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METHODICAL ASPECTS OF DETERMINING THE EFFECTIVENESS OF FREE ECONOMIC COOPERATION IN THE SYSTEM OF COOPERATION MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS

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Introduction. The Cooperation of Cooperation in Higher Education Institutions is becoming the most important component of the innovation process. For regional politicians, it is a vital component of regional innovation policy, as the successful use of R&D results of local free economic zones is important for the competitiveness not only of the region but also of the country as a whole.

There is a clear shift towards regionalization in higher education innovation policy and technologies. One of its consequences is the expectation from universities to create networks and establish regional connections. It is also important to create broad shared cluster networks, although most clusters focus on weak local networks. Nevertheless, network members are responsible for more patent applications than others. Moreover, it seems that the quality of patents is not reduced in cooperation with the universities of one regional cluster.

The hypothesis of the research is to substantiate the methodological recommendations and proposals to increase the effectiveness of the interaction of free economic zones in the management system of cooperation of higher education institutions.

The purpose of the study is to substantiate the features and effectiveness of the interaction of free economic zones in the management system of cooperation of higher education institutions.

The methodology of scientific research is general and special research methods: logical and comparative analysis in revealing the principles of forming the scientific essence of cooperation

of higher education institutions; the method of induction was used to make formal-logical generalizations, which allows the formulation of a general conclusion based on the analysis of individual facts and phenomena, the method of deduction was used to obtain intermediate (partial) conclusions based on the analysis of the general process, the method of abstraction was used to identify processes due to the neglect of random phenomena, For modeling and calculations used special software and hardware: MS Excel, RSPSS, programming language "R".

Conclusions and prospects for further research. Theoretical and methodological provisions for managing the development of cooperation of international higher education institutions, based on maximizing resource complementarity and minimizing institutional incompatibility, and whose main goal is to ensure the development of cooperation of international higher education institutions as a way to improve areas (education, research, technology transfer).

The scientific and methodological provisions of ensuring the management of the development of cooperation of international higher education institutions, which are based on selected key areas and strategic opportunities from the cooperation of international free economic zones, which allows to ensure the effectiveness of their international activities and provides a basis for leveling economic opportunism;

Keywords: institutions of higher education (HEI); interaction of HEIs; cooperation; integration; innovation policy of HEIs; management system of HEIs.

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МЕТОДИЧНІ АСПЕКТИ ВИЗНАЧЕННЯ ЕФЕКТИВНОСТІ ВІЛЬНОГО ЕКОНОМІЧНОГО СПІВПРАЦІ В СИСТЕМІ УПРАВЛІННЯ СПІВРОБІТНИЦТВОМ ЗАКЛАДІВ ВИЩОЇ ОСВІТИ

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Вступ. Управління кооперацією закладів вищої освіти стає найважливішим компонентом інноваційного процесу. Для регіональних політиків він є життєво важливим компонентом регіональної інноваційної політики, оскільки успішне використання результатів НДДКР локальних ЗВО має важливе значення для конкурентоспроможності не тільки регіону, а й країни в цілому.

Очевидним є помітний зсув у бік регіоналізації в інноваційній політиці та технологіях вищої школи. Одним із його наслідків є очікування від університетів створення мереж та встановлення регіональних зв'язків. Також важливе значення має створення широких спільних кластерних мереж, хоча більшість кластерів зосереджено на слабо виражених мережах місцевого рівня. Незважаючи на це, члени мережі відповідають за більшу кількість патентних заявок, ніж інші. Більше того, схоже, що якість патентів не знижується у співпраці з університетами одного регіонального кластеру.

Гіпотеза наукового дослідження полягає у обґрунтуванні методичних рекомендацій та пропозицій щодо підвищення ефективності взаємодії ЗВО в системі управління кооперацією закладів вищої освіти.

Метою дослідження є обґрунтування особливостей та ефективності взаємодії ЗВО в системі управління кооперацією закладів вищої освіти.

Методологією наукового дослідження є загальнонаукові методи дослідження:

логічного та порівняльного аналізу у розкритті засад формування наукової сутності кооперації закладів вищої освіти; метод індукції для здійснення формально-логічних узагальнень, метод дедукції використовувався для одержання проміжних (часткових) висновків на основі аналізу характеру загального процесу, метод абстрагування для виявлення та ідентифікації значимих тенденцій економічних процесів. Для моделювання використовувались спеціальні програмно-технічні засоби: MS Excel, RSPSS, мова програмування «R».

Висновки та перспективи подальших досліджень. Сформовано теоретико-методологічні положення управління розвитком кооперації міжнародних закладів вищої освіти, які базуються на максимізації ресурсної взаємодоповнюваності і мінімізації інституційної несумісності. Обґрунтовано науково-методичні положення забезпечення управління розвитком кооперації міжнародних закладів вищої освіти, які базуються на виокремлених ключових сферах та стратегічних можливостях від кооперації міжнародних ЗВО, що дозволяє забезпечувати ефективність їх міжнародної діяльності і дає підґрунтя для нівелювання економічного опортунізму її учасників;

Ключові слова: заклади вищої освіти (ЗВО); взаємодія ЗВО; кооперація; інтеграція; інноваційна політика ЗВО; система управління ЗВО.

Problem statement. Joint patenting, joint publications and scientific and technological specialization have a special impact on the effectiveness of the interaction of free economic zones in the management system of their cooperation. Analysis of data on joint patenting improves understanding of transnational knowledge flows, especially when used in conjunction with the interpretation of joint publication statistics. The share of jointly published studies has increased since the 1990s, especially with the free economic zones of European countries (Muscio and Vallanti, 2014; Koschatzky and Stahlecker, 2010). In other words, the free economic zones of small countries tend to cooperate more often, and the free economic zones of the new member states of the European Union (EU) account for a larger share of joint publications. The distance between knowledge plays a much bigger role than the scientific and technological distance for the joint publishing activity of ZVO. Connections between remote regions in Europe are less likely than in the United States (USA). However, the neighborhood is more important in the United States than in Europe. This balances the geographical effect for far-flung regions. A study of the free trade patents of countries such as the United States, Japan, Canada and Western Europe (G4) shows that the vast majority of them are created by international teams (almost 80%), the rest – a combination of free economic teams from the rest of the world. However, these two groups have different tendencies, and the collaboration of free economic zones of other countries of the world almost catches up with the collaborations of free economic zones within G4 (Lata et al., 2018).

Analysis of recent research on the problem The interaction of free economic zones in the system of cooperation management of higher education institutions is mainly based on the transfer of knowledge and technology. For example, S. Philbin (2010) notes that there is much evidence of a strong correlation between technology transfer and practical knowledge, on the one hand, and successful collaboration, on the other. Intensive transfer can increase the novelty of technology (Guan et al., 2005), stimulate innovation (Mingji and Ping, 2014) and / or accelerate the development of a new product (Fernandes Ferreira, 2013). However, many barriers affect the transfer of knowledge and technology, and this is the subject of many studies (Hair et al., 2019; de Medeiros Rocha et al., 2012). In their 2009 study, M. Flores et al. argue that the transfer of technology and knowledge is influenced by strategy and motivation (Flores et al., 2009), and the use of adequate policies and incentives can intensify the transfer of knowledge to business. Knowledge transfer can affect universities and companies in different ways. If the former initiate the transfer of knowledge through research, the latter later occupy senior management positions (Goel et al., 2017).

