: [21; 22].



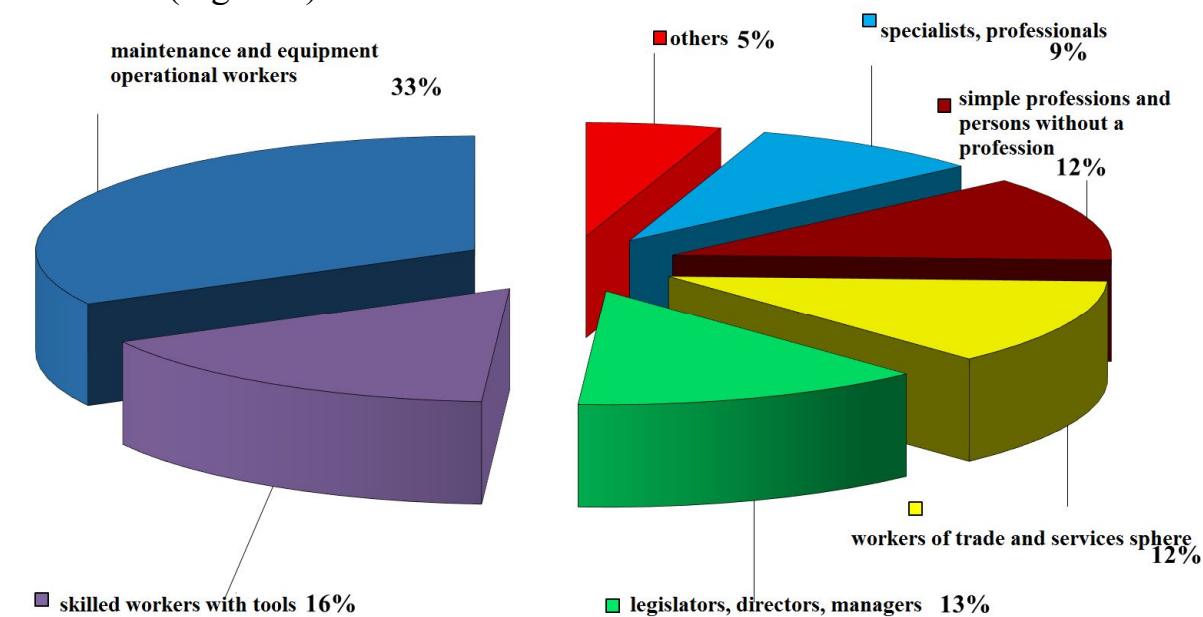
Source: [21; 22].

Figure 1. Demobilized servicemen, who completed vocational training,  
% of the number of persons who applied to the PES



In January-November 2018, 23.5 thousand unemployed from the number of servicemen who participated in the anti-terrorist operation (ATO), including 1.6 thousand people with disabilities, took advantage of the services of the state employment service. 21.0 thousand participants of the ATO received unemployment benefits. Among ATO registered in the State Employment Service, 51% are individuals under the age of 35, 29% are from 35 to 44, 20% are over 45 years of age.

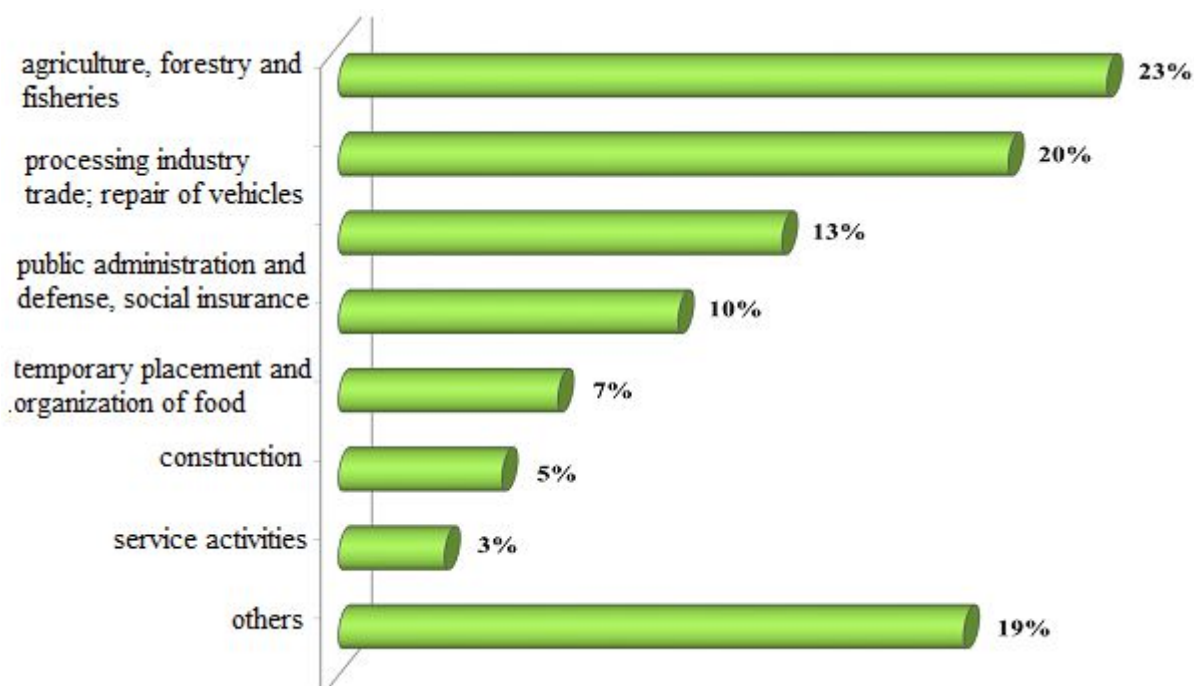
The distribution of the unemployed by education from the number of troops participating in the ATO is as follows: persons with a higher level make up 41%, vocational education – 41%, primary and secondary education – 18%. With the assistance of the State Employment Service in January-November 2018, 6,500 people from the ATO participants were employed, including 229 people with disabilities. Have received a one-time unemployment benefit and started their own business with 364 people. The structure of jobs for which ATO participants were recruited were as follows: According to the sections of occupational classifications: 33% of the ATO participants were employed at the place of work and equipment maintenance personnel; 16% for skilled workers with tools (Figure 2).



Source: [21; 22].

**Figure 2. The structure of the employed unemployed, from the number of troops who participated in the ATO, in January-November 2018 (by professional groups)**

By types of economic activity: 23% of the unemployed are employed in agriculture, forestry and fisheries; 20% – in the processing industry (Figure 3).



Source: [21; 22].

**Figure 3. The structure of the employed unemployed, from the number of troops who participated in the ATO, in January-November 2018 (for certain types of economic activity)**

In January-November 2018, 1,500 participants of the ATO were involved in public and other temporary work, including 48 people with disabilities. To ensure the compliance of the professional qualification level with the requirements of employers, 1,700 participants of the ATO took part in vocational training in the direction of the State Employment Service. 61 persons with disabilities. As of December 1, 2018, the status of the unemployed was 7.8 thousand unemployed from ATO participants, of which 7.0 thousand people received unemployment benefits. The average unemployment benefit amounted to UAH 4,680, which is 20% more than as at December 1, 2017.

Examples of the most successful projects of entrepreneurship education and opening of own affairs are: Training center, social enterprise and active mill-museum of bread in the village of Yasen, Ivano-Frankivsk region; Training center and Yasen camp in the village. Shkarovka, Kiev region; The camp and rehabilitation center in the village. Posich, Ivano-Frankivsk region; Veteran HAB in Vinnitsa in cooperation with Vinnitsa City Council (Business Incubator, FabLab, R & D); Engineering veteran social enterprise "UVV Engineering".

In order to ensure the effective reintegration of servicemen into the labor market, it is expedient to develop a State Target Program for Social Adaptation. It should provide, first of all, the development of the theoretical and legal foundations for its functioning, as well as to answer the current challenges and

threats, and plan the necessary organizational measures. A problem-solving task would be to create a working group for dealing with proposals. It is also necessary to strengthen the component of social reintegration and develop the acquired experience [18]. Thus, ensuring the competitiveness of the labor market of servicemen discharged from the reserve is not considered possible without the appropriate integrated reintegration of the representatives of the said socio-demographic group, which will be based on the existing integrated system of state, public and international institutions.

**Conclusions and suggestions for further research.** According to the State Service of Ukraine for Veterans of War and participants in the anti-terrorist operation, as of September 1, 2017, 313,900 people were granted the status of a participant in hostilities. This indicator is steadily increasing, as in January 2017, there were 278.0 thousand participants in hostilities, that is, in just 8 months this figure increased by 35.9 thousand people. In view of the continuation of Russian aggression in eastern Ukraine, it will continue to grow. These figures indicate the emergence of a very specific social group that needs psychological and socio-economic adaptation both in the short and long term.

The success of socio-economic adaptation depends on a whole range of psychological and economic prerequisites. Upon returning home, combatants are confronted with psychological problems that need to be addressed (or reduced their impact) for proper social integration. On the other hand, the necessary prerequisite is the growth of the economy of the country, which allows to "cope" with additional financial burden caused by the need to make social payments to veterans and invalids in combat operations, to support the functioning of special organizations that deal with related issues, etc. Entrepreneurship becomes an effective mechanism of social and economic adaptation by the term of development and implementation of a consistent and integrated policy for the evolution of small and medium enterprises, both at the national and regional levels, is developed. The availability of appropriate initiatives by various stakeholders (not just the state) aimed at promoting the creation and further development of veterans' business is fundamentally important.

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JEL Classification: F 15; L 13; L 22

UDC 330.341.1:67/68

DOI: 10.30857/2415-3206.2018.2.5

## MODERN METHODS OF FORMATION AND STRATEGIC DEVELOPMENT OF INTEGRATED BUSINESS STRUCTURES IN LIGHT INDUSTRY

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**Introduction and purpose of research.** To ensure the development of integrated business structures, it is necessary to provide the efficiency of managing consolidation processes and raising the income of owners. For this purpose, a number of methodological approaches, tools and methods for forecasting and evaluating the results of integration are offered.

**The hypothesis** of consolidation processes lies in the theory of systems and management of owner's income, which is reduced to the consideration of the impact of the integration process on the owner's income, taking into account the functioning of the group as a system of mergers and acquisitions result.

**Methods of research.** The use of a pre-design analysis technique, which consists of individual procedures designed to assess the impact on: the strategic position – through the developed graph-mathematical model; production-economic efficiency – through the estimation of changes in cash flows of the integrated business structure (ISB) taking into account the synergistic effect determined by the cognitive map; propensity to risk – through simulation.

**Results.** The technology of strategic management of the integrated business structure in light industry was proposed, the

description of its stages is presented in the form of interconnected procedures, it could be created by using the SADT methodology (Structured Analysis and Design Technique) in conjunction with the IDEF0-methodology. At the basis of the analysis procedures lies modeling of the financial and production activities of the group of companies before and after the consolidation on the base of the "cost-release" model adapted to the specifics of the consolidated accounting in textile companies. The final procedure for pre-project analysis of integration (merger or acquisition) is the assessment of consolidation projects by multi-criteria analysis of decision-making. The study also proposes a wider approach to integration – from the standpoint of project portfolios, maximizing utility under budget constraints.

**Conclusions:** the proposed approach of the creation of a regional cluster of light industry infrastructure on the basis of the project financing process of the integrated light industry's business structure allows the formation of key links of the regional space as the basis of sustainable social and economic development of the regions.

**Keywords:** integrated business structures; light industry; textile industry; integration processes.

JEL Classification: F 15; L 13; L 22

УДК 330.341.1:67/68

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## СУЧАСНІ МЕТОДИ ФОРМУВАННЯ І СТРАТЕГІЧНОГО РОЗВИТКУ ІНТЕГРОВаних БІЗНЕС-СТРУКТУР В ЛЕГКОЇ ПРОМИСЛОВОСТІ

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**Вступ и мета дослідження:** для забезпечення розвитку інтегрованих структур бізнесу необхідно забезпечити ефективність управління консолідаційними процесами і підвищення доходу власників. Для цього запропонована низка методичних підходів, інструментів і методів прогнозування та оцінки результатів здійснення інтеграції.

**Гіпотеза** консолідаційних процесів лежать теорії систем і управління доходом власників, що зводиться до розгляду впливу інтеграційного процесу на доход власників з урахуванням функціонування групи як системи як результату злиття та поглинання.

**Методи** дослідження: використання методика передпроектного аналізу, яка складається з окремих процедур, покликаних оцінити вплив на: стратегічне положення – через розроблену графо-математичну модель; виробничо-економічну ефективність – через оцінку зміни грошових потоків інтегрованої структури бізнесу (ІСБ) з урахуванням визначеного за когнітивною картою синергетичного ефекту; схильність до ризиків – через імітаційне моделювання.

**Результати:** запропонована технологія стратегічного управління інтегрованою бізнес-структурою в легкій промисловості, опис етапів якого представляється у

вигляді взаємопов'язаних між собою процедур, може бути створена за допомогою SADT-методології (Structured Analysis and Design Technique) в поєднанні з IDEF0- методологією. В основі процедур аналізу лежить моделювання фінансово-виробничої діяльності групи компаній до і після проведення консолідації на основі адаптованої з урахуванням особливостей консолідованого обліку в текстильних компаніях моделі «витрати–випуск». Кінцевою процедурою перед проектного аналізу інтеграції (злиття або поглинання) є оцінка проектів консолідації методом багатокритеріального аналізу прийняття рішень. У дослідженні також пропонується більш широкий підхід до проведення інтеграції – з позиції портфелів проектів, максимізує корисність при бюджетному обмеженні.

**Висновки:** запропонований підхід до створення регіонального кластера інфраструктури легкої промисловості на основі реалізації процесу проектного фінансування інтегрованої бізнес-структури легкої промисловості дозволяє сформувати ключові ланки регіонального простору як бази сталого соціально-економічного розвитку регіонів.

**Ключові слова:** інтегровані структури бізнесу; легка промисловість; текстильна промисловість; інтеграційні процеси.



**Formulation of the problem.** Ukrainian light industry today is a powerful diversified complex of the production of consumer goods. It provides about 150 thousand working-places. This socially significant sector of the economy is focused on the final customer. The potential capabilities of light industry enterprises make it possible to produce a wide range of goods capable of satisfying all the demands of the domestic market. At the enterprises of the industry which are located in all regions of Ukraine, about 7% of the total number of industrial and production potential of industry and 2.4% of production assets are concentrated. There are more than 10 thousand enterprises in light industry, of which about 2.5 thousand are in the textile industry, about 6 thousand in the production of ready-made clothes and fur, about 1.5 thousand in leather and leather shoes. Practically all enterprises of light industry are privatized, and those in state ownership make up less than 1%. The industry consists of 17 sub-sectors, has a powerful production potential, capable of producing a wide range of widely used and industrial goods, at the same time, light industry is associated with a large number of related industries and serves the entire economic complex of the country, while having great potential, generates relatively low income and significantly is behind the leading exporters of the world. Such situation is due to a number of systemic problems that constrain the economic growth of production and the effective use of potential. The most significant of the problems is the insufficient level of the formation of integration processes of procurement and processing enterprises that provide an effective strategy for the development of the industry.

Regarding to this, it is advisable to develop new and adapt existing methods and models for the formation of integrated business structures and also suggest methodological approaches to assessing their economic viability from the standpoint of a development strategy. For the solvation of given tasks, it is necessary, first of all, to determine the main conditions for creating integrated business – structures in light industry (hereinafter referred to as IBSEL) using the methodology of resource-spatial analysis combined with model solutions for strategic planning and management. The problem of infrastructure support for the functioning of an integrated business structure in light industry based on a cluster approach requires its solution. The author's method of forming a portfolio of alternative strategies for the development of integrated business structures in light industry should be also justified. Moreover, it is necessary to develop modern methods for assessing the economic feasibility of the formation and functioning of integrated business structures in the light industry.