There are many motives for cooperation between higher education institutions, which often encounter many barriers. The following obstacles in the cooperation of free economic zones should be identified: inconsistency of incentives between researchers and firms; lack of academic procedures or intermediaries to facilitate interaction with business (problems of academic networks); discrepancy between academic goals and technology transfer activities, as well as the distance between academic research and needs (nature of research). Financial barriers are related to the propensity of knowledge-intensive business services to cooperate with universities and research institutes. Barriers related to knowledge are moderately related to the propensity of high-tech manufacturing small and medium-sized enterprises (SMEs) to cooperate with free economic zones. And while free trade and business cooperation play other important roles in the technical and economic system, their likely contribution to alleviating internal innovation barriers for technology SMEs may be less than expected by policy makers in economies, developing.

The purpose of the study there is a substantiation of features and efficiency of interaction of ZVO in system of management of cooperation of establishments of higher education.

Presentation of the main material The data provided by the Global Innovation Index (GII) were used to study the factors influencing the cooperation of international free economic zones.

The Innovation Index (GII) consists of sub-indices. The innovation input sub-index and the innovation output sub-index – each of which is built on the basis of columns – are two sub-indices on which the GII is based. In the sub-index of innovation input, the elements of the national economy that provide innovation are reflected in five main components. These five components are business development, market development, infrastructure, human capital and research, and institutions. The sub-index of innovation results covers the results of innovation activities that are a consequence of the innovation activity of the economy. The main components of the results are creative results, as well as results in the field of knowledge and technology. The average value of the sub-indices "Input" and "Output" determines the total GII (Cornell University, INSEAD, and WIPO, 2010–2020). Based on these elements, groups of factors were created that influence the effectiveness of the interaction of free economic zones in the system of cooperation management of higher education institutions (factors of influence). On the other hand, the level of effectiveness of the interaction of free economic zones in a particular country is measured by a set of initial factors. Differences in approaches to supporting the interaction of free economic zones also lead to the fact that free economic zones achieve different results. This prompted the study of the main factors influencing the effectiveness of the interaction of free economic zones of different countries. Thus, this study

is designed to answer the following question: "What are the main factors influencing the effectiveness of the interaction of free economic zones in the management system of cooperation of higher education institutions"?

The ordering of factors that determine the effectiveness of the interaction of free economic zones, which were defined as "input factors" was divided into 4 categories. First, there are institutional factors that include the business environment, legal constraints, and government support. Second, there are human factors that relate to human capital and research. Third, there are the factors of communication and communication that relate to the links between universities. Fourth, there are framework factors related to higher education infrastructure. The "starting factors" that represent the level of development of the higher education system in a particular country are also identified.

The first category of institutional factors defines government as an influential force capable of either facilitating or hindering cooperation. On the one hand, a government network, public funding, or tax breaks can promote free trade cooperation. On the other hand, the lack of regional support structures (Șerbănică, 2011) and / or regulatory and legal constraints (Arvanitis et al., 2008) may adversely affect cooperation. As a rule, partnerships between universities largely depend on government support (Collier et al., 2011). Additional factors for the success of cooperation between individual free economic zones correspond to the market potential of research results (Ankrah and AL-Tabbaa, 2015) or market uncertainty. Fourth, there are framework factors related to the infrastructure of freelance activities.

Human resources play a vital role in the successful implementation of projects between universities (Albats et al., 2020). As a rule, there is a strong dependence of the usefulness and quality of cooperation on the resources available to the partner. The need for specific resources further limits the range of potential partners. Highly qualified human resources are of paramount importance for successful cooperation. Unrestricted access to libraries, laboratory facilities and similar infrastructure is also important (Boardman and Bozeman, 2015); and / or technical equipment (Arvanitis et al., 2008). EIAs with more educated and / or knowledgeable managers / executives tend to introduce more innovations (Boardman and Bozeman, 2015). Due to the higher level of human capital, large universities can use the knowledge gained as a result of cooperation with other HEIs more efficiently than small ones. The latter are less able to acquire this knowledge, because they usually lack qualified personnel who are invaluable for innovative endeavors.

In this study, the communication factors are the gross internal costs of R&D (R&D), formed by the Free Economic Zone, R&D, funded by the enterprise, which carry out research cooperation between the university and industry, the state of cluster development, R&D, funded due to borders, as well

as agreements on the establishment of joint free economic zones. Working together and applying experience and feedback to each other in the pursuit of improvement have proven to be beneficial for both universities and companies (Boardman and Bozeman, 2015). The most important aspect of the free economic development strategy in the formation of innovation is the creation of strategic partnerships, in particular, partnerships with universities. To establish a common understanding, the frequency of communication is of paramount importance (Marotta et al., 2007). Close personal relationships also make it possible to establish the most important links between universities. Contacts and actions should be at the operational level and cover the level of management (Hong et al., 2010). Lack of communication channels is the main barrier in the relationship between partners. Also for the formation of positive expectations about the future behavior of the partner (especially when the partnership has just begun) useful mutual communication (accurate, adequate, timely and regular), culture as a mutual understanding of how employees should look, feel and think about issues and problems. In this study, the framework factors relate to access to intellectual capital, environmental performance, and the rule of law. Legal aspects and intellectual property rights are important for the cooperation of international free economic zones. The policy of governments and universities in the field of intellectual law has a positive and significant impact on the performance of free economic cooperation projects, controlling the characteristics of the firm and the project and taking into account the potential shift in selection for cooperation. By default, a favorable business environment does not have a positive effect on the university's technology transfer activities. It is the implemented strategy of each university that is much more important than environmental factors. However, with the overall improvement of R&D capacity, R&D and technology cooperation, commercialization will also be improved.

The results show that the increased attention of governments and free economic zones to R&D in technology and patent protection has led to huge improvements in the intellectual capital sector. Moreover, free economic zones have become the main conductor of technological innovations. Some international free economic zones have developed dynamic programs to enrich intellectual capital and have adopted an innovative partnership model, which in the form of a complex on campus is aimed at bridging the gap between academia and business. Such projects offer a productive internal environment of cooperation for technical and business faculties, which jointly implement projects for the development of cooperation with partners. Moreover, it helps to bring the skills and knowledge of the university staff and students in line with modern real needs of the business environment and to update the knowledge base of the university taking into account the latest industry achievements.

In the literature there are many indicators of the effectiveness of cooperation ZVO. It is proposed to use the number of patents (Ryan, 2009), scientific and technical articles (Xia et al., 2014), high-tech production and exports (Salimi and Rezaei, 2016), income from intellectual property (Aiello et al., 2019), export of intellectual capital services, export of cultural and creative services, export of creative goods (Valentin and Jensen, 2007). In general, the initial indicators can be divided into two groups: tangible and intangible. To find a suitable partner, it is recommended to conduct the correct process of choosing a partner before starting cooperation. In this sense, confidence in goals, objectives and needs is also a necessary condition. Only then can you start looking for a suitable partner with the same interests and goals. Adequate search strategies can facilitate the search for a suitable cooperation partner. To do this, you must use the method of evaluating the partner using certain criteria. For this purpose, 36 partial indicators were initially selected. They were grouped into six constructs, four of which focused on input factors and the rest on output factors (Table 1).

Table 1

**Factor indicators and data source for establishing cooperation
of higher education institutions**

Latent variables	Description of the indicator	Code
Institutional factors		IIF
	Political and operational stability	IIF1
	Government efficiency	IIF2
	Quality of legal regulation	IIF3
	Ease of starting a business	IIF4
	Gross R&D expenditures (R&D)	IIF5
	Education costs	IIF6
Human factors		IHF
	PISA scales for reading, mathematics and science	IHF1
	Graduates in science and engineering	IHF2
	Entry mobility at the level of higher education	IHF3
	Researchers, full-time equivalent / million people	IHF4
	Employment in knowledge-intensive services	IHF5
	Research talents in commercial enterprises	IHF6
Relationship factors		ILF
	VRNDKR, performed by commercial enterprises on the basis of ZVO	ILF1
	VRNDKR, financed by commercial enterprises on the basis of ZVO	ILF2
	Research cooperation between universities and industry	ILF3
	The state of development of clusters	ILF4
	Joint Venture Agreements / Strategic Alliances	ILF5

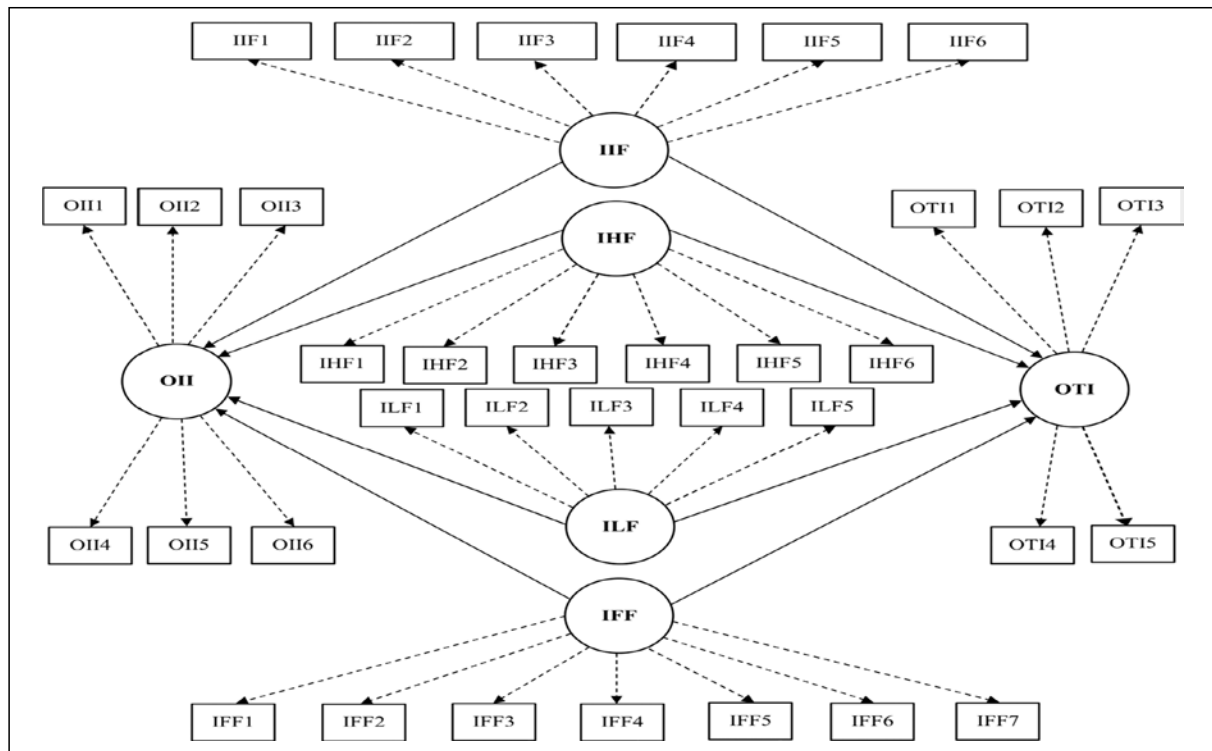
End table 1

Latent variables	Description of the indicator	Code
Framework factors		IFF
	Access to information and communication technologies (ICT)	IFF1
	Use of ICT	IFF2
	Electricity production, kW / mln. os.	IFF3
	Logistics indicators	IFF4
	Gross capital accumulation	IFF5
	Environmental indicators	IFF6
	The rule of law	IFF7
Intangible outputs		OII
	Patent applications for origin	OII1
	International applications for the conclusion of agreements on patent cooperation (PDC) on origin	OII2
	Scientific and technical publications	OII3
	Number of classes of applications for trademarks by origin	OII4
	Industrial designs by origin	OII5
	ICT and business modeling	OII6
Tangible indicators of results		OTI
	Export of cultural and creative services	OTI1
	Export of creative goods	OTI2
	GDP growth rate per employee	OTI3
	Production of high-tech and medium- and high-tech products on the basis of joint clusters with ZVO	OTI4
	Density of new enterprises created jointly with the Free Economic Zone	OTI5

Source: World Intellectual Property Organization (WIPO), 2019–2021.

The compatibility of goals between the partners is one of the greatest guarantees of the effectiveness of the cooperation of the Free Economic Zone. The inability to achieve the desired result is often the result of incompatibility. For example, companies seek to hide from competitors the revolutionary discoveries made at universities, while universities want to publish them. Therefore, finding a win-win situation with balanced benefits for both partners is of paramount importance. This can only be achieved if both partners understand each other's interests. It is also important that partners agree on achievable goals through a common understanding of the objectives and develop a clear strategy throughout the collaboration. It should also be added that partners often have unrealistic expectations about the results of cooperation, and / or have different feelings of urgency.

Based on these constructs, a model of the interaction of free economic zones in the system of cooperation management of higher education institutions was proposed (Fig. 1).



Source: developed by the author.

Fig. 1. Schematic diagram of internal and external relations of the model for the creation of cooperation of higher education institutions

In fig. 1 shows a diagram of the model, where during its construction were considered both internal and external relationships. The evaluation was performed using SmartPLS software.

This study uses the method of modeling structural equations (SEM). SEM covers many statistical techniques that can be used to approximate a network of causation. The theoretical model defines a network that connects at least two latent complex concepts. Several observable indicators measure each of these concepts. In essence, we can study the complexity within the system by considering the network of causal relationships between latent concepts – "latent variables". Many measured indicators are used to measure each of these latent variables and are defined as "explicit variables". Accordingly, models of structural equations are the point of contact between path analysis and confirmatory factor analysis (Banal-Estañol et al., 2011). Among the methods of estimating SEM models, the method based on covariance (CB) 2, invented by K. Yeresky, has long been the most popular. Its recognition was so general that the phrases appeared in the social sciences: SEM and covariance-based structural equation modeling (CB-SEM) have been synonymous for many years (Esposito Vinzi et al., eds., 2010). Meanwhile, H. Wald developed an alternative approach – the method of least partial squares (PLS). Its description and application for estimating models with latent variables was presented by

H. Wald, in particular, in the following works: (Esposito Vinzi et al., eds., 2010; Chin et al., 1996; Wold, 1980). Since the PLS method was an alternative to K. Jeresky's "hard" modeling, ie based on strong assumptions about the normality of distributions and requires large samples, H. Wald called his PLS approach "soft" modeling (Chin et al., 1996; Wold, 1980). After some time, the term "PLS-modeling of paths" came into use, and then, to emphasize that PLS is an alternative to CB, it became known as "PLS-modeling of structural equations" (PLS-SEM). PLS-SEM and CB-SEM were developed as different, albeit complementary, methods with specific goals and requirements in the early 1980s (Hair et al., 2017). Currently, there are also different properties of PLS-SEM and CB-SEM, with an emphasis on the complementarity of these two methods, rather than competition between them.