**Analysis of recent research and unresolved part of the problem.** Such foreign authors as D. Aaker, I. Ansoff, R. Akof, M. Bradley, D. Depumphilis, K. Kummer, E. Campbell, S. Myers, D. Miller, S. Reed, V. Steger, A. Strickland, A. Thompson, F. Evans, and others were engaged in the

management of consolidation processes. The works of both foreign and domestic scientists are dedicated to the creation and functioning of integrated business structures: D. Aaker, T. Ambler, L. Ganuschak-Efimenko, O. Nifatova, M. Porter, J. Robinson, C. Stiles, D. Trout, P. Fatkhutdinov, E. Chamberlina, S. Khaminich, V. Shcherbak, etc.

However, despite the enormous amount of research on the identified problems, most of them are local in nature and are aimed at resolving individual issues. The range of tasks in the area remains unresolved: creating conditions for the development of integrated business structures, evaluating the effectiveness of their functioning, choosing strategic directions for developing integrated business structures, confirms the need for further research and solving methodological problems.

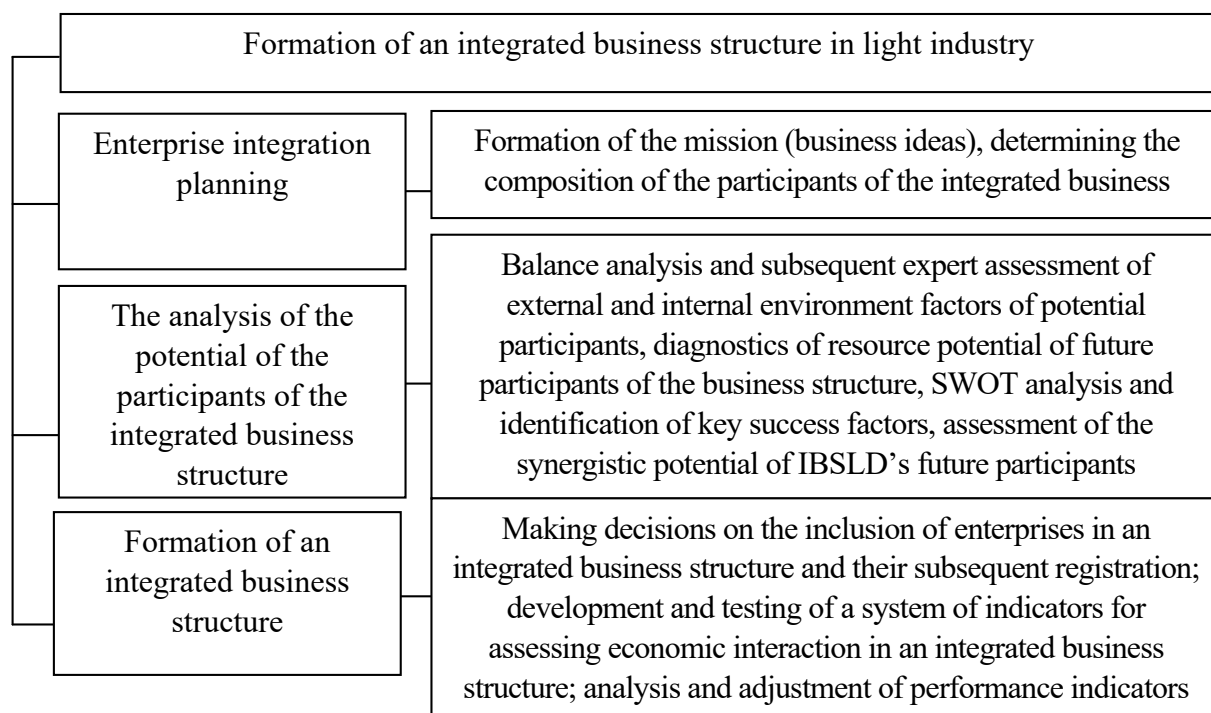
**The aim of research** is to theoretically substantiate and develop scientific and methodological conditions that adequately ensure the formation and strategic development of the integrated business structures of Ukraine's light industry and make it possible to evaluate their economic feasibility.

**Results of the investigation.** According to domestic and international experts, the Ukrainian light industry has great potential. In the state there are more than 2.3 thousand light industry enterprises, where about 85 thousand employees work. The light industry of Ukraine is gradually increasing its capacity and its performance has been steadily growing for several years in a row. Ukraine is actively developing textile, clothing, knitwear, leather and footwear, leather haberdashery, fur and other spheres. In 2016, clothing production accounted for about 40% of the total quantity of products sold, textile production – 37%, leather and footwear production – more than 20%. The regional ranking of the production of light industry goods in 2016 was headed by the Lviv region (14.4%), followed by Zhytomyr region (8.7%), Kharkiv region (8.5%), Dnipropetrovsk region (7%) and Kiev (6.9%). Thanks to high-quality tailoring and affordable prices, the clothing of the Ukrainian manufacturer is gaining increasing popularity not only in the domestic, but also in the international market. Ukrainian products of light industry are exported to 150 countries. The main export items are textile products – 68.2% (171.5 million dollars), hats and shoes, fur and leather products – 31.8% (80 million dollars). More than 83% of all products are supplied to EU countries. According to the Ministry of Economic Development, the total export growth in 2017 was 43%.

Capital investment in the industry has grown up by more than 24%. The total production in 2017 increased by 6.3%, the volume of goods sold amounted to 23 billion hryvnia. However, despite the revitalization of the industry, a number of problems still remain in this area. As noted in the Ukrainian Association of Light Industrial Enterprises, in particular, these are not entirely

equal conditions of competition in the domestic market, instability in tax legislation, and an unimproved product safety control mechanism. In addition, there is low labor productivity, lack of personnel with the necessary qualifications and limited choice of raw materials. The list of leaders in the domestic market is headed by the diversified trade and production concern "Textile – Contact", its main activity is the production and sale of all types of fabrics, artificial fur, knitted fabrics, applied materials, accessories (more than 20 thousand items). Production of such a diverse range was made possible thanks to large budget orders for cotton wool and half-woolen fabrics, as well as clothing and bedding for departmental purposes for a number of ministries and departments.

Integration processes occurring between enterprises of various forms of ownership and activities of light industry are one of the promising models of economic development of Ukraine. An important direction in creating the effective and competitive IBSLDs is to provide organizational conditions for the formation of an integrated business structure in light industry on the base of systematic approach. Taking into account the organizational conditions for the development of IBSLDs discussed above, an organizational-logical model for the formation of integrated business structures, that is adequate to the modern development of light industry enterprises, has been proposed (Figure 1).



**Figure 1. Organizational-logical model of the formation of an integrated business structure in light industry**

From the author's standpoint, the formation of an integrated business structure in light industry provides:

- the ability to create closed technological chains from the procurement of raw materials to the production of finished products (fabrics, shoes, clothing, etc.) and bring it to the consumer;
- flexible response to market fluctuations;
- cost savings on advertising, marketing, etc.;
- a unified investment, innovation and science and technology policy, which significantly reduces the cost of products and gives the possibility of introducing innovations in subsidiaries;
- a unified financial and credit policy, which allows accumulating free financial resources both for current economic activities and for investment purposes;
- the creation of a single commercial, sales, supply service and technical service, which leads to the creation of special units in Ukraine and trade missions abroad;
- a significant increase in capitalization compared with the total amount of funds of individual enterprises.

Based on this, it is proposed to use the SADT methodology in combination with the IDEF0 methodology for strategic management of an integrated business structure in light industry, which allows developing a single technology of strategic management and describe the stages in the form of interconnected procedures for the business structures of light industry, which participate in the integration. For this case the necessity of using a systematic approach to strategic management is justified, which is determined by the complexity of the organization of a business development program that includes legally independent firms in various industries, the diversity of links between its subsystems (subsidiaries, business units) with each other and with external partners, consumers, investors, multi-purpose character its functioning and development. One of the options for the development of strategic planning, based on the balance of interests of the owner of resources – the state, the interests of business in light industry, is a resource-spatial analysis and modeling of the optimal parameters of the regional sector. The mandatory elements of strategic planning and management of the integrated business structure of light industry include:

- detailed study of the resource-spatial base of functioning of the business units of a particular branch of light industry;
- elaboration of legislative, regulatory and legal documents regulating and regulating production and economic activities on a regional scale and inter-regional cooperation;

- pre-project scientific study and pre-investment research to determine the real possibilities for the entry of a new business structure into the regional economic space;
- study of the existing infra-system at the regional and inter-regional level, elaboration of options for improving the activities of infrastructure industries;
- study of the institutional market environment, marketing analysis of target markets in the region, adjacent regions and neighboring countries.

The common technology of strategic management of an integrated business structure in light industry, the description of the stages of which is represented as interconnected procedures, can be created using the SADT – methodology (Structured Analysis and Design Technigue) in combination with the IDEF0-methodology.

When applying the IDEF0 methodology it is advisable to build a basic block of strategic management of the CSBLP, consisting of internal and external mechanisms for its implementation. The initial parameter, that is, the output, under the direct influence of the factors of macroenvironment, mesoenvironment and microenvironment will be the achievement of the goals set for the enterprise.

Later on, the base unit should be divided into five stages (Figure 2), each of which is a subsystem that is subject to the main consideration and description using the IDEF0-methodology. A description of the technology of strategic management using IDEF0-motodology allows us to apply several scientific approaches to it at once, namely: system (strategic management is considered as a system), marketing (technology orients the enterprise's activities to the needs of consumers), process (description of interrelated functions of strategic management is given), directive (technology is fixed in the form of documented schemes). The presence of specific characteristics and conditions of implementation laid down in the nature of timber complex substantially changes typical strategic scenarios, requiring the management to use adapted analytical and management tools.

A methodical approach to the formation of a regional cluster of light industry infrastructure was developed based on the implementation of the project financing process of an integrated business structure. The proposed infrastructural support for the functioning of an integrated business structure in light industry makes it possible to form key links of regional light industry enterprises as the basis for the sustainable socio-economic development of Ukraine and its regions.

The creation of large integration formations, especially concentrated mainly in one region, inevitably leads to the need of infrastructure's optimization, turning it into an infra-system complex of regional scale, which is designed to ensure, above all, the smooth operation of enterprises that are included in the integrated structure.

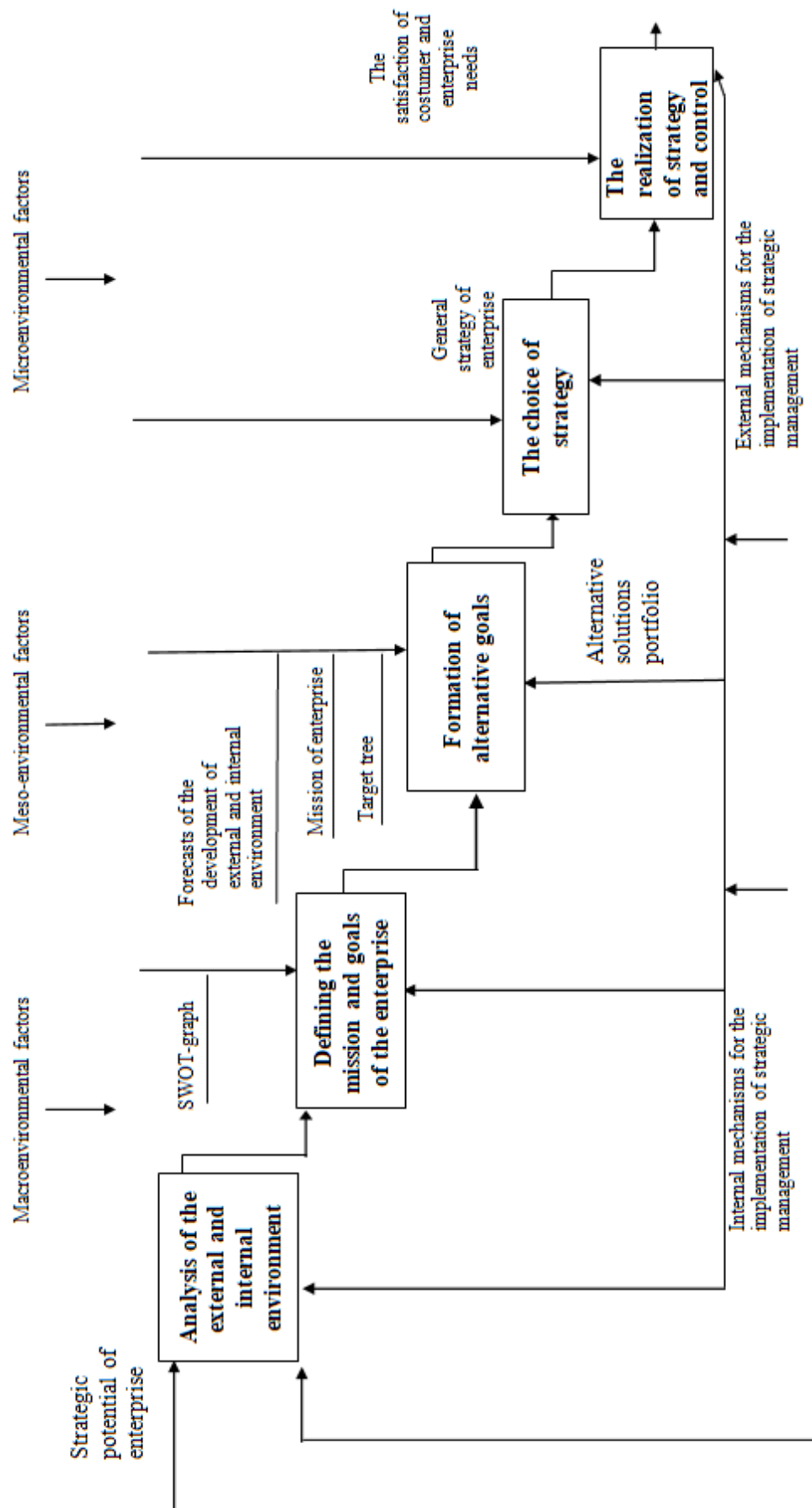


Figure 2. Strategic management of the integrated business structure in light industry

From the author's standpoint, it is advisable to create the infrastructure type cluster based on the implementation of the project financing process, which includes the following steps:

1) Pre-selection of objects, amounts of funding and presentation of ideas in the format of a business plan. Ranking of projects based on the compliance of the mission of the integrated business structure, strategy and performance criteria.

2) Formation of a portfolio of projects, summation of the required resources (human, material, industrial, financial, etc.).

3) Optimization of financing schedules and project implementation on the principle of balanced cash flows.

4) Determination of the total shortage of funds and re-selection of projects.

5) Determination of the amount of additional financial resources for the implementation of projects and sources of financing.

In this case, it is also necessary to take into account the peculiarities of the spatial development and location of the sectoral production of the region's light industry. Based on the cluster method of organizing a regional space, into which the development of the region fits, it is advisable to create and develop infrastructure sectors in a complex – as an interdepartmental information system. The cluster type of formation of the complex of infrastructure industries for the integrated business structure of light industry is presented on Figure 3.

|                                              |                                                       |                       |
|----------------------------------------------|-------------------------------------------------------|-----------------------|
|                                              | Production infrastructure                             |                       |
| Information and communication infrastructure | Integrated timber industry business structure complex | Market infrastructure |
|                                              | Social infrastructure                                 |                       |

*Figure 3. Infrastructure shell cluster type of light industry*

The proposed approach for the creation of a regional cluster of light industry infrastructure based on the implementation of the project financing process of an integrated business structure of light industry allows you to form key links in the regional space as the basis for sustainable socio-economic development of the regions. At the same time, integrated timber industry business structures that develop in a multidisciplinary area act as "growth points" – organizing elements of spatial business structures that increase the indicators of the contribution of light industry to the country's economy.

A new method for assessing economic feasibility in the operation and development of integrated business structures of light industry is proposed. A system of indicators has been developed to evaluate the synergistic, multiplicative and joint (symmetric) effects.