The SEM model consists of two submodels: structural and measuring. The phrases "internal model" and "external model" are also used in PLS-SEM terminology, respectively. The structural model describes the relationships between latent variables, while the measurement model describes the relationships between latent variables and the indicators by which they are identified, also known as expressed variables (Esposito Vinzi et al., eds., 2010).

Research Findings and Prospects. When constructing a structural model, it is necessary to pay special attention to two aspects: the nature of the analyzed latent variables and the associations that arise between them. It is important to distinguish between exogenous and endogenous variables. In addition, all the formulated elements of the conceptual scheme must be derived from theory and logic. If the theoretical basis is missing or the theory is contradictory, you should rely on your own judgments, experience and intuition (Rogowski, 1990).

The specification of the measurement model is at least an important step in the modeling process. Testing the hypotheses reflected in the equations of the structural model can be reliable even when the latent variables are correctly determined using indicators. And the choice of indicators is just as important as the choice of how to determine them (Rogowski, 1990). Determination of latent variables using indicators can be deductive or inductive (Henseler et al., 2012). In the first approach, the indicators reflect the latent variable being determined and are called the reflecting indicators, and the measurement model is called the reflecting measurement model. In the case of inductive determination, it is assumed that the indicators are latent variables, hence the expressions formative indicators and formative measurement model (Henseler et al., 2012). In addition, the choice of observable indicators should be preceded by an in-depth and thorough review of the literature, including theory and empirical research to measure the latent variables present in the model. Along with the study of correlations of latent variables, PLS-SEM modeling allows to approximate the values of these variables (weighted sums of indicators). To do this, for each of

the latent variables of the model is calculated synthetic dimension, which can be used to obtain a linear ordering of the studied objects.

The PLS-SEM model is evaluated by the PLS method. The algorithm simultaneously evaluates the internal parameters of the model – path coefficients – and the external parameters of the model – external weights and external loads. The procedure also provides estimates of the values of all latent variables included in the model. The purpose of the estimation is to maximize the explained variance of the dependent latent variables. At the first stage there is an iterative estimation of scales of model of measurements and values of latent variables. In the second stage, the loads and path coefficients of the structural model are estimated. A detailed description of the PLS algorithm can be found, for example, J. Henseler et al. (2012) and N. Wold (1980), and its generalization – in J. Rogowski (1990). Verification of the PLS-SEM model is a two-step process. First, the structural model is evaluated. Second, if the validity of the structural model is confirmed, the structural model is tested.

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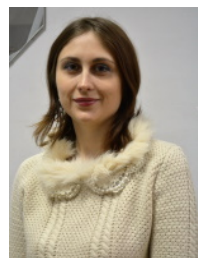
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THE SPECIFICS OF ORGANIZING AN END-TO-END MARKETING INTERNET ANALYTICS SYSTEM

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Introduction and purpose of the study. Nowadays, during the period of intensive development of the network economy, Internet marketing in business is becoming more and more relevant, in particular Web analytics of business, which should not be based on theoretical indicators, such as the number of applications/calls from the site, but on important for business: the number sales and the amount of income. End-to-end analytics allows you to understand which customers are really beneficial for the business. End-to-end analytics is an analysis of the effectiveness of advertising campaigns based on sales data. With proper configuration, such a system allows you to track the entire sales cycle, starting from the user's first visit to the site and ending with the sale of the order placed by him (possibly even a second one). End-to-end analytics makes it possible to calculate the payback and effectiveness of marketing campaigns, advertising channels, individual ads and even search phrases, which, in turn, allows you to allocate the budget more efficiently, while getting the maximum return on advertising investments. The above outlines the relevance of this research and reflects the purpose of this article as features of the formation of an end-to-end marketing system of Internet analytics.

Research methods. The work uses methods of empirical analysis, in particular, methods of comparison, measurement and observation.

The results. In this study, the process of optimizing each stage of the sales funnel and

increasing conversion is considered. E-business conversion is proven to be affected by price, seasonality, competitors, etc., but analytics only affects ad traffic and site interface. The paper divides the tasks of web analytics into two groups: solving a specific problem and end-to-end analytics. The main components of the system of end-to-end marketing Internet analytics are highlighted and it is proved that end-to-end analytics is a system that allows analyzing the effectiveness of advertising based on a large pool of data: sources of advertising, socio-demographic portrait of the user, paths through the site, etc. in connection with CRM-system End-to-end analytics makes it possible to look at the advertising campaign as a whole, determine the effectiveness of individual advertising sources and search phrases and, accordingly, optimize the entire sales force.

Conclusions. It should be noted that the basic components of end-to-end analytics, the list of stages and analyzed data will change for specific theoretical or practical tasks. For the implementation of practical tasks, the composition is directly influenced not only by the type of company and the market in which it operates, but also by its size and the specifics of the existing marketing information technology architecture. Including the structure of the marketing department, information systems, online services and traffic sources, as well as the structure of the company's sites.

Keywords: Internet marketing; WEB analytics; business digitalization; sales funnel; conversions.

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ОСОБЛИВОСТІ ФОРМУВАННЯ НАСКРІЗНОЇ МАРКЕТИНГОВОЇ СИСТЕМИ ІНТЕРНЕТ-АНАЛІТИКИ

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Вступ і мета дослідження. В сьогоdnішній час в період інтенсивного розвитку мережної економіки набуває все більшої актуальності інтернет-маркетинг в бізнесі, зокрема Веб-аналітика бізнесу, яка повинна ґрунтуватись не на теоретичних показниках, таких, як кількість заявок/дзвінків з сайту, а від важливих для бізнесу: кількості продажів та суми доходу. Зрозуміти, які клієнти справді вигідні для бізнесу, дозволяє наскрізна аналітика. Наскрізна аналітика – це аналіз ефективності рекламних кампаній на основі даних про продаж. При правильному налаштуванні подібна система дозволяє відстежувати всю вирву продажів, починаючи від першого відвідування сайту користувачем і закінчуючи продажем за оформленим ним замовленням (можливо, що й повторне). Наскрізна аналітика дає можливість розрахувати окупність та ефективність маркетингових кампаній, рекламних каналів, окремих оголошень і навіть пошукових фраз, що, у свою чергу, дозволяє більш ефективно розподіляти бюджет, отримуючи при цьому максимальну віддачу від рекламних інвестицій. Вищезазначене окреслює актуальність даного дослідження та відображає мету даної статті як особливості формування наскрізної маркетингової системи інтернет-аналітики.

Методи дослідження. В роботі використані методи емпіричного аналізу, зокрема, методів порівняння, виміру та спостереження.

Результати. В даному дослідженні розглянуто процес оптимізації кожного етапу воронки продажів та збільшення

конверсії. Доведено, що на конверсію електронного бізнесу впливають вартість, сезонність, конкуренти тощо, але аналітика впливає лише на рекламний трафік та інтерфейс сайту. В роботі розділено завдання веб-аналітики на дві групи це вирішення конкретної проблеми та наскрізна аналітика. Виділено основні компоненти системи наскрізної маркетингової інтернет-аналітики та доведено, що наскрізна аналітика – це система, що дозволяє проаналізувати ефективність реклами на основі великого пулу даних: джерела реклами, соціально-демографічний портрет користувача, шляхи по сайту тощо у зв'язку з CRM-системою. Наскрізна аналітика дає можливість поглянути на рекламну кампанію загалом, визначити ефективність окремих рекламних джерел та пошукових фраз та, відповідно, оптимізувати всю вирву продажів.

Висновки. Слід зазначити, що базові компоненти наскрізної аналітики, перелік етапів і аналізовані дані будуть змінюватися під конкретні теоретичні чи практичні завдання. Для реалізації практичних завдань, на склад прямий вплив надає не тільки тип компанії та ринок, на якому вона працює, але і її розмір та специфіка маркетингової інформаційно-технологічної архітектури, що склалася. Включаючи структуру відділу маркетингу, інформаційні системи, онлайн-сервіси та джерела трафіку, а також структуру сайтів компанії.

Ключові слова: інтернет-маркетинг; WEB-аналітика; діджиталізація бізнесу; воронка продажів; конверсії.

Statement of the problem and its connection to important scientific and practical tasks. The growing competition forces companies to search for new methods to increase the effectiveness of marketing, including Internet marketing as a crucial element of the marketing system. Often the auction principle of forming the cost of advertising and reducing the time that the consumer is willing to spend on contact with advertising, leads to an increase in the cost of advertising. For example, contextual advertising, as the most widely used advertising channel, having a specific pricing method based on the auction mechanics, is becoming more expensive every year due to the above-mentioned reasons. The constant growth of activity using business marketing, and the trend over the past few years to redistribute marketing budgets in favor of Internet marketing, has increased competition among advertisers. And the increase in the volume of marketing influence on consumers, as already mentioned above, makes the latter become less receptive to the communication activities of the business. F. Kotler, describing modern markets, noted that the theory of turbulence is applicable to them: the modern economy is an economy of chaos (Kotler and Li, 2008). Continuing this metaphor in connection with marketing information, we can say that in Internet marketing every company seeks to show its advantages even more aggressively (persistently) than in traditional marketing. The overall chaotic nature of the Internet increases turbulence, so the quality of content and timely analysis of marketing information is extremely important in today's environment. In case a company cannot increase its marketing costs, the most rational solution might be to optimize costs with the help of end-to-end analytics. This factor determines the relevance of this study and its necessity for modern business in today's realities.

Analysis of recent publications on the problem. The information specificity of modern marketing is perfectly disclosed through the introduction of the methodology of inbound web-marketing by foreign researchers B. Halligan and D. Shah. Approaches to the study of Internet marketing activity are well disclosed by such foreign scientists as J.R. Saura, P. Palos-Sanchez, L.M. Cerda-Suarez, etc. Studies of specifics of marketing activity of small business enterprises are considered on the basis of works of such foreign researchers as J.K. Levinson, P. Henley, E. Reece, D. Jobber, J. Lancaster. N.V. Kirichenko, L.A. Aleshchenko, L. Turchin, V. Ostroverkhov, M. Kvita and others. However, despite the many studies in the field of Internet marketing, the field of end-to-end analytics remains poorly understood and requires further genuine research.

The purpose of this article is to investigate the specifics of organizing an end-to-end marketing Internet analytics system.

Statement of the main results and purposes. One of the in-demand management mechanisms today aimed at improving the efficiency of sales and

promoting products on the market is Internet marketing, which involves the use of a personalized approach to the potential consumer. Internet marketing includes the following elements:

1. Strategy and goals serve as an important element in building a system for attracting customers through the Internet and implementing effective Internet marketing into your business.

2. A site on the Internet is, for example, a company website, a page in directories and portals, a profile in various communities and exchanges – everything where the potential audience will be attracted in the future.

Traffic generation is the attraction of visitors to the website (Internet resource) or landing page.

4. Lead generation is the activity of attracting traffic and converting it into leads (potential customer requests). Lead generation presupposes some target action by the visitor of the site. Target action is a call, an application in the contact form, registration on the site, etc. Basically, everything that makes it possible to continue to communicate with the potential client.

5. Customer generation is "turning visitors into customers." In other words, making a sale or closing a deal. In this, depending on the type of business, it is no longer the Internet marketing, but the sales department that is largely involved.

Sometimes this happens smoothly, almost without lead generation, and sometimes you need "lead management", for example working with potential customers – this is precisely the function of the aforementioned sales department.

Effective use of Internet marketing is only possible if advanced technologies are added to its mix to develop a competitive strategy. With the development of digital technology, the following elements have been added by Internet marketing experts:

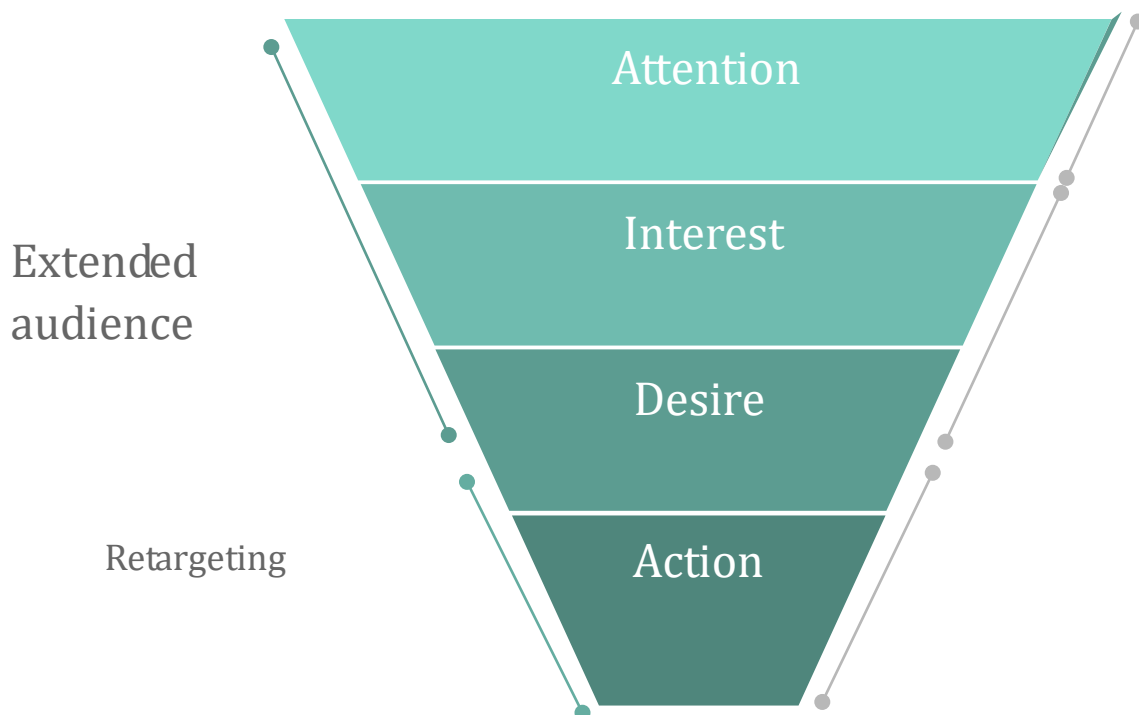
1. Digital sales funnel – principle of distribution of clients on stages of sales process from the first contact up to fulfillment of the target action (Borovyk et al., 2016).