It has been established that the assessment of the systemic effect of emergence in formation of integrated business structures in light industry, as well as the multiplicative effect in the sphere of business structures, should be built on the basis of a "chain of added values". From the author's standpoint, the assessment of the economic feasibility of the functioning of the integrated business structures of light industry includes the following conditions:

1) When combining integration processes, the effects of synergism and multiplicativeness are "intertwined" to such an extent that their separation within the framework of one alliance is impractical. It is more important to assess the joint impact on the growth of the effectiveness of integrated activities.

2) Initially, the effect of horizontal integration is assessed for each horizontally integrated business structure that is part of the light industry. After evaluating the horizontal integration, the effect should be evaluated taking into account the effect assessment by the vertical integration vector.

The obtained indicator of the integral effect is compared by a specific value with a similar indicator for each business unit before its entry into the integrated business structure. Evaluation of the integral effect is performed by the formula:

$$R = \sum_{i=1}^7 k_i \cdot B, \quad (1)$$

where  $R$  – final effect score, in relative magnitude;

$B$  – weight value indicator;

$k_i$  – value reflecting cost savings ( $i = 1, 2, \dots, 7$ ).

The developed methodological approach was tested on the example of the trade and production concern "Textile – Contact", which made it possible to carry out a study of a number of manifestations of synergism and symmetry effects (multiplicativeness). Based on the results of the accounting and analysis of the information necessary for evaluating the effect of information, the values of the integral indicators for each of the six industry-specific joint-stock companies were obtained. At the same time, it is necessary to take into account the fact that cost savings, estimated by each of the seven factors are, in essence, an increase (effect) in the chain of added values of a vertically and horizontally integrated business structure.

Accounting and evaluation of integration processes in the textile industry are proposed to be carried out according to the following procedure:

1. The calculation of average cost of company's capital (KCC):

$$KCC = W_0 \cdot K_0 + (1 - T_0) \cdot (1 - W_0) \cdot i_0,$$

where  $W_0$  – capital structure in the form of equity;

$K_0$  – average cost of equity;



$T_0$  – income tax rate;  
 $i_0$  – average interest rate on borrowed funds.

2. Determining the cost of capital in a real assessment:

$$KCC_p = \frac{1 + KCC}{1 + h_0} - 1,$$

where  $h_0$  – the inflation rate.

3. Finding the average annual cash flow (CF):

$$CF = BII \cdot (1 - T_0),$$

where  $BII$  – balance sheet profit and interest payments attributable to income tax.

4. Calculation of the value of the firm of all assets (PV):

$$PV = CF / KCC_p.$$

5. Finding net present value from a merger (acquisition) operation (NPV):

$$NPV = PV - I_{nv},$$

where  $I_{nv}$  – additional investments at merge (absorption).

This calculation adequately illustrates the profitability or the effect of the ongoing processes of combining vertical and horizontal integration of a textile corporation, since the absorption or merger of integrated business structures is the result of the combined action of oppositely directed vectors. The return on investment (ROI), in this case, is defined as:

$$ROI = \frac{CF \cdot (1 - T_0)}{I_{nv}},$$

The economic value added (EVA) at the time of the transaction will be:

$$EVA = (ROI - W_0) \cdot I_{nv}.$$

The method of evaluation of integration processes developed by the author was successfully tested within the framework of the trade and production concern "Textile – Contact" with the intended merger (takeover) of PrAT "Cherkasy knitwear company" Lyubava" of the Ukramtex company (Brovary). The estimated net present value from a merger (acquisition) operation in the amount of \$ 28,835.3 thousand in multiple times exceeds the value added, which makes it possible to obtain a real increase in value added one month after the implementation of this operation.

**Conclusions and suggestions.** The developed tools and techniques for practical use can be implemented in industrial corporate structures for:

- forecasting and system analysis of consolidation: on individual business units and on the group as a whole – which provides an increase in the accuracy of assessing the effectiveness of the consolidation process – the creation of a sectoral integrated business structure

- making the choice of a consolidation process from the standpoint of increasing competitive advantages and achieving economic efficiency in conditions of market uncertainty – different from the existing methods by the complexity and objectivity of the analysis;

- comparison of alternative projects of consolidation and compilation of their most useful combinations – which allows to make a wider analysis than in the currently popular toolkit.

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## **DIRECTIONS FOR IMPROVEMENT OF GOODS DECLARATION IN CONDITIONS OF INTEGRATION PROCESSES**

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Design, Ukraine*

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

Trends in global development in the context of the global economic crisis dictate new challenges, in particular, the simplification of customs and logistics procedures during the import and export of goods to (from) the territory of countries. Today, the maximum approximation of customs procedures in Ukraine to the European and world standards is gradually being made, their maximum simplification at all stages, the reduction of the influence of the human factor on the results of the customs introduction of the elements of the electronic document flow system in the execution of customs clearance and customs control of goods.

**The hypothesis of scientific research.** It is anticipated that in today's conditions of openness of the Ukrainian economy the necessary condition for the organization of the customs business – in general – and customs control, in particular, is the declaration, identification and control of customs value, which has fiscal and regulatory potential, and accordingly characterized by problematic issues that require new theoretical and practical approaches to its evaluation and control.

**The purpose of the article** is to study the current mechanism of customs declaration of goods in Ukraine.

**Methods of research:** in the process of work, the following methods of economic research were used: system-structural, abstract-logical, comparative and balance, expert assessments, etc.

**Results:** The state of the procedure of customs clearance of goods is considered and investigated. The given results of practical introduction of electronic document circulation with the use of electronic digital signature in the customs business of Ukraine.

**Conclusions.** The creation of a multifunctional integrated electronic customs system is aimed at strengthening Ukraine's customs security, further developing and adapting the information systems of the State Customs Service of Ukraine to the standards of the European Union, creating conditions for accelerating customs control and customs clearance procedures, improving the level of services provided by the state in the customs sphere, restriction of the possibility of committing illegal and corrupt acts.

**Keywords:** declaration of goods; customs procedures; customs control; customs clearance.

JEL Classification: K 33; O 19; R 41

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## НАПРЯМИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ДЕКЛАРАЦІЙНО-ЛОГІСТИЧНИХ ПРОЦЕДУР В УМОВАХ ПРОЦЕСІВ ІНТЕГРАЦІЇ

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**Вступ та мета дослідження.** Тенденції глобального розвитку в контексті світової економічної кризи диктують нові виклики, зокрема спрощення митних і логістичних процедур під час імпорту та експорту товарів до/з території країн. Сьогодні поступово здійснюється максимальне наближення митних процедур в Україні до європейських і світових стандартів, їх максимальне спрощення на всіх етапах, зменшення впливу людського фактору на результати митного впровадження елементів електронного система документообігу при здійсненні митного оформлення та митного контролю товарів.

**Гіпотеза наукового дослідження.** Передбачається, що в сучасних умовах відкритості української економіки необхідною умовою організації митної справи, загалом, і митного контролю, зокрема, є декларування, ідентифікація та контроль митної вартості, що має фіскальні та регуляторні норми. Потенціал підвищення ефективності деклараційно-логістичних процедур, і, відповідно, характеризується проблемними питаннями, які вимагають нових теоретичних і практичних підходів до його оцінки та контролю.

**Метою** статті є вивчення існуючого механізму митного декларування товарів в Україні.

**Методи дослідження:** у процесі роботи використовувалися такі методи економічних досліджень: системно-структурні, абстрактно-логічні, порівняльні та балансові, експертні оцінки тощо.

**Результати.** Розглянуто та досліджено стан процедури митного оформлення товарів. Наведені результати практичного впровадження електронного документообігу з використанням електронного цифрового підпису в митному бізнесі України.

**Висновки.** Створення багатофункціональної інтегрованої електронної митної системи спрямоване на зміцнення митної безпеки України, подальшу розробку та адаптацію інформаційних систем Державної митної служби України до стандартів Європейського Союзу, створення умов для прискорення митного контролю та процедур митного оформлення, підвищення рівня послуг, що надаються державою в митній сфері, обмеження можливості здійснення незаконних і корупційних дій.

**Ключові слова:** декларування товарів; митні процедури; митний контроль; митне оформлення.

**Formulation of the problem.** One of the main components of the customs business is the declaration, customs clearance and customs control over the value of goods transiting through the customs border of Ukraine. These tools are widely used by the customs authorities and bring about effective results.

One of the most resonant documents adopted in 2012 was the Customs Code, which came into force on June 1, 2012. This document substantially changed the customs legislation as a whole. It contains a number of innovations, which should considerably simplify the procedure of customs clearance of goods, which is one of the main tasks assigned to the customs service of Ukraine [4].

In this regard, it will be useful to consider and investigate the current state of the customs clearance procedure, the impact of the introduction of electronic declaration in Ukraine on the simplification of the customs clearance procedure. Practical implementation of electronic document circulation with the use of electronic digital signature in the customs business of Ukraine is one of the priority directions of the development of information technology sphere [5].

Conscious declaration of goods at a reduced customs value by foreign economic entities engaged in import operations is a widespread phenomenon and primarily aims at minimizing tax liabilities of such entities. However, the payment of taxes is not in full - this is only part of the problem. By manipulating the customs value of goods, importers violate the conditions of fair competition in the national market and create an imbalance between prices for imported products and similar products of national origin (of course, not to the benefit of the latter) [2].

**Analysis of recent publications and unresolved part of the problem.** In the scientific literature issues of declaration and customs clearance were considered by both foreign and domestic researchers, among which should be distinguished G.V. Atamanchuk, Ye.V. Dodina, S.S. Tereshchenko, D. Sorokina, O.V. Yegorova, N.G. Salishev, S.I. Kottirgina, O.P. Grebelnika, V.A. Russkova, P.V. Pashka, V.G. Derkach etc.

Certain aspects of customs clearance and customs declaration in the context of customs regulation are left out of the attention of the above-mentioned scholars and require a thorough study. In particular, there is no proper correlation between the correctness and authenticity of the customs declaration and the receipt of customs payments to the budget. Addressing this issue of effective declaration, processing innovations in connection with the adoption of the new Customs Code and the importance of implementing a full-scale electronic declaration in Ukraine led to the need and relevance of this study.

**The purpose of the article is** to study the current mechanism of customs declaration of goods in Ukraine.

**Research results.** Trends in global development in the context of the global economic crisis dictate new challenges, in particular, the simplification of customs and logistics procedures during the import and export of goods to (from) the territory of countries. Today, the maximum approximation of customs procedures to European and world standards, their maximum simplification at all stages, and the reduction of the influence of the human factor on the results of the customs introduction of the elements of the electronic document flow system during the execution of customs clearance and customs control procedures for goods and vehicles [6] are gradually being brought about.

Among the main tasks of the transition of the customs service of Ukraine to the modern world technologies and bringing it to the world leaders in the customs field is the improvement of interaction with other bodies of state executive authority, which are related to the creation, development and control of the state of transport and logistics and customs infrastructure. Such improvement of interaction should be achieved through the consistent development and enhancement of the functionality of electronic document circulation as preliminary data and other data necessary for accelerating customs clearance and customs control of goods and vehicles, as well as ensuring unconditional compliance with Ukrainian customs legislation.

The solution of this task will ensure optimal interaction with the bodies of state executive power as part of an operational mutual exchange of information that can be directly or indirectly used for the improvement and development of transport and logistics and customs infrastructure, as well as for improving customs clearance procedures, volumes and procedures for customs procedures.

Improvement of the customs clearance and customs control system of goods and vehicles should be carried out by:

- Creation of a complex system of monitoring of customs clearance and control and its further integration with the integrated automated system of customs bodies;
- Integration with the integrated automated system of customs bodies of the modernized system of risk analysis using an expanded list of actual and objective data received from systems (subsystems) from the System-forming components Technical and special means of customs control and from other systems including external, in relation to systems of customs bodies, systems, at different stages of customs clearance and control of goods and vehicles;
- Gradual introduction of elements of electronic document management system in the course of customs clearance and customs control of goods and vehicles;
- Promptly provide customs authorities and other state authorities at all levels with up-to-date and reliable information on the results of customs clearance and customs control of goods and vehicles [5].

On May 22, 2012, the Department of Customs Information Technologies and Statistics of the State Customs Service of Ukraine presented the Concept of the State Target Program "Creation of a Multifunctional Integrated Electronic Customs System" for 2013–2017 [3].

The program defines the absence of an effective mechanism in Ukraine to ensure the modernization of information and telecommunication systems of customs and other authorities in the sphere of control over foreign economic operations of state bodies; lack of functional, logistical and technological compliance of such systems with international customs and standards in the field of customs, in particular, with regard to automation and simplification of customs procedures, based on the introduction of exchange of documents, information and data in electronic form, automation of collection and processing of data for the purpose of risk analysis etc. [3].

Similar and other key tasks for the reform and development of the customs service are also defined by the following documents of the state level:

- Law of Ukraine "On Ukraine's Accession to the International Convention on the Simplification and Harmonization of Customs Procedures, as amended in accordance with Appendix 1 to the Protocol on Amendments to the International Convention on the Simplification and Harmonization of Customs Procedures" of 05.10.2006 No. 227-V [1];

- National Action Plan for Implementation of the Action Plan for the Liberalization by the European Union of the Visa Procedure for Ukraine, approved by the Decree of the President of Ukraine dated 22.04.2011 No. 494/2011 [10];

- Action Plan for the implementation of the Integrated Border Management Concept, approved by the Cabinet of Ministers of Ukraine from 05/01/2011 No. 2-p. [9].

The full implementation of information technologies, electronic document circulation and electronic declaration in order to stimulate foreign trade is foreseen by the new Customs Code of Ukraine.

Analysis of indicators of solving similar problems by other states suggests that the only effective tool for solving this problem in modern conditions is the maximum automation and informatization of customs processes – the creation of a multifunctional integrated system (hereinafter – MFIS) "Electronic Customs".

The Decision of the European Parliament and the Council of the European Union No. 70/2008 / EC of 15 January 2008 on a paperless environment for customs and trade identified a series of steps to move to the full electronic control of customs procedures and to ensure full information interaction between customs administrations of the EU Member States.

The strategy of promoting the trade of the Bureau of Customs and Border Affairs of the Department of Homeland Security of the United States, the key



task of the development of the Customs Administration, is to determine the receipt of the prior information and its further use in the system of automated risk management and post-audit control. At the same time, the key risks for the development of the customs business in the United States determine excessive time expenditures on customs procedures, manual operations and the incompatibility of automated information systems [3].

The need for the cardinal modernization of the information systems of the Customs Service of Ukraine in order to ensure business requirements, defined design, implementation of a full-fledged partnership between customs authorities and participants in international e-commerce. One of the main tasks of customs reform is the development and implementation of information technology in the customs field, automation of the accompanying procedures [6].

On March 28, 2012, the State Tax Inspectorate issued Order No. 191 "On the Concept of Integration of System-Generating Components of Technical and Special Means of Customs Control with the Automated Customs Clearance System of the State Customs Service of Ukraine" [5].

The concept of integration of system components of technical and special means of customs control (hereinafter referred to as SC TSMCC) with the automated system (hereinafter – AS) of customs clearance of the State Customs Service of Ukraine defines the purpose, main tasks and priority measures for the integration of the system-forming components of the TSMCC from the AS customs clearance of the State Customs Service of Ukraine, as well as the principles the construction of such IAS and the stages of its creation, the main provisions for the formation of its information and telecommunication and special technical support for the purposes of customs registration and control, as well as creation of preconditions for its further integration with the creation of a complex system for monitoring the customs clearance and control of the Unified Automated Information System (hereinafter referred to as the UAIS) of the State Customs Service of Ukraine. In this case, the automated system is an organizational and technical system consisting of the means of automation and the personnel that serves them [5].

The concept is based on the provisions of the Concept for the creation of a multifunctional integrated electronic customs system, approved by the Cabinet of Ministers of Ukraine on September 17, 2008, No. 1236-p, and other conceptual documents of a strategic nature, which determine the development of the customs system of Ukraine for the long-term perspective.

The concept follows the main provisions of the International Convention on the Simplification and Harmonization of Customs Procedures of May 18, 1973, as amended by the Protocol of June 26, 1999 (Ukraine has acceded to the Law of Ukraine "On Ukraine's Accession to the Protocol on Amendments to the

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International Convention on Facilitation and Harmonization Customs Procedures "dated October 5, 2006 No. 227-V) provides for the use of prior information and its transmission electronically in accordance with the Framework Safety and Trade Facilitation (adopted by the World Wide the organization in June 2005) [5].

In view of the above, as a measure of defining the way to solve the problem, it is proposed to create a nationwide multifunctional integrated system of "Electronic Customs".

The purpose of the said Program is to coordinate and concentrate efforts of state authorities of Ukraine aimed at simplifying the conditions for conducting foreign economic activity, promoting legal international trade, improving the competitiveness of the national economy, optimizing the tax burden by developing and reforming procedures related to customs control, customs clearance and the crossing of the border, through the creation of MFIS "Electronic Customs". The purpose of the Concept is to formulate and identify the main components of the strategy for the creation of MFIS "Electronic Customs".

The creation of MFIS Electronic Customs is aimed at strengthening Ukraine's customs security, further developing and adapting the information systems of the State Customs Service of Ukraine to the standards of the European Union, creating conditions for accelerating customs control and customs clearance procedures, improving the level of services provided by the state in the customs sphere, limiting opportunities committing illegal and corrupt acts.

In the framework of the creation of MFIS "Electronic Customs", in order to solve the above-mentioned problem, the State Tax Inspectorate is invited to implement a number of measures united in development projects in five main areas:

Direction I. Transition to the implementation of customs control, in most, based on the results of automated risk analysis.

Direction II. Create conditions for electronic declaration at the level of not less than 80% of the total number of declarations.

Direction III. Introduction of the principle of "single window" in the implementation of customs clearance.

Direction IV. Increasing the competitiveness of national economic entities by improving the quality of managerial decisions that are taken on the basis of customs statistics and analysis, including in the area of customs administration and customs value determination.

Direction V. Improving the quality and integrity of the performance of their official duties by officials of the customs service.

The main expected result of the program implementation is the reduction of transaction costs of foreign economic entities in the continuation of customs formalities in Ukraine, while maintaining an adequate level of protection of the economic and security interests of the state. Increasing the efficiency of using information and telecommunication technologies in the activities of customs authorities should improve the efficiency of using budget funds aimed at customs. A qualitatively new level of customs formalities and the provision of services to legal and natural persons in the field of customs, as a result of the implementation of the Program, is an important factor in the socio-economic development of Ukraine.

As a result of the Program implementation, the following performance indicators should be obtained:

- the exclusion of inefficient expenditures of budget funds aimed at the implementation of customs business;
- reduction of the cost of organizing the exchange of information at the inter-departmental level through the introduction of nationwide electronic document circulation, including by submitting in electronic form the documents necessary for the implementation of customs control and customs clearance;
- reduction of the administrative burden on legal and natural persons, connected with reduction of the time received by them in the field of customs business;
- ensuring a guaranteed level of informational openness of customs bodies, increasing the trust of them on the part of subjects of foreign economic activity and citizens, which, in turn, will facilitate simplification of business.

It is planned to finance the Program with the funds of the state budget of Ukraine, international technical and financial assistance, and other sources not prohibited by the current legislation of Ukraine. The total cost of the creation of BFTC "Electronic Customs" will amount to 1.46 billion UAH. (including VAT) for five years [3].

"Electronic Customs" should combine such subsystems as electronic declaration; electronic document flow; risk analysis and management; transit control; the only interagency automated system for collecting, storing and processing information, including from executive bodies; automated implementation of all types of state control; a unified base of normative and reference documents used for customs purposes; information provision of audit and law enforcement activities.

The purpose of electronic declaration is acceleration of trade turnover, reduction of time for customs control, exclusion of subjective factors in the implementation of customs procedures through the use of electronic customs clearance of goods for a cargo customs declaration and documents for control of

the delivery of goods (preliminary notice and preliminary customs declaration) in electronic form.

The new Customs Code, which came into force on 1 June 2012, provides the opportunity to make extensive use of modern electronic technologies. Now, all subjects of foreign economic activity, which are registered with the customs authorities and have an electronic digital signature, can use electronic declaration. The need to simplify and accelerate customs procedures for the import and export of goods to (from) the country, reducing the risks of customs and economic security violations requires the establishment of integrated electronic information systems for customs clearance and control, which should include systems (subsystems) that will provide minimum intervention of an official responsible for the introduction of a particular set of data (human factor), production, collection, accumulation, storage, transmission, etc. of the primary information to perform tasks of customs clearance and control [4].

The full implementation of information technology, electronic document circulation and electronic declaration in order to stimulate foreign trade is provided by the New Customs Code of Ukraine. An important tool for this is the maximum automation and informatization of processes in the customs business – the creation of a multifunctional integrated system (hereinafter – MFIS) "Electronic Customs".

Conclusions and suggestions. The creation of a multifunctional integrated electronic customs system is aimed at strengthening Ukraine's customs security, further developing and adapting the information systems of the State Customs Service of Ukraine to the standards of the European Union, creating conditions for accelerating customs control and customs clearance procedures, improving the level of services provided by the state in the customs sphere, restriction of the possibility of committing illegal and corrupt acts.

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## RANKING AS AN EFFECTIVE TOOL FOR QUALITY ASSURANCE OF LABOR POTENTIAL

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**Introduction.** The key aspect of implementing a company strategy is the development of personnel, growth of its labor potential. The degree of development and utilization of the potential of employees largely depends on the competitiveness and innovative responsiveness of the enterprise. Making decisions on the formation and development of labor potential of the enterprise must precede the stage of evaluation of the most significant, in terms of specific production, characteristics of the labor potential of different categories of workers. Therefore, it seems urgent to conduct this study, devoted to issues of evaluation and the formation of labor potential, both individual workers, groups of workers, and enterprises as a whole.

**The hypothesis** of scientific research is to find out how effective management of quality labor potential personnel (based on its objective assessment) can be one of the key conditions that determines the success of enterprises. The prospect of further research in this direction is to improve the system of diagnostics and planning of reserves for improving the quality of labor potential of an industrial enterprise in crisis conditions.

**The purpose** of the article is to deepen theoretical and methodological provisions

and to develop rating tools to ensure the quality of labor potential.

During the research, **methods** of system analysis, management theory and personnel management, economics and sociology of labor, statistics, methods of expert evaluation, economic and mathematical models and methods, apparatus of the theory of artificial intelligence and the theory of neural networks were used.

**Results:** a dynamic model of labor potential rating was developed and investigated, which allows taking into account the inertia of labor potential and qualitatively describing in time the behavior of labor potential under the influence of investments in personnel development.

**Conclusions:** it is proved that the use of a dynamic model of labor potential rating will allow to specify the priority directions of enterprise development taking into account the achieved level of labor potential and the expected dynamics of its change and taking into account the characteristic features of the industry, enterprise, and certain types of activity.

**Keywords:** labor potential; rating; ranking; quality of labor potential; toolkit; management diagnostics.

JEL Classification: J 21; O 15; C 13

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## РЕЙТИНГУВАННЯ ЯК ЕФЕКТИВНИЙ ІНСТРУМЕНТАРІЙ ЗАБЕЗПЕЧЕННЯ ЯКОСТІ ТРУДОВОГО ПОТЕНЦІАЛУ

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**Вступ.** Ключовим аспектом реалізації стратегії підприємства є розвиток персоналу, зростання його трудового потенціалу. Від ступеня розвитку і використання потенціалу працівників багато в чому залежить конкурентоспроможність і інноваційна сприйнятливність підприємства. Прийняття рішень з приводу формування і розвитку трудового потенціалу підприємства повинен передувати етап оцінки найбільш значущих, з точки зору конкретного виробництва, характеристик трудового потенціалу різних категорій працівників. Тому видається актуальним проведення даного дослідження, присвяченого питанням оцінки і формування трудового потенціалу, як окремих працівників, так і груп працівників, і підприємства в цілому.

**Гіпотеза наукового дослідження** є з'ясування яким чином ефективно управління якістю трудовим потенціалом персоналом (на основі його об'єктивної оцінки) може бути однією із ключових умов, що визначає успіх підприємств. Перспективою подальших досліджень у даному напрямі є удосконалення системи діагностики та планування резервів підвищення якості трудового потенціалу промислового підприємства в кризових умовах.

**Метою статті** є поглиблення теоретико-методичних положень та розроблення інструментарію рейтингування для забезпечення якості трудового потенціалу. При проведенні дослідження використовувалися **методи** системного аналізу, теорії менеджменту та управління персоналом, економіки і соціології праці, статистики, методи експертного оцінювання, економіко-математичні моделі і методи, апарат теорії штучного інтелекту та теорії нейронних мереж.

**Результати:** Розроблено та досліджено динамічна модель рейтингування трудового потенціалу, що дозволяє врахувати інерційність трудового потенціалу і якісно описати в часі поведінку трудового потенціалу під впливом інвестицій в розвиток персоналу.

**Висновки:** доведено, що використання динамічної моделі рейтингування трудового потенціалу дозволить конкретизувати пріоритетні напрямки розвитку підприємства з урахуванням досягнутого рівня трудового потенціалу і очікуваної динаміки його зміни та з урахуванням характерних особливостей галузі, підприємства, окремих видів діяльності.

**Ключові слова:** трудовий потенціал; рейтинг; рейтингування; якість трудового потенціалу; інструментарій; управлінська діагностика.



**Formulation of the problem.** The development of modern society requires a new attitude to the qualification requirements for employees of companies and enterprises. Globalization and integration processes encourage contemporary entrepreneurial structures to focus on acquiring new soft skills for employees. That is why the problems of increasing the effectiveness of social work are becoming more and more relevant in the conditions of intensification of social reproduction and contributes to the formation of some prerequisites for a new innovative model of sustainable economic development, which in the first place issues the question of the effectiveness of human participation in the production process. Such a distinction and diversity of links between different socio-economic phenomena and groups in the globalization of the formation of a new mode of production – the information economy – requires a comprehensive, systematic approach to the study of processes in the social and labor sphere, management of social and labor processes. Solving such a problem becomes possible only under the newest approach to the formation and consideration of labor potential and the development of new soft skills in the workers.

The key aspect of implementing the company's strategy is the development of personnel, the growth of its labor potential. The competitiveness and innovative responsiveness of the enterprise largely depends on the degree of development and utilization of the employee's potential. Decisions on the formation and development of labor potential of employees of an enterprise must precede the stage of evaluation of the most significant, from the point of view of concrete production, characteristics of the labor potential of different categories of workers. Therefore, it seems relevant to conduct this study, devoted to the assessment and formation of labor potential, both individual workers, groups of workers, and enterprises as a whole.

**Analysis of recent publications on the problem.** Modern business practice proves that adequate provision of necessary labor resources, their rational use and the optimal level of quality of labor potential of the enterprise is the basis for ensuring its development and forming a perspective.

The analysis of recent researches and publications shows that such scholars as B. Burkinsky [1], G. Dmitrenko [2], and others, have made a significant scientific and practical contribution to solving certain problem issues (aspects) in the field of formation, use and development of labor potential, V. Shcherbak [3], I. Kornienko [4], O. Mikhailenko [5], V. Smolyuk [6], O. Kharchishina [7], A. Cherep [8], L. Shvets [9], L. Shovkun [10] and others. At the same time, taking into account the information in the these works and paying tribute to the high level of scientific achievements of the above-mentioned authors, we note that insufficient attention has been paid to research on the provision of a system for rating the quality of labor potential. All this determines the relevance and feasibility of research in this direction.

It should be noted that ranking of the components of labor potential with each passing day becomes of particular relevance and requires detailed study.

**The purpose of the study** is deepening theoretical and methodological positions and developing rating tools to ensure the quality of labor potential of industrial enterprises.

**Research results.** Based on the analysis of literary sources, there is a need to open the definition of "quality of labor potential". However, in order to reveal the essence of this concept, it is necessary first of all to establish what is meant by the term "labor potential".

Thus, A. Skurp and Y. Zubrytska [8] adhere to the view that the enterprise's labor potential should be understood as the available and perspective opportunities of its employees (managerial staff, workers of the main and auxiliary production) in quantitative and qualitative terms to satisfy the needs of the enterprise (institution, organization) and realize its goals (strategic, tactical, operational, urgent, important, functioning, development) in the most effective way, with the availability of appropriate resource support taking into account the system constructs determining the economic performance of the enterprise, at present.

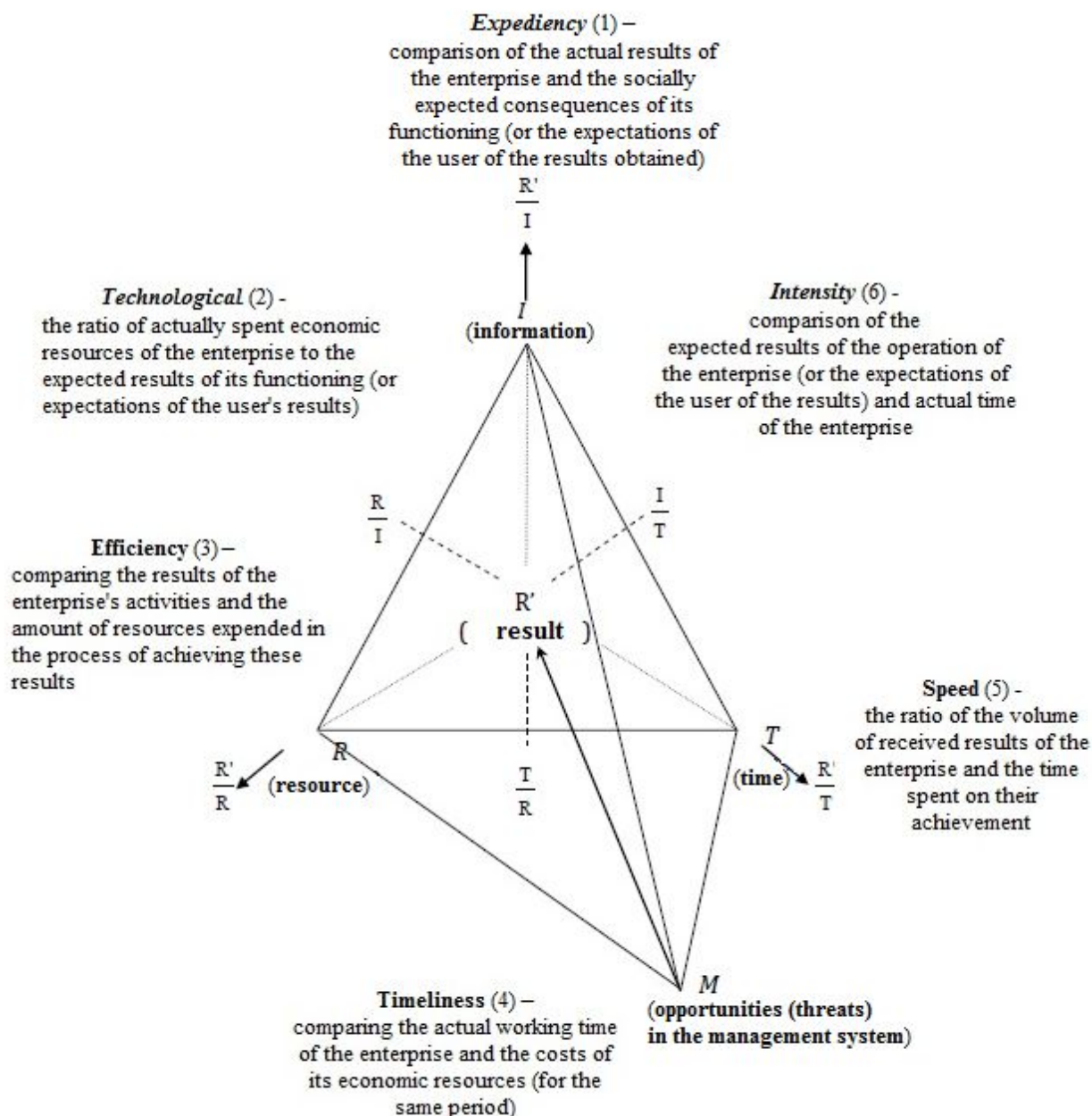
Taking into account this and proceeding from the results of the performed studies, in Figure 1 presents the system of basic analytical dependencies, which reveals the effectiveness of the enterprise (or system of the result "information – resource support – time – opportunities (threats) in the management system").