2. Search engine optimization – a complex of measures on the internal and external development of the site to raise the position of the resource in the results of search engines for certain user queries in order to increase network traffic, the number of potential customers and further generate income (Jobber and Lancaster, 2015).

3. Web-analytics is the collection and analysis of statistical data on visits and visitors to the site in order to improve and optimize the web resource and ongoing advertising campaigns (Ganushchak-Efimenko et al., 2018).

Web-analytics site is an analysis of user behavior in order to increase conversions. The task of web analytics is to work with the sales funnel (Fig. 1):

optimizing each stage of the sales funnel and increasing conversions. According to M. Borovyk, end-to-end analytics is "analyzing the effectiveness of advertising campaigns based on sales data by tracking each customer through the entire sales funnel" (Borovyk et al., 2016). A sales funnel is a visual representation of the movement of a potential customer of a company from first contact with the company to the purchase of a product or service. The name "funnel" is not accidental, the fact is that the sales funnel is traditionally depicted as an upside down triangle. New customer requests go to the wide part of the funnel, then, passing through the stages of treatment of the request (consultation, measurement, cost calculation, sending a commercial offer), some customers, for whatever reason, decide not to cooperate with the company, visually this flow of customers appears narrowing of the funnel. The company's clients come from the bottom of the funnel. That is, those companies and individuals who have successfully passed all stages of the funnel, made a positive decision regarding cooperation, and purchased the company's products or services. The specific stages of the sales funnel depend on the specifics of the company and how sales are organized in it.



Source: suggested by the author.

Figure 1. Process optimization of each stage of the sales funnel and increase in conversion

Website conversion is affected by price, seasonality, competitors, etc., but analytics affects only advertising traffic and the interface of the site.

Let's divide web analytics tasks into two groups:

1. Solving a specific problem. Suppose there is a unique product at the best price, but there are no sales from the site. The task of analytics – to understand and solve the problem of lack of sales.

2. End-to-end analytics – a system that allows you to analyze the effectiveness of advertising based on a large pool of data: advertising sources, user socio-demographic profile, the path to the site, etc. in conjunction with the CRM-system. End-to-end analytics makes it possible to look at an advertising campaign as a whole, determine the effectiveness of individual advertising sources and search phrases and, accordingly, optimize the entire sales funnel.

Large companies such as private medical clinics, automotive retailers, and developers and real estate developers were among the first to implement end-to-end analytics. In these market segments, marketing budgets are huge, while the cost of attracting a lead (application) is often high. That is why it is important for them to understand which communication channel brings them the most clients (Jobber and Lancaster, 2015).

There is no clear date in the world when the system of end-to-end analytics appeared. The process was gradual, solving problems for businesses over a period of 10 years (Halligan, 2015).

In the early 2010s, entrepreneurs began looking for a service that would tie together all the advertising, marketing, and business metrics. And enterprising people, catching the market demand, took the idea and began to monetize it. This is how the first end-to-end analytics systems emerged.

However, in 2013, end-to-end analytics was only talked about at conferences. They only started implementing it a couple of years ago. By now it has become quite clear that in almost 100% of cases the use of end-to-end analytics helps reduce advertising costs and the cost of attracting a client.

End-to-end analytics is a system or method that allows to analyze the path of the client "through" the sales funnel. And it means linking the stages that are difficult to connect (Galaka and Kvit, 2021).

Overseas it is customary to call end-to-end analytics "Big Data Analytics", and marketing management using the integration of information systems and data analysis "Big Data-Driven marketing" and include in this term the collection, processing and analysis of marketing information to increase the effectiveness of marketing (Ganushchak-Efimenko et al., 2018).

Such a system should be able to produce a chronology of customer touches to the brand at all brand-controlled points.

Example work:

1. A click on a contextual advertisement (information about the click and the write-off of the advertising budget for that click is entered into the database);

2. Logging into the website with UTM advertising tags (UTM tags allow you to track which named ad or source was clicked from);

3. Call (through call-tracking service, the call details from the UTM tag goes to the CRM database, where all the orders are generated);

4. Order (information is inserted into the client's CRM card);

5. Transaction and statuses (information is inserted to the client card in CRM) (Jobber and Lancaster, 2015).

In the example we can call a full-fledged end-to-end analytics system, which can give out in a single profile the whole chronology from step 1 to step 5.

Despite the fact that the service allows you to significantly save the advertising budget and intelligently distribute cash flow, many businessmen have doubts about how much the tool is needed specifically for their company.

What kind of companies are suitable for this tool:

- *Large companies:*

Large companies were among the first to implement end-to-end analytics – private medical clinics, automotive retailers, as well as developers and real estate developers. In these market segments, marketing budgets are enormous, while the cost of attracting a lead (application) is often high. That is why it is important for them to understand which communication channel brings them the most clients (www.statista.com).

In addition, large enterprises aggregate large data, which cannot be analyzed qualitatively without the help of a machine.

For example, a private medical clinic, thanks to the implementation of end-to-end analytics, has reduced the cost of a call by more than half, and increased the number of patients by three times.

- *Companies with a wide sales funnel:*

When a person takes a long time to make a purchase decision, they go through many steps in the sales funnel, and each one can be the last. End-to-end analytics allows you to analyze customer behavior at every stage, from the time a customer searches for a relevant offer to the time he or she makes a decision. This, in turn, allows companies to work through problematic areas in the most detailed way.

For example, after implementation of the end-to-end analytics service one of the major players in the real estate market was able to reduce the cost of the call by 33%, while maintaining the flow of calls from potential customers. In this case, the tool helped to identify ineffective advertising platform, choose another communication channel, conduct remarketing and retargeting, as well as expand the semantics of the search query.

- *To small businesses:*

It's a mistake to think that the need for end-to-end analytics is exclusive to large businesses.

Small companies need such a tool just as much, if not more. In particular, due to limited marketing budgets, which must be spent as effectively as possible.

Globally, all tools are divided into three types:

1. The work with the identification of the client, tracking.
2. Transferring data in the right form to the right systems.
3. Data storage and processing.

Google Analytics systems are used to identify users intents.

You can use call-tracking service to track the source of each call in almost any company, which provides BATS (virtual automated telephone exchange) services.

Further via integration via API all data goes into a single CRM system, which collects all information about customers. CRM – Customer Relationship Management – customer relationship management system.

Thus, we receive in one service all information about the path of the client, which he had gone through before making or importantly, not making an order. Based on the statistics and empirical data, the company can make different decisions to optimize advertising sources, namely, to change the advertising channel or to improve its performance, change the structure of the site or to change the unique selling proposition.