It is worth emphasizing here (Figure 1) that the labor potential of an individual employee is recommended to be regarded as a structural component of the labor potential of an enterprise, which, as a part of the labor force, should give a synergistic effect [8].

At the same time, it is also worthwhile to draw attention to the fact that scientist V. Smolyuk identified such key indicators for assessing the labor potential of enterprises (institutions, organizations), which are divided into [6]:

- qualitative (physical potential, qualification potential, moral and cultural potential, innovative potential, intellectual potential and socio-psychological potential);

- quantitative (number of staff, age of staff, staff qualification rate, staff turnover, employee arrival rate, employee turnover rate, use of the working time fund, labor productivity index, labor intensity index, labor productivity, wages and salaries in the cost of production, the share of profits per employee) [6].



**Figure 1. The system of basic analytical dependencies, which reveals the quality of labor potential**

With regard to the quality of the labor potential of the enterprise, the results of the analysis of scientific work [2] (G. Dmitrenko, L. Rector) suggest that there are two main points of view (or 2 approaches) in relation to the concept of "quality of labor potential":

Quality is seen as the presence of essential features, properties (characteristics), features that distinguish one subject or phenomenon from others. First of all, it refers to the quality of labor potential from the standpoint of characteristics (qualities) of education and age, health indicators, etc., as well

as, ultimately, motivation for effective work; quality – a set of properties that determine the ability to meet certain needs. It is clear from this that the quality of the labor potential of an enterprise is related to its competitiveness, that is, the ability (opportunity) to best satisfy (effectively, effectively) certain (desirable) needs and / or meet the necessary standards [2].

At present, the problems of rational use of labor potential, its development as a factor of competitiveness of the enterprise has not yet found its specific place in the system of general management of the enterprise. However, it can now be argued that, like the information potential, which at the same time is closely intertwined with other types of potentials, labor potential is also an integral, important part of any of them, since the main component of any organization is the people included In this organization, the tasks for which this organization is created and there is a management that forms, mobilizes and enforces the organization's labor potential for solving the tasks that are ahead of it.

Labor potential is a set of human qualities and abilities that depend on interrelated quantitative and qualitative factors that have developed in the process of interconnection with material, technical, innovative, socio-cultural and other components of the economic potential of the enterprise.

The main components of labor potential are: education, creativity, health, morality, activity, organization, professionalism, timing (the possibility of rational use of working time).

That is why it is expedient to present an assessment of the components of labor potential. In our opinion, it is expedient to consider the labor potential of the enterprise within the framework of support of sustainable development of the enterprise and its innovative activity in terms of an integrated approach. From the standpoint of a systematic approach, labor potential is an integral part of the company's aggregate potential and, in its turn, forms an integral, dynamic socio-economic system. From the standpoint of an integrated approach, labor potential is a complex structure consisting of a set of interacting elements of varying degrees of complexity and organization. The first stage of evaluation of labor potential – an analysis of its structure – involves studying the state of each of its elements on the basis of the expert estimation method. Thus, it is possible to attribute to its main components: education; human resources (professionalism); creative potential; health; organization; timing.

The proposed methodology for estimating labor potential based on the neural network approach involves the implementation of the search procedure for the best (according to some criterion) dependence of integral estimates of the labor potential on the set of particular estimates. The use of an artificial neural network to describe this poorly formalized multifactorial nonlinear dependence ensures that the class of analytical and logical models under consideration is

virtually unlimited. In the learning process of the neural network, a learning mechanism is started which automatically adjusts the necessary network parameters. In addition, using expert estimates of integral labor potential, it is possible to conduct a procedure for verifying the quality of the received neural network.

The proposed methodology for estimating labor potential using artificial neural networks involves the following steps.

Step 1. Develop a procedure for obtaining private assessments.

Step 2. Formation of training and testing samples by collecting private assessments of specific employees of the enterprise.

Step 3. Formation of the initial configuration of the artificial neural network.

Step 4. Teaching the neural network based on the "reference" examples included in the training sample.

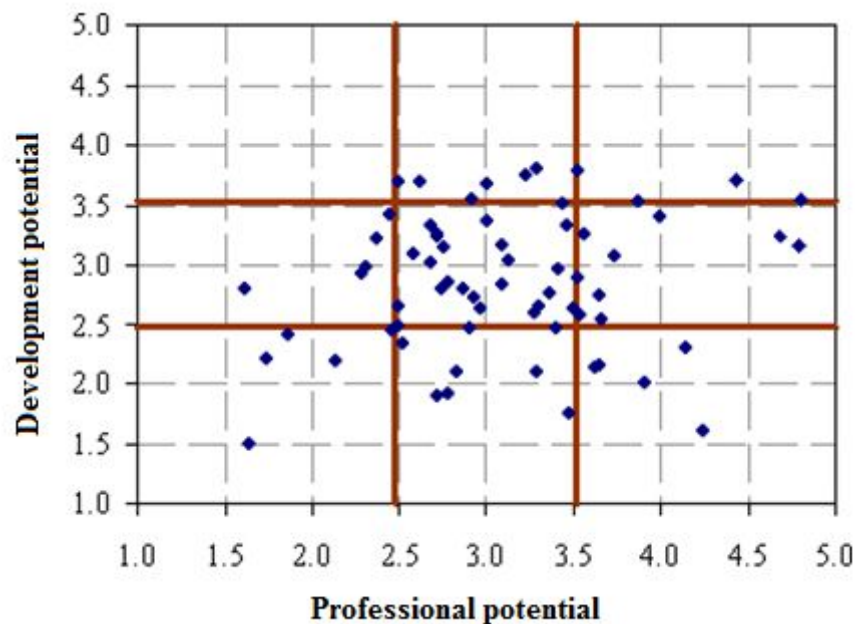
Step 5. Monitor the quality of training the neural network using the test sample generated at the second stage.

Stage 6. Estimation of the labor potential of the worker using a trained neural network that reproduces the work of experts.

The application of this methodology is possible to determine the need for staff training, creation of plans for individual development; for the current evaluation of activity in this workplace for a certain period of time; to identify employees able to work on complex projects; to form a personnel reserve. To implement the methodology, a package of Matlab applications, as well as Microsoft Excel.

The matrix of positioning of the labor potential of the employee is based on the results of assessing the levels of professional capacity and development potential, which provides a visual interpretation of the assessments received and the development of recommendations for the further formation of labor potential.

The proposed methodology for evaluating labor potential has been tested at three enterprises in the city of Kharkiv. A two-component model was used to assess labor potential, including a professional component and development component. The best results were obtained for neural networks with a configuration of a generalized regression network. The use of a two-component model of labor potential made it possible to construct scatter diagrams for labor potential estimates, which greatly facilitates the interpretation of the results obtained. Figure 2 shows an example of a scatter diagram for estimates of labor potential.



**Figure 2. Scatterplot of pairs of assessments of the labor potential of the managers and specialists of the Selprom company**

According to the results of the analysis of the obtained two-component estimates of the labor potential, a  $3 \times 3$  matrix was proposed, allowing to interpret the results of the labor potential estimation. The dividing lines of the regions correspond to the values of the labor potential components 2.5 and 3.5. Table 1 shows an example of the distribution of employees in the cells of the matrix of positioning labor potential.

*Table 1*

**Distribution of managers and specialists of Selprom company according to the labor potential positioning matrix**

|                       |         |                        |                              |                              |
|-----------------------|---------|------------------------|------------------------------|------------------------------|
| Development potential | 3.5–5.0 | Question mark<br>1     | Reserve elite<br>6           | Elite<br>4                   |
|                       | 2.5–3.5 | Problem<br>26          | Foundation<br>22             | Harvesting<br>9              |
|                       | 1.0–2.5 | Problem<br>16          | I do not want to learn<br>18 | I do not want to learn<br>25 |
|                       |         | 1.0–2.5                | 2.5–3.5                      | 3.5–5.0                      |
|                       |         | Professional potential |                              |                              |

According to the results of the study, the most characteristic flows were identified. The use of this matrix allows to rank on qualitatively heterogeneous groups, which will allow for each group and for each group member to

implement a specialized and, therefore, more effective set of measures for the formation and optimization of labor potential.

A dynamic model of labor potential has been developed and investigated, allowing to take into account the inertia of labor potential and qualitatively describe in time the behavior of labor potential under the influence of investments in staff development. Practice shows that labor potential is a very inertial characteristic. It is impossible to immediately increase the labor potential, making even very big efforts for this and spending a lot of money. It is obvious that the labor potential in the most general case can be considered as a certain dynamic system with inertia. Based on this hypothesis, an attempt was made to provide a theoretical analysis of the behavior of the labor potential of a person, a group of people, an enterprise, an industry, a country as a result of the costs incurred in developing or maintaining labor potential.

As an input of a dynamic system, we will consider  $X(t)$  – the cost of raising and maintaining the labor potential at the proper level. As an output, we will consider  $Y(t)$  – the level of labor potential. The input and output of a dynamic system are related by

$$Y(t) = k \int_0^{\infty} X(t - \tau) \cdot h(\tau) d\tau,$$

where  $k$  is the coefficient characterizing the efficiency of use of resources supplied to the input of the system;  $h(\tau)$  is a weighting function that describes the effect of attenuation in time of return on investment in personnel or as an effect of "aging", deactivating the knowledge and skills of personnel over time.

An analysis of the behavior of the labor potential level  $Y(t)$  for different variants of the input  $X(t)$  and the weight function  $h(\tau)$  showed that in all the considered cases a number of common features can be noted.

1) The value of labor potential is directly affected by the coefficient  $k$ , which characterizes the efficiency of investment in labor potential. This indicator is largely determined by the ability of the staff, his desire to further develop these abilities.

2) The level of labor potential is influenced by the level of expenses  $X(t)$  and the rate of their change. The higher the values of these parameters, the greater the level of labor potential can be achieved. Note that due to the inertia of any dynamic system, one should not expect an instantaneous response of the labor potential to the increase in personnel costs. At negative growth rates of expenses  $X(t)$ , a decrease in the labor potential is observed, with positive growth rates, and at zero rates, the labor potential retains its value unchanged.

3) The type of weight function  $h(\tau)$ , which characterizes the speed of updating knowledge, skills, abilities and experience in any field of activity,

significantly affect the dynamics of labor potential. With an increase in the rate of updating knowledge, a decrease in the level of labor potential is observed, all other things being equal. To compensate for this, a corresponding increase in the efficiency of resource use (parameter  $k$ ), the level of costs  $X(t)$  and their growth rates is necessary. The analysis of this model shows that in rapidly developing industries (electronics, telecommunications, information technologies) to maintain competitiveness at the proper level, high and constantly growing costs are required to improve the labor potential. In industries where technological changes are not so significant, stabilization of personnel costs or a limited increase in such costs is allowed. However, in any case, the key to high competitiveness is maintaining the ratio:

$$\frac{\text{Cost effectiveness } (k) \times \text{Cost level } (X(t))}{\text{Knowledge update rate}} \text{ at a high level}$$

Thus, the developed rating matrix of the labor potential based on the results of the dynamic model study allows to specify the priority directions of the enterprise development taking into account the achieved quality level of the labor potential and the expected dynamics of its change and taking into account the characteristic features of the industry, enterprise, certain types of activities.

**Conclusions.** A methodology has been developed for assessing labor potential, both individual workers and groups of workers, using the apparatus of the theory of neural networks, which allows to take into account the nonlinear nature of the dependence of the aggregate estimates from a variety of individual assessments of labor potential, taking into account non-formalizable, semi-structured knowledge of experts.

A matrix has been developed for positioning an employee's labor potential based on the results of assessing the levels of professional potential and development potential, which provides a visual interpretation of the resulting estimates and the development of recommendations for the further development of labor potential. The regularity of balancing the level of the goals of the enterprise and the level of labor potential is revealed. The identified and forecasted imbalances of these two levels are the basis for the development of a personnel management program, including a policy of hiring / firing, advanced training, retraining, changes in the structure of personnel.

A dynamic rating model of the labor potential was developed and investigated, which allows to take into account the inertia of the labor potential and qualitatively describe the behavior of the labor potential in time as a result of investments in staff development.



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## NEW FORMS OF CROSS-BORDER COOPERATION

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**Introduction.** Active engagement of Ukraine and its regions in the system of international cooperation in the context of the development of world integration processes is possible due to the use of cross-border cooperation tools. in the form of jointly developed programs of trade and economic, scientific-technical, environmental-ecological, cultural, historical-religious cooperation.

**The hypothesis of scientific research.** Using cross-border cooperation will solve the problems of accelerating the socio-economic development of transboundary regions, improve the personnel infrastructure training of regions and the country as a whole in order to deepen cooperation with the EU, to solve urgent issues with the neighbors of the post-Soviet space; accelerate European integration processes.

**The purpose** of the article is to develop theoretical propositions to substantiate the effective algorithm of cross-border cooperation development on the basis of synergistic combination of integration processes and innovations in all types of cooperation.

**Methods of research:** an interdisciplinary approach – for combining a set of general scientific and special research methods; systemic and structural-functional analysis – to determine the system of international cross-border links; institutional approach – to determine the impact on cross-border cooperation created by political institutions; situational approach – for correlating the

development of cross-border cooperation with a specific socio-economic situation; a comparative analysis – for comparing processes of cross-border cooperation in different countries of Europe and post-Soviet space.

**Results:** the experience of the international community in implementing the system of cross-border cooperation is analyzed; the legal-legal and methodological principles of cross-border cooperation as a direction of European integration processes in Ukraine are researched; The mechanisms of development of foreign economic relations in the border regions of Ukraine in the conditions of realization of its European integration aspirations are revealed.

**Conclusions:** development of theoretical positions on the substantiation of the active development of the regions as one of the elements of the pan-European system of priorities, which corresponds to the principled integration of states through the integration of regions, which represent joint actions aimed at establishing and deepening economic, social, environmental, scientific, technical, cultural and other relations between territorial communities, various institutions of transboundary regions with the relevant authorities of other states within the competence defined s national legislation.

**Keywords:** cross-border cooperation; integration; territorial communities; cross-border regions.

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## НОВІ ФОРМИ ТРАНСКОРДОННОГО СПІВРОБІТНИЦТВА

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**Вступ.** Активне залучення України та її регіонів до системи міжнародної співпраці в умовах розвитку світових інтеграційних процесів можливо за рахунок використання інструментарію прикордонного співробітництва. у вигляді спільно розроблених програм торговельно-економічного, науково-технічного, природоохоронно-екологічного, культурного, історично-релігійного співробітництва.

**Гіпотеза наукового дослідження.** Використання транскордонного співробітництва дозволить вирішити проблеми прискорення соціально-економічного розвитку транскордонних регіонів, поліпшить кадрову інфраструктуру підготовку регіонів і країни в цілому для поглиблення співробітництва з ЄС, вирішити нагальні питання з сусідами пострадянського простору; прискорити європейські процеси інтеграції.

**Метою статті** є розвиток теоретичних положень щодо обґрунтування дієвого алгоритму розвитку транскордонного співробітництва на основі синергетичного поєднання інтеграційних процесів та інновацій у всіх видах співробітництва.