The following problems of implementation of end-to-end analytics can be singled out:

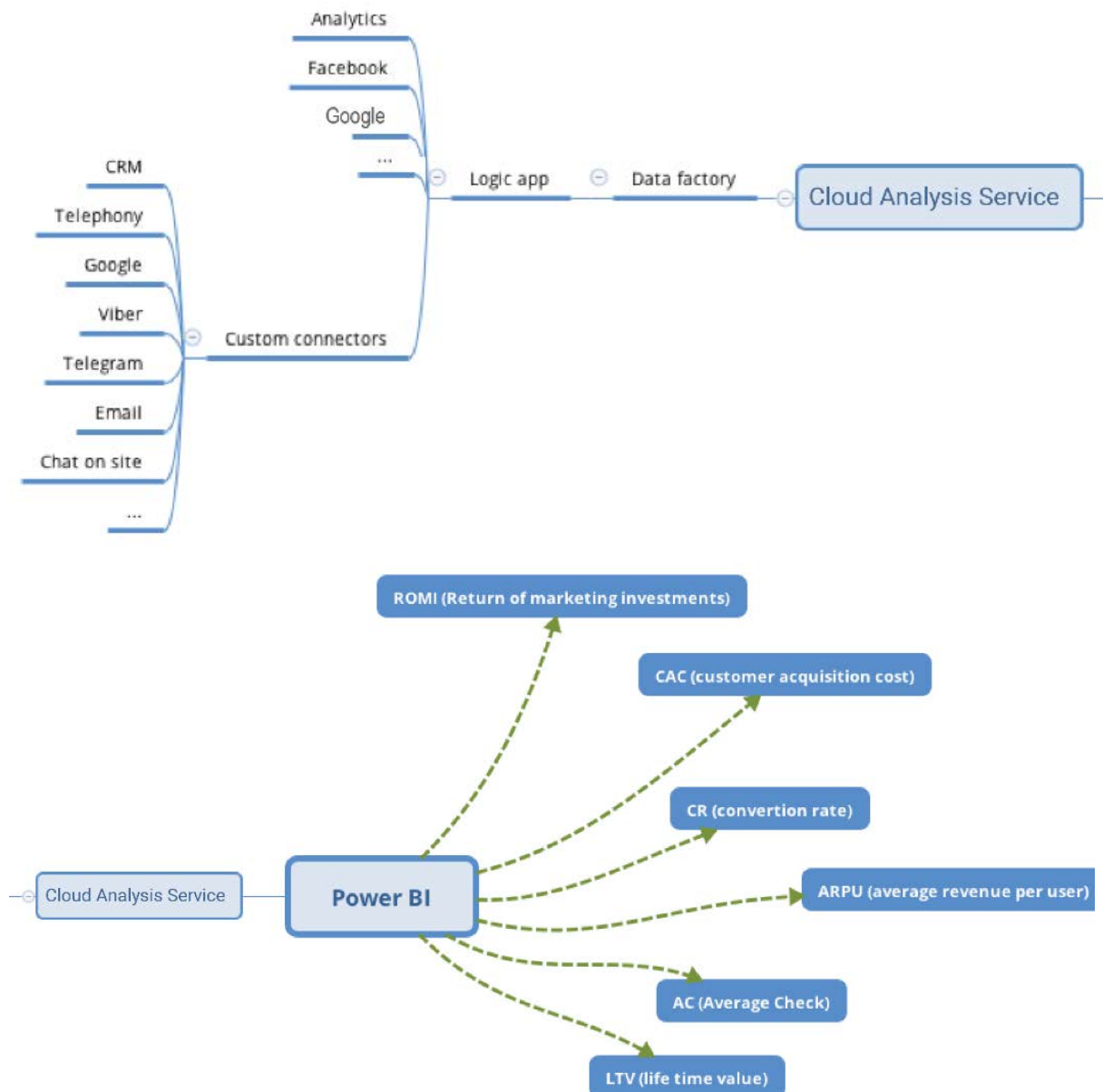
1. No understanding of the mechanics of end-to-end analytics services Client ID, counter, multi-channel sequences, attribution – not everyone understands what this is and why. As a consequence, unreasonable expectations arise.

2. No understanding of the meaning of UTM tags.

Despite the simplicity of the problem, almost everyone has it. Most companies don't understand the importance of using UTM tags in links in ads. And it is these "tails" in the links that convey very important input information about the potential client who clicked on the ad to the landing page.

3. No understanding of why call-tracking is needed.

The main problem is that the call-tracking works in such a way that each new visitor to the site is assigned a unique phone number, which is forwarded by BATS to the main number after the call. Thanks to this method, information about UTM enters the system.



Source: suggested by the author.

Figure 2. Main components of the end-to-end marketing web-analytics system

Arrows indicate the direction of information flow.

Conclusions and prospects for further research. It should be noted that the figure shows only the basic components of the system, the list of steps and analyzed data will vary under specific theoretical or practical problems. For the realization of practical tasks, the composition is directly influenced not only by the type of company and market in which it operates, but also by its size and specificity of the existing marketing information-technological architecture. Including the structure of the marketing department, information systems, used

online services and traffic sources, as well as the structure of the company's sites.

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FEATURES OF THE DEVELOPMENT OF CLUSTER PARTNERSHIP AS A NEW FORM OF QUASI-INTEGRATIVE PROCESS

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The purpose of the article. The main goal of this work is to investigate the specifics of the development of cluster partnership as a form of quasi-integration process.

Methods of research. The article uses general scientific research methods, in particular, empirical methods: methods of historical, logical and comparative analysis – to reveal the evolutionary foundations of cluster partnership development as a new form of quasi-integration process.

Presentation of the main research material. The latest global technological trends are characterized by the intensification of the fifth industrial revolution and the transition of the world economy to the sixth technological system and the knowledge economy. While the industrial economy defines vertical integration, the knowledge economy encourages the formation of inter-organizational relationships and business arrangements built in networks. In this context, the development of national ecosystems and second-level clusters is observed, as well as the spread of partnership interaction between cluster structures on a global scale, which proves the timeliness and relevance of this research. The article analyzes the main stages of integration processes in terms of the formation of technological structures. It was established that the sixth stage of the

development of integration processes coincides with the formation of the VI technological system and the evolution of the category of quasi-integration, which is a predictor of the development of cluster partnership. The development of the concept of quasi-integration among Ukrainian and foreign scientists is studied. Therefore, based on the research data, the article proposes to supplement the given classification of forms of quasi-integration with such a form as cluster partnership. In this research, the barriers of integration and quasi-integration are considered and their features are highlighted in relation to the forms of integration and quasi-interactional structures.

Conclusions from the conducted research. In the course of the research, researching the forms of the quasi-integration process, it was proved that the cluster partnership contains features of both an integrated structure and a quasi-integrated structure. Taking into account the criteria specified in the study, we can state that the barriers to integration in corporate structures are quite high, in contrast to the quasi-integrated structure – cluster partnership.

Keywords: integration; integration processes; integrated business structures; quasi-integrated business structures; business entities; network economy.

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20	0	3

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ОСОБЛИВОСТІ РОЗВИТКУ КЛАСТЕРНОГО ПАРТНЕРСТВА ЯК НОВОЇ ФОРМИ КВАЗІІНТЕГРАЦІЙНОГО ПРОЦЕСУ

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Метою даної статті є дослідження особливостей розвитку кластерного партнерства як нової форми квазіінтеграційного процесу.