**Методи дослідження:** міждисциплінарний підхід – для об'єднання сукупності загальнонаукових та спеціальних методів дослідження; системний і структурно-функціональний аналіз – для визначення системи міжнародних транскордонних зв'язків; інституційний підхід – для визначення впливу на транскордонне співробітництво створюваних політичних інститутів;

ситуаційний підхід – для співвіднесення розвитку транскордонного співробітництва з конкретною соціально-економічною ситуацією; порівняльний аналіз – для зіставлення процесів транскордонного співробітництва в різних країнах Європи та пострадянського простору.

**Результати:** проаналізовано досвід міжнародної спільноти щодо впровадження системи транскордонного співробітництва; досліджено нормативно-правові та методологічні засади транскордонного співробітництва як напряду євроінтеграційних процесів в Україні; розкрито механізми розвитку зовнішньоекономічних зв'язків у прикордонних регіонах України в умовах реалізації її євроінтеграційних прагнень.

**Висновки:** розвиток теоретичних положень щодо обґрунтування активного розвитку регіонів як одного з елементів загальноєвропейської системи пріоритетів, який відповідає принципів інтеграції держав через інтеграцію регіонів, які представляють собою спільні дії, спрямовані на встановлення і поглиблення економічних, соціальних, екологічних, науково-технічних, культурних та інших відносин між територіальними громадами, різними установами транскордонних регіонів відповідними органами влади інших держав у межах компетенції, визначеної їх національним законодавством.

**Ключові слова:** транскордонне співробітництво; інтеграція; територіальні громади; транскордонні регіони.

**Formulation of the problem.** In the modern world, in a context of accelerated processes of regionalization and integration, a comparatively new phenomenon such as cross-border cooperation, which promotes the intensification of political, economic and socio-cultural ties between regions of the states, acquires a relatively new phenomenon. Since the need for studying cross-border relations has arisen recently, they, being incorporated in the process of regionalization, often suffer from incomplete description and lack of study.

New realities of the world economy and international relations turn old schemes of establishing cross-border contacts into ineffective ones and encourage states to continuously improve them. Therefore, an integrated approach to studying the essence of cross-border cooperation in terms of modern science will allow to fully present the picture of the dynamics of cross-border relations in Ukraine and European countries and to establish problem areas of this phenomenon in order to develop the most effective solutions for their improvement.

**Analysis of recent publications and unresolved part of the problem.** The specificity of the range of sources of this study is that until the 80s of the twentieth century, the problem of cross-border cooperation was not studied in full. The consideration of this issue was at the angle of contrasting cross-border cooperation and conflict as such. Later scientists' attention began to attract such issues as internal causes of cross-border cooperation [1], stimulating or impeding the role of the international environment in its development [2; 3], the ways leading to cross-border cooperation, its causes and consequences, its forms and types [4]. Great contribution to the study of the issues of cross-border cooperation was made by J.-P. Derrienik [5] and R. Kohohin [6]. Proponent of a realistic approach to the definition and study of the essence of transborder relations is A. Wallfers [7]. Later, E. Milner [8] analyzes previous works of scientists on this topic, highlights the general and distinction, conducts parallels, explains the essence of the phenomenon.

But the emergence of new relationships in cross-border cooperation requires Ukraine to adapt the legislation and conditions of such activity to the requirements of the European Union and its changes in accordance with new geopolitical realities. First of all, this is taking into account the fact of cooperation on the borders not only with neighbors, but with neighboring member states of the European Union, which requires the development of normative and organizational and economic provision of relations in the light of new realities.

**The purpose** of the article is to find out new forms of cross-border cooperation of Ukraine.

**Research results.** The current regional policy of the EU member states and Ukraine needs to find new forms of cross-border cooperation that will let to

achieve a full-scale integrated space. Cross-border cooperation can be carried out within the framework of the created Euro-region by concluding agreements on cross-border cooperation in certain spheres and by developing mutually beneficial contacts between subjects of cross-border cooperation [9].

The law "On Cross-border Cooperation" was adopted in Ukraine in 2014, and State Programs for the development of cross-border cooperation, which promote economic growth in the remote border regions, are periodically adopted. Nevertheless, the realization of tasks and the use of opportunities for cross-border cooperation require the search for new organizational forms. Modern forms of cross-border cooperation are cross-border clusters, European groupings of territorial cooperation, cross-border partnership and border trade complexes in the conditions of formalization of border trade [9; 10; 11].

Trans-border partnership is an organizational form of cross-border cooperation, which is carried out on the basis of voluntary cooperation between two or more territorial communities, their representative bodies, local executive authorities, public organizations, legal entities and individuals from different sides of the border, operating in accordance with the terms of a formal contract (agreement). The cross-border partnership is carried out to implement joint projects, programs and solving social, charitable, cultural, educational, scientific or managerial tasks [12, p. 159]. The cross-border partnership creates the preconditions for effective solution of a significant number of common problems on both sides of the border, promotes the competitiveness of the economy, activating innovative processes and real mechanisms for coordinating the interests of authority, business, science and education in operating a development strategy at the level of the region and the country.

The promise of cross-border partnership as a form of interaction between actors and participants in cross-border cooperation is characterized by the growth of a large number of cross-border partnerships in European countries operating in the tourism, education, employment, agriculture, etc. An example of a partnership in the agricultural sector is the MED Partnership (1999), which is so named after the union of the three cross-border territories of Northern Ireland (UK) and Republic of Ireland: Melvin, Ern, and Duff.

Within the framework of the partnership, there are three main projects that contribute to the effective employment of the rural population: The first project: education and training (IT training, development of personality and skills) is aimed at expanding employment opportunities and improving the quality of work for specialists from different levels of the agricultural sector: veterinarians, technical staff, managers, marketers, etc.

The second project: an increase in livestock. Third project: ecological (creation of an efficient mechanism for waste recycling and improvement of the environment in the countryside). Another example of a cross-border partnership is

the EURES network of partnerships (European Employment Service), which brings together employment and training services of EURES member states, employers and trade unions, local and regional authorities, other regional, state and international levels institutions and organizations dealing with employment and vocational training. The network of EURES cross-border partnerships, which has a total of 22 cross-border partnerships [13, p. 139], is an important tool for ensuring labor mobility and monitoring employment at cross-border labor markets.

The main tasks of the EURES cross-border partnerships are: to ensure the exchange of vacancies at the cross-border level, public access to information on living and working conditions, networking and the regular training of EURES consultants. European experience shows that cross-border partnership has many advantages for cross-border regions, although its functioning is complicated by the existence of socio-economic and institutional problems.

Coherent regions have a functional structure, that is, within them there are subsystems: productive, social, ecistic (resettlement), demographic, and others. At the same time, as separate regions, cross-border cooperation is divided into territorial-production, territorial-social, geodemographic features, the system of resettlement. The spatial functional subsystem of the region may not coincide with the corresponding territorial system.

Each system of cross-border cooperation, starting with the global level, can be represented as a set of more partial subsystems – until we reach the local level (see Table 1).

Table 1

**Hierarchy of the regions on the level of cross-border cooperation**

| Hierarchical level         | Functional type of region                                                   |                                             |                                            |
|----------------------------|-----------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------|
|                            | Political                                                                   | Economic                                    | Socio-Cultural                             |
| Global level               | World political system                                                      | World economic system                       | Human civilization                         |
| Mega-region                | Countries of NATO, EU, CIS, OAS, African Union, League of Arab States, etc. | EU, CIS, NAFTA, ASEAN, LNPP, etc.           | Eight world civilizations<br>S. Huntington |
| International Macro-Region | Union State of Russia and Belarus, Benelux, Baltic States, etc.             | Baltic Region, Alps, etc., growth triangles | Scandinavian, East Slavic, etc. Regions    |
| Country                    | Sovereign State                                                             |                                             |                                            |
| Domestic macroregion       | Federal districts                                                           | Large economic areas                        | Ethnic and ethnographic communities        |
| Mesoregion                 | Administrative-territorial entities                                         | Administrative-territorial entities         | Socio-territorial communities              |
| Microregion                | Municipalities                                                              | Intraregional                               | Societies                                  |
| Local level                | Localities                                                                  | Business entities                           | Local societies                            |

*Generalized on the basis of [14, pp. 51–52; 15, p. 123–128].*

The unconditional advantages of forming a cross-border partnership are:

1) the possibility of active involvement of public and private organizations on both sides of the border, the use of their knowledge and interests on issues of cross-border activities;

2) mobilization of the internal potential of the region, acceleration of the processes of equalizing the quality of life of the population; association of the parties irrespective of their individual responsibilities around the common goal, which is important for the economic development of the regions;

3) expanding the outlook of partners through joint activities. It should be noted that the main institutional obstacles to the development of the cross-border partnership are a small number of relevant structures dealing with cross-border cooperation; the complexity of regulating the activities of all partners in the partnership.

Significant socio-economic barrier in the development of the cross-border partnership are considerable differences in the level and rates of economic development of Ukraine and EU countries; fiscal and customs barriers.

The state policy of Ukraine on the development of cross-border cooperation should facilitate the transfer of most of the management powers on cross-border cooperation to the level of local government and local self-government bodies [14, p. 32].

The development of cross-border cooperation involves the following tasks: the use of opportunities for cross-border cooperation at the regional and local levels; promoting the development of existing Euro-regions and creating new organizational forms (European Territorial Cooperation Groups and Euro-regional Cooperation); stimulating the cross-border cooperation network between enterprises, namely the formation and development of cross-border clusters, will significantly increase the competitiveness of the border regions; promoting cross-border cooperation for sustainable and innovative use and development of natural resources, cultural heritage, strengthening of economic, cultural and humanitarian ties between actors and participants in cross-border cooperation.

**Conclusions and suggestions.** The enlargement of the European Union, Ukraine's accession to the WTO, the global economic crisis, and other processes of globalization have a significant impact on the socio-economic development of the Ukrainian state. The new challenges of external and internal origin cause a sharp differentiation of the Ukrainian regions, first of all borderline indicators of the level of human development, which leads to an increase in alienation between communities and regions, posing a threat to the national security of the Ukrainian state.

Therefore, one of the effective innovative tools for solving these problems is the use of the potential of cross-border cooperation. Thus, 19 out of 25 regions



of Ukraine are border regions (the total area is about 77% of the entire territory of the state), there are 9 Euroregions in the territory of Ukraine and the process of institutionalization of transborder cooperation in the form of Euroregions throughout the perimeter of the state border of Ukraine is completed.

Planned measures initiated by the European Union and the Council of Europe to create a "Europe without dividing borders", ensuring "territorial equalization" between regions in order to reduce the imbalances in their development. The implementation of priority tasks, the development of a number of important legal instruments, provides the basis for supporting cross-border co-operation: the European Convention on the Transfrontier Co-operation between Territorial Authorities or Communities, the Additional Protocols thereto, the European Parliament and the Council Regulation 1082/2006 on the European Grouping of Territorial Cooperation (EGTC) ) of July 5, 2006, etc. Thus, the new state regional policy should envisage opportunities for expanded representation of Ukraine's regions in the European economic and political space by developing cross-border economic and political cooperation.

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## COMPETITIVE ADVANTAGES OF MODERN FORMS OF MANAGEMENT BY A HOTEL BUSINESS

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**Introduction and purpose of the study.** Recently, the issue of increasing the efficiency of the functioning of hotel business establishments due to the application of competitive advantages becomes of paramount importance.

It is well-known that in the conditions of an integrated approach to the creation and use of competitive advantages, an enterprise is able to prevail in the demand market. Practical experience of the domestic hotel industry shows that some forms of organization of hotel activities for the domestic hotel industry are new, which creates the need to explore the features of modern forms of management of hotel enterprises in the system of competitive advantages.

**The purpose** is to determine the essence and content of modern forms of hotel business management in the context of the concept of competitive advantage.

**Methods of research:** general scientific methods of analysis, synthesis, comparison, systematization and generalization.

**Results:** modern forms of organization of hotel business management, which are used by leading specialists of the hotel industry sphere, reveal the peculiarities of their activity, the strengths and weaknesses of such forms of organizing management of hotel industry enterprises as independent hotels, voluntary associations of hotels and hotel chains.

**The hypothesis of scientific research.** It is assumed that the processes of globalization and integration necessitate the formation of new forms of organization of hotel activity of the domestic hotel industry in order to improve the form of management of hotel business.

**Keywords:** hotel business; forms of management; concept of competitive advantage.

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## КОНКУРЕНТНІ ПЕРЕВАГИ СУЧАСНИХ ФОРМ УПРАВЛІННЯ ГОТЕЛЬНИМ БІЗНЕСОМ

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**Вступ і мета дослідження.** діяльності вітчизняного готельного  
Важливого значення останнім часом господарства з метою  
набувають питання підвищення удосконалення форми управління  
ефективності функціонування закла- готельним бізнесом.

дів готельного бізнесу за рахунок застосування конкурентних переваг. сутності і змісту сучасних форм  
Загальновідомо, що за умов управління готельним бізнесом в  
комплексного підходу до створення контексті концепції конкурентних  
та використання конкурентних переваг.

переваг підприємство отримує **Методи дослідження:** загально-  
можливість превалювати на ринку наукові методи аналізу, синтезу,  
попиту. Практичний досвід порівняння, систематизації та  
діяльності вітчизняного готельного узагальнення.

господарства свідчить про те, що **Результати:** досліджено сучасні  
окремі форми організації готельної форми організації управління  
діяльності для вітчизняного готельним бізнесом, що використо-  
готельного господарства є новими, вують провідні фахівці сфери  
що створює необхідність дослідити готельного господарства, розкрито  
особливості сучасних форм особливості їх діяльності, сильні та  
управління підприємствами слабкі сторони таких форм органі-  
готельного господарства в системі зації управління підприємствами  
конкурентних переваг. готельного господарства, як неза-

**Гіпотеза наукового дослідження.** лежні готелі, добровільні об'єднан-  
Передбачається, що процеси глоба- ня готелів і готельні мережі.

лізації та інтеграції спричиняють **Ключові слова:** готельний бізнес;  
необхідність формування нових форми управління; концепція  
форм організації готельної конкурентних переваг.

**Formulation of the problem.** Recently, the issue of increasing the efficiency of the functioning of hotel business establishments due to the application of competitive advantages becomes of paramount importance.

It is well-known that in the conditions of an integrated approach to the creation and use of competitive advantages, an enterprise is able to prevail in the demand market. The practical experience of the domestic hotel business shows that some forms of hotel management for the domestic hotel industry are new, which creates the need for their research to determine the feasibility of their use in the domestic hotel industry.

**Study Status.** Modern economic science details the theoretical principles of competition, its forms, manifestations and dynamics, peculiarities of the formation and realization of competitive advantages, analyzes the global competitive environment, innovative approaches in providing competitive advantages, etc. Particular attention deserves the research of the following scholars: N.U. Balatska, L.M. Ganushchak-Yefimenko, K.A. Galasyuk, Yu.V. Gusiev, O.O. Lupych, V.G. Shcherbak.

**Presenting main material.** The form of organization of the hotel business is a means of doing business, which takes into account the combination of ownership and organizational and legal aspects of the hotel. In the hotel economy, the following organizational forms of management are commonly used: joint-stock companies, joint ventures, syndicates, consortia, which differ in content and proportions of functions, structure and degree of centralization of management.

The aforementioned forms of organization of hotel business enterprises may have the following types of management: an independent type of management; self-management with participation in the hotel association; independent management under a franchise agreement; rental of property by the operator; contract management; franchising

An analysis of the state of the hospitality of world leaders in the tourism business suggests that the most widespread in international practice forms of management of hospitality enterprises include: contract management; management through a franchise contract and lease [7].

One of the main forms of management of the hospitality industry, which has been widespread since the early 1970's, is contract management. Under a management contract, a written agreement is concluded between the owner of the business (hotel, restaurant) and the manager or company specializing in the management of the respective types of enterprises. For hotel owners one of the most important problems when designing a management contract is the choice of a management company. It is worthwhile to distinguish between independent management companies and companies that manage the hotel chain. An independent managing company deals, as a rule, with various types of hotel

products of various brands. In this case, the hotel owner pays for the services of the management company and separately corresponding payments (entrance fee, royalties, etc.) of the company – the franchisor.

The hotel chain management company mainly deals only with hotels, united by a single trademark. And in this case, the hotel owner pays the management company both for management, and for the traditional corporate services provided to the entire hotel chain.

The main points of the management contract are:

1. Allocation of the management company (operator) the right to manage the enterprise. The right of the owner to interfere in the process of day-to-day management and control is stipulated separately. The issue can be solved by arranging monthly reports to hotel owners to be provided by the management company. Apart from regular financial reports, hotel owners have the right to request explanations regarding deviations from planned regulatory indicators, receivables records, reserve bookings and group bookings of a room suite, customer remarks, investment reports, etc.

2. Laying on the owner all expenses from different operations, as well as all financial and operational risks arising from his property rights.

3. Protection or dismissal of the operator from any liability for any actions, other than those committed intentionally or as a result of gross negligence.

4. Term of property management of hotel enterprises. The standard management contract is for five, ten or twenty years.

5. Management remuneration. There are two systems for calculating payments for management services (commissions): fixed and progressive. Owners prefer low fixed rates and high bonuses that directly depend on the results of the work, and the management companies - on the contrary.

6. Terms of renewal of the contract.

7. Terms of termination of the contract.

Depending on the particular situation, management contracts can vary significantly. Contract management has its advantages and disadvantages. The advantages of contract management for the owner of the company are: lack of ownership of the property in the management company; presence of the right of the owner of the choice of a management company or manager; availability of investment opportunities in the enterprise, regardless of the position of the management company; possibility of profit, taking into account expenses for management remuneration.

Disadvantages of contract management for the owner of the enterprise are: lack of operational control; the presence of the risk of non-profit (in cases where the amount of profit allows you to pay only the management remuneration); the need to pay managerial remuneration; lack of right to interfere in the management process; difficulty with early termination of the contract.

The advantages of a contract system for a management company are: expansion of the sphere of influence; increase of incomes with minimal expenses; the complete absence of the need for payments to the owner (in cases where the amount of profit allows you to pay only the management remuneration).

The disadvantages of contract management for a management company are: limiting income to the amount of managerial remuneration; Dependence on the financial status of the owner; termination of the contract after the expiration of the contract (in case of non-renewal of the contract).

The following international practice is a form of management of the hospitality industry by managing a franchise agreement.

The franchising system provides a system of contractual relations between large and small independent enterprises, in which the latter receive the right to manufacture and sale on behalf and under the trademark of a large firm certain types of goods and services. In the scientific literature, along with the term "franchising," the terms "franchising", "franchise agreement" and "franchise" are used.

Franchising is an ongoing relationship, in which the franchisor (the franchisor) gives the law-protected right to engage in certain business activities, as well as assistance in organizing this activity, training, implementation and management for the remuneration of the franchisee (the franchisee's payee).

The franchise system, as a special method of doing business, is built from the outset in such a way that the franchisor benefits from rapid growth with a limited risk, and the franchisee - from what is part of a proven commercial system, that is, has already been tested and successful in the market.

Relations between the franchisor and the franchisee are fixed by signing the agreement. In a franchising contract, the franchisor gives the franchisee the right to use his trademark, technology and working methods, the system of reservation, spent marketing procedures, the system of discounts, etc. The standard condition is participation in the franchisor's market strategy. The most important element of a franchise agreement is the harmonization of payment forms. In franchising practice, the entrance fee (primary or deductible franchise value), regular deductions, called royalties, payment for marketing services are used. From hotels, in addition, a fee for using the centralized booking system is charged. The contribution is a one-time fixed payment for the rights granted and services performed. As a rule, it includes the cost of a set of project documents, a complete set of instructions on enterprise management, advanced training of management, training of staff to the opening of an enterprise, as well as the cost of periodic training of personnel for the entire duration of the contract. The initial contribution under the franchising agreement may take the form of a partial prepayment and payment of the remaining amount, either immediately



after the signing of the agreement, or equal shares not later than three months after the start of work. In addition to the entrance fee, the franchisees are required to make royalties (current deductions) payable to the franchisor on a permanent basis on the contents of the franchise system, management and compulsory services on its part. The contract stipulates the method of calculation and the procedure for payment of royalties. In international practice, current payments represent a defined percentage of gross income or profit. In the restaurant business, royalty is on average 7% of gross income. For hotels, current payments depend on the number of rooms [8]. They are usually determined at a minimum and fluctuate within 30–600 USD per number per year, or about 5% of revenue from the sale of rooms [8]. In order to obtain large royalties the franchisor conducts periodic inspections of enterprises, a review of production and issuance of recommendations on ways to increase productivity. The franchisor may recommend new products or services, new equipment or changes to the design of the enterprise to create the desired image. On the funds from the advertising fund held advertising campaigns, promoted sales and the creation of special programs. The franchisor's supervisory board monitors the advertising program and gives appropriate recommendations. The term of the franchising agreement is standardized within the framework of 5–20 years. The franchisee retains the right to renew the contract if, during its action, the franchisee has not been subjected to serious violations. Recent trends include the practice of extending the franchisee's contract. The reason is that after the expiration of the contract franchisee companies do not want to restore relations with the franchisor, because, having received sufficient experience during the cooperation, they consider themselves sufficiently trained for independent work. Thus, they create competition for the franchisor.

The obligations of the franchisor consist of the following:

1. Establishing all types of payments.
2. Transfer of business and technical information underlying the business concept through the system of training and support.
3. Documenting all rules and regulations for standardizing all procedures and quality assurance.
4. Quality control to maintain the reputation of franchising in the system.
5. Provide ongoing support to each franchisee, including refresher training, management assistance and on-demand operational services.
6. Clarification of the schedule of development and conditions for those franchisees who want to own more than one franchise.
7. Provision of protected territory. This is done to ensure that other franchisees of the same brand will not be opened in the area discussed.
8. Determination of the terms of the break and extension of the contract.

Obligations of the franchisee:

1. Implementation of all types of payments.
2. Confidentiality of information.
3. Use of the brand name.
4. Compliance with the quality standards and program of the franchisor, etc.

The franchising agreement also provides for terms of termination. Potential causes of cancellation of contracts may vary. The most common cases are when:

The system of franchising contains for both parties – the franchisor and the franchisee – advantages and disadvantages.

The advantages of a franchise agreement for a franchisee are:

1. Package of plans and specifications, assistance in the initial period of activity.
2. Advertising around the country, the world.
3. Centralized reservation system.
4. The possibility of using discounts for the purchase of furniture, equipment and other goods used for the service of guests.

The disadvantages of a franchise agreement for a franchisee are:

1. Requirements for strict compliance with the standards established by the franchisor.
2. Ability to purchase a negative image in case of unsatisfactory work of the franchisor.

The advantages of franchising for the franchisor are:

1. The ability to integrate into the market, expand the business with minimal investment.
2. Additional income from receiving payments from the franchisee.

The disadvantages of franchising for the franchisor are:

1. Limit income to payments by franchisee.
2. The risk of purchasing a negative image in case of non-compliance by the franchisee with the established quality standards.

Rental as an organizational form of management of the hotel industry is actively used in developing countries, where the practice of leasing state-owned enterprises is a constant practice.

As a result of the analysis of modern forms of hotel business management, we consider it necessary to point out that the most effective form of contract management and management through a franchise agreement. Comparison of the main positions of management systems built on franchising agreements and management in the hotel business gives the following results (Table 1).

*Table 1*

**Comparison of the main positions of management systems built on franchise agreements and management arrangements in the hotel business**

| <b>Positions</b>                                               | <b>Franchising agreement</b>                                                                                                                                                                                                                                                                                                                                                                     | <b>Management agreement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Terms</b>                                                   | Performed on the terms of the transfer of the right to use the intellectual property (use of the trademark and standardized procedures for the provision of goods and services provided by the franchisor, in exchange for one-time and one-time payments or part of the franchise income                                                                                                        | The Managing Company (MC) manages the personnel and operates the hotel on behalf of the owner; provides maintenance and development of the hotel; gets a branded license for advertising, marketing and booking. The level of income of an enterprise depends on the experience and competence of the MC.                                                                                                                                                                                |
| <b>Main obligations of the parties (owner)</b>                 | The general management of the hotel remains the owner, who undertakes: to follow the instructions of the "operating brand" regarding the operator's standards; brothers participation in joint marketing and advertising; to participate in the integrated booking system; to open the hotel on a specified date; keep accounts and accounts with the operator; adhere to all legislative norms. | The owner remains responsible for: the hotel's compliance with the operator's brand standards (repairs related to the provision of these standards); maintenance, repair and insurance costs; employment of employees; obtaining a license for the operation of the hotel or a license for alcoholic beverages, etc.; real estate problems, including prolongation of the lease, etc. Owners have the right to approve budgets, approve management positions, check hotel accounts, etc. |
| <b>Main responsibilities of the parties (managing company)</b> | The franchisor provides: training in hotel business under this brand; provision and updating of the "operating manual of the brand"; opening of access to new services; access to the system of marketing, advertising and booking of the operator; Providing technical services in other areas, but this will probably require the holder of an additional payment.                             | MC operates hotel according to brand standards; connects the hotel to the system of marketing, advertising and reservation of the brand operator; has the authority to conduct daily hotel management, including the purchase of goods and services, litigation, personnel management; Provides technical services related to the design and development of the hotel.                                                                                                                   |

*Source: compiled by the author.*

**Conclusions.** Despite the drawbacks, the form of management of hotel enterprises through the franchising contract is one of the most promising. Franchising as a form of management is based on the basic principles:

The success of franchising in the field of tourism is based on such basic principles as: constant cooperation, accessibility and high degree of trust of partners; mutual benefit and openness of relations; the possibility of solving problems through negotiations; realism in estimations; professionalism, which is expressed in the competence of the franchisor, and not ordinary implementation of the business strategy; equality that is expressed in the fact that the franchisee is an independent legal entity, and not an employee of the franchisor; joint presence in the market; Providing support and information sharing, enabling the development of forward looking plans, introducing new rational suggestions and ideas that can generate profits and improve competitiveness; high degree of entrepreneurial initiative; planning and forecasting of prospects; provision of competitive advantages; mutual responsibility; regularity and honesty of payments; mutual work of the parties to the formation of a reserve of business strength in order to overcome crisis situations; long-term orientation; adherence to the rules of working with confidential information; the maintenance of the parties of the high reputation of its trademark; support for high level of control.

These principles create the conditions under which an enterprise obtains competitive advantages in the market of hotel services. So, being in different possessions and exercising their activities in one market (within the state, region, city), the franchisees are not competitors to each other. All of them fulfill the single most important task – the establishment of the franchise chain brand market. Their overall goal is to attract more potential customers. The larger the trademark on the market, the higher total sales of the entire chain. To strengthen the entire system, franchisee companies operating in one market are required to work as one team. This circumstance provides much more opportunities for sharing experiences and collective actions.

In addition, the key issue for hotel owners is the benefit of joining the hotel brand. Such advantages include, in particular: higher probability of success due to knowledge of the brand, increased access to financing, marketing, advertising and access to centralized reservation systems, reducing the risk of bankruptcy. Franchising is one of the fastest and easiest ways to get these and other benefits, while allowing the owner to retain control over their assets.

Taking into account the current global economic climate, the franchise is attractive in terms of the brand owner, as it offers a way to quickly expand the brand, generating a further flow of income.

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## SOCIO-ENVIRONMENTAL RISKS OF HUMAN HEALTH

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### Introduction and purpose of the study.

Analysis of statistical data, dynamics of absolute and integrated indicators of anthropogenic and technogenic loading on the environment indicates that the ecological situation in Ukraine can be characterized as a crisis. In Ukraine, the ecological crisis is unfolding in the context of limiting natural resources, economic instability, exacerbating social and political problems, the lack of moral foundations in many members of society, and the intensive pollution of the human environment by negative factors, including mutagens and teratogens. Taking into account the above, the urgency of the problem of the interconnection of the environmental state of the environment and the state of health of the population is increasing.

**The hypothesis of scientific research.** It is anticipated that the poorly investigated are the social consequences of environmental threats and challenges, and the state of social consciousness in the field of the environmental paradigm of health is not sufficiently taken into account.

The purpose of this study is to analyze the impact of negative environmental (anthropogenic) factors on the basic indicators of public health and the means of their elimination and minimization through bioprophylaxis and the formation of ecological consciousness.

**Methods of research:** theoretical analysis, synthesis, comparison and comparison in order to determine the state of disclosure of the research problem in the scientific literature, quantitative indicator of the state of health of the population – health index, study of expert surveys.

**Results:** the risks of negative environmental impact on human health are disclosed. The dependence of health and the environment on certain indicators is shown. The relationship between ecological factors and the development of modern diseases is revealed. The group of diseases related to the environmental impact have been analyzed. The leading role in etiology and pathogenesis of diseases of heredity and the state of the environment has been determined.

**Conclusions:** The current ecological crisis in Ukraine is related to the influence of the complex of environmental and professional-production factors in combination with stress, neuro-psychological overloads. Today, there are many environmental challenges and threats that cause deterioration of physical and mental health, threatening the nation's gene pool. The deterioration of the environment leads to an increase in ecologically dependent chemical pathology and the emergence of new ecologically conditioned diseases.

**Keywords:** ecology, health, ecological risks, diseases, heredity, bio-prophylaxis.

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## СОЦІАЛЬНО-ЕКОЛОГІЧНІ РИЗИКИ ЗАБЕЗПЕЧЕННЯ ЗДОРОВ'Я ЛЮДИНИ

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**Вступ і мета дослідження.** Аналіз статистичних даних, динаміки абсолютних та інтегрованих показників антропогенного і техногенного навантаження на навколишнє природне середовище свідчить про те, що екологічну ситуацію в Україні можна охарактеризувати як кризову. В Україні екологічна криза розгортається при обмеженні природних ресурсів, економічній нестабільності, загостренні соціальних та політичних проблем, відсутності моральних основ у багатьох членів суспільства, інтенсивного забруднення середовища існування людини негативними чинниками, в тому числі мутагенами і тератогенами. З огляду на наведене, актуальність проблеми взаємозв'язку екологічного стану зовнішнього середовища та стану здоров'я населення зростає.

**Гіпотеза наукового дослідження.** Передбачається, що малодослідженими є соціальні наслідки екологічних загроз і викликів та недостатньо враховано реальний стан суспільної свідомості в сфері екологічної парадигми здоров'я.

**Метою даного дослідження** є аналіз впливу негативних екологічних (антропогенних) факторів на основні показники здоров'я населення та засобів їх усунення і мінімізації шляхом біопрофілактики і формування екологічної свідомості.

**Методи дослідження:** теоретичний аналіз, синтез, порівняння та зіставлення з

метою визначення стану розкриття проблеми дослідження у науковій літературі, кількісний показник стану здоров'я населення – індекс здоров'я, вивчення експертних опитувань.

**Результати:** розкрито ризики негативного впливу довкілля на здоров'я людини. Показано залежність здоров'я і стану навколишнього середовища за певними показниками. Розкривається взаємозв'язок між екологічними факторами і розвитком сучасних хвороб. Проаналізовано групи захворювань, що пов'язані з дією навколишнього середовища. З'ясована провідна роль в етіології і патогенезі захворювань спадковості і стану навколишнього середовища.

**Висновки:** сучасна екологічна криза в Україні пов'язана із впливом комплексу екологічних та професійно-виробничих факторів у поєднанні зі стресовими, нервово-психічними перевантаженнями. На сьогодні існує багато екологічних викликів і загроз, що спричиняють погіршення показників фізичного й психічного здоров'я, загрожують генофонду нації. Погіршення стану навколишнього середовища призводить до зростання екологічно залежної хімічної патології і виникнення нових екологічно зумовлених захворювань.

**Ключові слова:** екологія; здоров'я; екологічні ризики; хвороби; спадковість; біопрофілактика.



**Formulation of the problem.** XXI century is characterized by an increase in the impact of anthropogenic factors on human. The emergence of new technologies, sources of energy and materials, the introduction of the latest advances in science and technology have led to global changes in society. On the one hand, the improvement of technologies and the growth of production contribute to more complete satisfaction of people's needs, increase of comfort, production of food products, etc. On the other hand, air, earth and water are polluted, forests are being destroyed, ozone layer of the Earth diminishes, thousands of new chemical compounds appear, which undoubtedly negatively affects people's health, reduces life expectancy, endangers human existence biological species.

**Analysis of recent research and unresolved part of the problem.** In the national scientific literature, the questions devoted to the influence of environmental factors on human health were considered in a number of publications of such scholars as O.I. Timchenko, E.M. Omelchenko, O.V. Linchak, O.P. Vitovska, V.G. Bardov, V.I. Fedorenko, S.I. Garkavy, S.V. Vitrischak, E.M. Belitskaya, A.I. Horova, I.V. Sergey, Yu.V. Bardik, O.O. Bobylova and others.

Over the past few years, a number of studies have been conducted at the Kyiv National University of Technologies and Design devoted to the analysis of the health of student youth and its environmental dependence. In particular, in scientific research A.M. Serdyuk, O.I. Timchenko, O.V. Linchak, V.V. Elagina and others. reveals the genetic effects of the influence of the changed human environment on the process of reproduction of the population of Ukraine. Researchers in the field of medical ecology of the Kyiv National Medical University named after O.O. Bogomolets – V.G. Bardov, V.I. Fedorenko, S.V. Vitrischak, L.P. Kozak and O.L. Savin reviewed issues of ecology and human health, identified environmental problems and analyzed environmentally dependent and environmentally-prone diseases. Medical-ecological problems in modern conditions and their influence on the level of morbidity of the children population are covered in the study of S.N. Vaduz and O.E. Fedortsiyava.

Despite a large number of publications devoted to ecology and human health, to date, some aspects of this scientific problem have not been adequately investigated. In particular:

- poorly investigated are the social consequences of environmental threats and challenges;
- the actual state of social consciousness in the field of the environmental paradigm of health is not sufficiently taken into account.

The purpose of the paper is to analyze the impact of negative environmental (anthropogenic) factors on the main indicators of public health

and the means of their elimination and minimization through bio-prophylaxis and the formation of ecological consciousness.

**Research results.** The analysis of sources and literature from this problem shows that among the factors determining the level of morbidity, the state of the environment takes about 20%. At the same time, according to the WHO data, taking into account the current ecological stress associated with the impact of a complex of environmental and occupational factors in combination with stress, neuro-psychological overload, the majority of diseases are the main source of these diseases – up to 70–80%. Social factors and environmental factors do not act in isolation, but in combination with biological (including hereditary), which determines the dependence of human morbidity, both on the influence of the environment in which it is located, and on the genotype and biological laws of its development. Finding the exact contribution of a factor to the etiology of the disease is often a rather difficult task, since more than 200 genes that control the susceptibility of a person to the diseases associated with the influence of environmental factors [4, p. 119; 5, p. 319]. In recent years, anthropogenic pressure on the environment in many regions of the country is hazardous to health. Depending on the intensity of the environmental factors on health, distinguish zones of emergency ecological situation and the zone of ecological disaster. The ecological condition of such zones is estimated by a set of indicators, in particular, according to the structure of the morbidity of the adult and infant population, mortality, the frequency of birth defects, genetic disorders, violations of the immune system, the concentration of toxic substances in various biological human environments, etc.

It is possible to establish the dependence of health and the environment on certain indicators. As noted by such researchers in the field of hygiene, as V.G. Bardov, V.I. Fedorenko, E.M. Biletska, S.S. Garkavy, A.M. Grynzovsky, a quantitative indicator of the health status of the population in the zone of environmental monitoring is the health index. Given the full well-being of the environment, the generalized health index is about 65–70%. An integral indicator of health is the adaptive capacity of the human body. For a man who is not adapted to fluctuations in the parameters of abiotic factors, typical manifestations are changes in his physical and mental health. Thus, the level of adaptation to environmental conditions, pre-morbid and pre-pathological changes, ecological pathology, ecological nosology can be an indicator of the state of the environment [5, p. 306].

The WHO European Center for Environment and Health recommends the main groups of indicators for assessing the link between the environment and the health of the population and the development of appropriate information systems: health status (mortality, morbidity, prevalence of diseases); physical environment (indicators of the state and influence) – provision of housing, the

quality of drinking water and atmospheric air, radiation, noise; working conditions (influence of factors on the body); health protection (regulatory quality of food products); health services [6, p. 38].

When investigating the influence of environmental factors on health indicators, the following schemes should be observed: 1) factor of the environment – health indicator; 2) factor of the environment – a complex of indicators of health; 3) complex factors – health indicator; 4) a complex of factors – a complex of indicators of health.

Analyzing the influence of negative environmental (anthropogenic) factors on the basic indicators of health of the population, one can distinguish the following directions:

- at the somatic level – deterioration of health as a result of unfavorable anthropogenic ecological situation, unfavorable conditions of labor activity;

- at the mental level – the deterioration of health due to prolonged social and environmental tensions, stressful situations caused by man-made accidents and catastrophes;

- at the social level – the discrepancy between the volume and quality of available medical services and the real state of health of the population caused by the impact of anthropogenic ecological situation; the deterioration of demographic indicators – a decrease in the duration and quality of life, a decrease in fertility, an increase in morbidity and mortality.

Actually environmental (the most important anthropogenic) factors can be represented, on the one hand, in the form of complex phenomena (environmental risks), and, on the other hand, mainly as objective indicators of the quality of the environment. In particular, environmental risks should include: anthropogenic environmental disasters; increase of socio-technogenic load on nature (accumulation of waste, pollution of air, water, soil, etc.); uncontrolled negative consequences of biotechnological and genetic engineering developments; the presence of radiation contamination; global climate change; destruction of biosystems under the influence of anthropogenic pollution; reduction of the territory of biological nature reserves and recreational zones, etc. In any case, to identify the interconnections of environmental factors and the health of the population, it is necessary to include in the scope of the analysis the following social consequences of environmental challenges, such as: the growth of diseases and mortality in ecologically unsuccessful territories; job cuts and lower incomes in such industries as agriculture, fisheries, hunting, forestry, tourism; loss of recreational areas, damage to the usual types of recreation and leisure; impairment or alienation of land and real estate as a result of deterioration of the environmental situation or natural and man-made disasters and environmental disasters, etc.

Considering the problem of the influence of environmental factors on the health of the population within the framework of the general socio-ecological approach, one cannot ignore the real state of social consciousness in the field of environmental problems. According to the generalized results of author's expert surveys in recent years, experts recognized the most urgent for the population of large cities the following environmental risks: the quality of drinking water (60–70% of experts); climatic features of the year (30–40%); food safety (50–55%); sanitary condition of the district of residence (40–45%); state of water resources (rivers, lakes) – 60–65%; air pollution (65–70%); soil contamination (55–60%); increased noise level (30–45%); aesthetic state of the environment of the place of residence (40–50%), etc. [4].

Scientists in the field of medical ecology share the diseases related to the environmental impact of the two groups: 1) ecologically dependent – diseases of a non-specific nature, arising and the background of the changed environment. At the same time, environmental factors provoke pathogenetic mechanisms of the disease and complicate its course. As a result, there is an increase in the overall morbidity, cardiovascular, cancer, endocrine, childhood, pathology of pregnancy, violations of fetal development, etc.); 2) ecologically-conditioned – a disease of a specific nature, when the ecological factor is the etiological factor of the disease (endemic diseases, natural-focal diseases, infections, diseases caused by the action of harmful chemicals, radiation, biological allergens) [3, p. 320].

It should be emphasized that in the level of danger to human health in the first place are chemicals – heavy metals (mercury, lead, cadmium, zinc, copper, arsenic), chlorinated hydrocarbons, dioxins, nitrates, nitrites and nitro compounds, asbestos, pesticides, radionuclide, medicines (antibiotics, synthetic chemical compounds), biological factors used in industrial production. The ingestion of these substances in the human body is a risk factor for the development of various pathologies, the growth and complication of various diseases [1, p. 34; 5].

The leading role in the etiology and pathogenesis of diseases belongs to heredity and the state of the environment. Harmful chemical factors contribute to the emergence of new mutations, which are the cause of cancer and other diseases. In particular, the total number of diseases associated with genetic changes, pathology of pregnancy and developmental defects has increased several times over the past few years [2; 3; 6].

Scientific research has revealed a close relationship between environmental pollution and the prevalence of premature infants, malformations in children and chromosomal diseases, allergic pathology, anemia, mental retardation and abnormal behavior and children, their physical development. In children living in areas of environmental disaster, there are congenital malformations, recurrent bronchitis, allergic diseases, nephropathies, decreased IQ, bronchial asthma,

immunodeficiency states, endocrine pathology, neuropsychiatric diseases, cancer pathology, etc. [5, with. 322].

To date, there are many ways to eliminate and prevent environmental threats and challenges. A significant place among them is the moral-ethical and environmental paradigms of health, according to which health – is a matter of personal and social choice of moral values, the relationship between man and the environment, the attitude to his health. Human consciousness should be aimed at preserving the environment and its health, control and responsibility for its own health. A person can only be healthy in a healthy environment. Prevent professional and ecological pathology of anthropogenic origin is possible by eliminating or limiting the flow of harmful substances into the environment. To date, preventive measures have been developed to prevent ecologically caused pathology by increasing the resistance and mobilizing adaptive reserves of an individual's organism or population to various harmful environmental factors. Such preventive measures in the scientific literature are indicated by the term - biological prevention. It is aimed at correction of pre-nosological states. Bio-prophylaxis should be harmless to the body. They affect general (non-specific) or specific biological mechanisms for a particular chemical, taking into account the mechanism of action. In non-specific bio-prophylaxis, the effect is realized by increasing the adaptive reserves of the body. Correction of the donor forms of ecologically conditioned states may be non-pharmacological and with the use of pharmacological preparations, biological protectors, etc. Non-drug methods, in particular, include magnetotherapy (enhances transmembrane transport of ions), normobaric interval hypoksytherapy (activates oxidative-reduction processes), metered physical activity, etc. From biological trends, biological regulators of plant or animal origin, natural or synthetic antioxidants (phytoadaptogens – ascorbic acid, tocopherol, selenium, melatonin, etc.), adaptogens of animal origin – ginseng, eleuterococcus, echinacea, pantocrine, apilac, enterosorbents, pectin, etc.) are used.

**Conclusions and suggestions for further research.** The current environmental crisis in Ukraine is associated with the impact of a complex of environmental and professional-production factors combined with stress, neuropsychiatric overloads. Today, there are many environmental challenges and threats that cause deterioration of physical and mental health, threatening the nation's gene pool. The deterioration of the environment leads to an increase in ecologically dependent chemical pathology and the emergence of new ecologically conditioned diseases. Environmental education, aimed at the formation of ecological consciousness, starting with pre-school age and application of means of bio-prophylaxis, should be an important place in the prevention of ecological challenges and threats.

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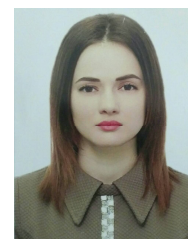
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**Загальні відомості щодо подання рукопису статей в журнал:  
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Редакційна колегія журналу «Менеджмент» приймає до розгляду наукові статті авторів за матеріалами досліджень і науково-технічних розробок. Подані статті розглядаються редакційною колегією журналу «Менеджмент», і після отримання позитивної рецензії приймаються до публікації.

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2. Електронний варіант статті з анотацією англійською мовою (файл на CD- або CD-RW-дисках). Файл статті повинен мати таку назву (англ. мовою): П.І.Б. (автора статті англ. мовою)  
**Наприклад: Stat.:Karpenko\_Stat**
3. Електронний файл та роздрукований варіант інформації про автора (-ів) подається англійською та українською мовами. Фото авторів обов'язкове, розмір фотографії 3x4, формат файлу jpg. Файл інформації повинен мати таку назву (англ. мовою): П.І.Б. (автора статті англ. мовою) **Inform\_engl. Наприклад: Karpenko\_ Inform\_engl.**

**Алгоритм оформлення авторських даних:**

|                                                                                        | Англійською мовою | Українською мовою |
|----------------------------------------------------------------------------------------|-------------------|-------------------|
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| ID (у системі наукової ідентифікації)                                                  |                   |                   |
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| (Домашня адреса) індекс, область, місто, вулиця, будинок, квартира                     |                   |                   |
| (телефон – краще мобільний); (E-mail)                                                  |                   |                   |
| Наукові інтереси                                                                       |                   |                   |
| Фото автора                                                                            |                   |                   |

**ВИМОГИ ДО СТРУКТУРИ ТА ОФОРМЛЕННЯ МАТЕРІАЛІВ:**

- прізвище, ім'я та по-батькові автора (співавторів) – повністю, без скорочень, вчене звання, вчена ступінь, точна назва посади та місця роботи (повна назва кафедри або іншого структурного підрозділу, без аббревіатур), робоча та домашня поштові адреси з індексами, електронна адреса (дуже бажано особиста, а не кафедральна), робочий, домашній та мобільний номери телефонів, основні наукові інтереси;
- на українській та англійській мовах подається розширена анотація та ключові слова (словосполучення) – 5–8 позицій (не з назви);

**Структура розширеної анотації (не менше 1800 знаків), що складаються з наступних розділів:**

**Вступ і мета дослідження:** слід чітко описати логічне обґрунтування для проведення дослідження, виходячи з попередніх робіт по відношенню до досліджуваної. Цей розділ повинен закінчуватися твердженням конкретного питання, що вирішується або висунутою гіпотезою.

**Далі слід вказати мету дослідження.**

**Методи дослідження:** слід перерахувати використовувані методи, не вдаючись у великі методичні подробиці і позначити найбільш важливі результати.

**Результати:** слід перерахувати основні результати без вступу. У дужках слід додавати тільки основні статистичні дані. Не потрібно приводити висновки.

**Висновки:** необхідно надати ключові висновки якомога чіткіше. Можна включати короткий, більш загальне тлумачення результатів та / або конкретні рекомендації для подальших досліджень.

- **структура тексту статті:** постановка проблеми та її зв'язок з важливими науковими та практичними завданнями; аналіз останніх публікацій по проблемі; невирішені частини дослідження, мета дослідження, виклад основних результатів та їх обґрунтування; висновки та перспективи подальших досліджень;

- всі структурні розділи по тексту мають бути виділені жирним шрифтом;
- всі статистичні дані мають бути підкріплені посиланнями на джерела;
- всі цитати мають закінчуватися посиланнями на джерела;
- посилання на підручники та науково-популярну літературу є небажаними;
- посилання на власні публікації є не бажаними і допускаються лише в разі нагальної потреби;

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- вторинне цитування не дозволяється! Якщо Ви цитуєте Адама Сміта – то посилання має бути саме на Сміта, а не на автора, який читав Сміта;

- інтервал – 1,15; шрифт – 12 пт. Поля – по 2 см з кожного боку. Лише Microsoft Word, doc, docx. Шрифт – Times New Roman. Всі нетекстові об'єкти мають бути побудовані із застосування засобів Microsoft Word (Microsoft Excel Chart, Microsoft Equation тощо). При побудові графіків майте на увазі, що журнал є чорно-білим;

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- таблиці мають бути пронумеровані, кожна повинна мати назву;

- всі рисунки та графіки мають бути пронумеровані та мати назву;

- список джерел – не менше 10 позицій, мовами оригіналу, оформляється згідно з **ДСТУ 8302:2015**. У тексті рукопису посилання на літературу ставляться в квадратні дужки. **Приклад оформлення: файл – Додаток 1.** Окремо подається **References** списку літератури оформленого за вимогами:

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