Методи дослідження. У статті використано загальнонаукові методи дослідження, зокрема, емпіричні методи: методи історичного, логічного та порівняльного аналізу – для розкриття еволюційних засад розвитку кластерного партнерства як нової форми квазіінтеграційного процесу.

Виклад основного матеріалу дослідження. Новітні глобальні технологічні тренди характеризуються інтенсифікацією п'ятої промислової революції та переходом світової економіки до шостого технологічного укладу та економіки знань. Тоді як промислова економіка змінює вертикальну інтеграцію, економіка знань стимулює утворення міжорганізаційних відносин та ділової домовленості, що будуються в мережах. У цьому контексті є можливість розвитку національних екосистем і кластерів другого рівня, а також розширення партнерської взаємодії між кластерними структурами в глобальному вимірі, що призводить до продуктивності та актуальності даного дослідження. У статті проаналізовано основні етапи інтеграційних процесів у розрізі становлення технологічних укладів.

Встановлено, що саме шостий етап розвитку інтеграційних процесів співпадає зі становленням VI технологічного укладу та еволюцією категорії квазіінтеграції, яка є предиктором розвитку кластерного партнерства. Досліджено розвиток поняття квазіінтеграції серед українських та зарубіжних науковців. Відтак, спираючись на дане дослідження, у статті пропонується доповнити наведену класифікацію формування квазіінтеграції такою формою як кластерне партнерство. В даному дослідженні представлено бар'єри інтеграції та квазіінтеграції і виділено їх ознаки щодо форм інтеграційних та квазіінтеграційних структур.

Висновки з проведеного дослідження. У ході дослідження, досліджуючи форми квазіінтеграційного процесу, доведено, що кластерне партнерство містить у собі ознаки як інтегрованої структури, так і квазіінтегрованої структури. Зважаючи на зазначені в дослідженні критерії, можна констатувати, що бар'єри інтеграції в корпоративних структурах досить високі, на відміну від квазіінтегрованої структури – кластерного партнерства.

Ключові слова: інтеграція; інтеграційні процеси; інтегровані структури бізнесу; квазіінтегровані структури бізнесу; суб'єкти бізнесу; мережна економіка.

Statement of the problem and its relation to important scientific and practical tasks. The latest global technological trends are characterized by the intensification of the fifth industrial revolution and the transition of the world economy to the sixth technological mode and knowledge economy. While the industrial economy defines vertical integration, the knowledge economy stimulates the formation of inter-organizational relationships and networked business arrangements. In this context, the development of national ecosystems and second-level clusters is observed, as well as the spread of partnership between cluster structures in the global dimension, which significantly actualizes the need to study the development of cluster partnership as a new form of quasi-integration process.

Actually, the sixth stage of the development of integration processes coincides with the formation of the VI technological mode and the evolution of the category of quasi-integration, which is a predictor of the development of cluster partnership.

Analysis of recent publications on the problem. The term "quasi-integration" appeared in scientific circles quite recently. Quantitative analysis of the results of queries in the Internet environment related to quasi-integration is quite insignificant and amounts to 1240 results for the keyword query, for comparison – the keyword query "integration" gives 23 million 500 thousand results. It should also be noted the lack of theoretical research on the analysis of the phenomenon of quasi-integration, as well as the lack of a unified interpretation of this concept (see, for example, Blois, 1972; Dietrich, 1994; Fernandez, Arrunada, Gonzalez, 2000; Jarillo, 1988; Masten et al, 1989; Monteverde, Teece, 1982; Sheresheva, 2010; Zhyhalkevych and Solntsev, 2018; Zhyhalkevych, 2019). Despite the significant number of studies, we can state that the basis of scientific works of both domestic and foreign authors are taken in terms of integrated and quasi-integrated processes, we set a goal to study the features of quasi-integration through the prism of cluster partnership development, which determined the purpose of this study. cluster partnership as a new form of quasi-integration process.

Statement of the main results and rationale. On the basis of the study of the theoretical basis let us distinguish the stages of development of integration actions in the context of formation of technological modes, revealing the specificity of each period (Table 1).

As can be seen from Table 1, all known waves of integration are connected with technological modes, industrial crises and rises, inflation, in other words, with periods of organizational restructuring of the economy and revaluation of its assets. Actually, the sixth stage of development of integration processes coincides with the formation of the VI technological mode and evolution of the category of quasi-integration, which is a predictor of cluster partnership development.

Table 1

**The main stages of integration processes in the context
of the formation of technological modes**

Criteria	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Periods	1895–1904	1916–1929	1960–1970	1980–1990	1990–2000	2000 – present
Technological stack	III technological stack (1890–1930)		IV technological stack (1930–1970)	V technological stack (1970–2010)		VI technological stack (2010 – present)
Type of integration	Horizontal (78%)	Vertical (63%)	Conglomerate (70%)	Horizontal (47%), Vertical integration (39%)	Horizontal (56%), Vertical (6%)	Hybrid integration, quasi-integration
Industries	Metallurgical, food, oil, chemical, mechanical engineering	Financial institutions, food, oil, chemical, mechanical engineering	Automotive, aerospace	Pharmaceutical, medical industry, air transport, banking sector	Oil and gas, telecommunication industry, insurance, banking and financial services sector	Interconnected industries are conditioned by cluster partnership
Reasons	Economic downturn	Toughness of antitrust laws	Toughness of antitrust laws. Risk appetite, management ambitions, arrogance	Expansion of business activity in FEA, a favorable business climate	Profound technological changes. Stagnation of the world economy, unstable international situation	Development of network economy, clusters of the second level of development
Purposes	Concentration of resources, offers, strengthening of monopolistic action	Expansion of the segment of the controlled market; specialization	Diversification, decentralization of management, delegation of capabilities	Expansion of the controlled market segment worldwide	Ensuring stability, increasing the efficiency of production and economic activities	Increasing the stability of the national economy; development of priority industries; implementation of cluster partnership development programs

End of Table 1

Criteria	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Effects	Operational synergy	Operational synergy	Financial synergy	Investment synergy	Investment synergy	Emergence-based synergy
Constitutive concepts	Reduction of costs. Strengthening of monopolistic (oligopolistic) positions	Reduction of costs. Strengthening of monopolistic (oligopolistic) positions	Reduction of costs. Strengthening of monopolistic (oligopolistic) positions. Expansion of financial operations and withdrawal of part of capital from industries which faced recession	Reduction of costs. Strengthening of monopolistic (oligopolistic) positions. Restructuring of business and redistribution of resources	Reduction of costs. Strengthening of positions. Maintenance of stock market liquidity by additional issue of bonds and satisfying investors' demand	Reducing transaction costs and reducing asset specificity. Support of institutional norms and rules within the cluster partnership and at the level of the state

Source: systematized and supplemented by the author on the basis of (Bertolini and Giovannetti, 2006; Cooke, 2002; Contractor et al., 2003; Ganushchak-Efimenko et al., 2018; He et al., 2011; Kuksa, 2014; et al., Lai et al., 2014; Freeman, 2008).

The degree and nature of quasi-integration of business entities vary from country to country – each country is guided by national traditions, the achieved level of economic development and the most urgent economic problems in choosing the best ways (Bertolini and Giovannetti, 2006). In particular, French scientist H. Welck believes that "quasi-integration (hybrid organization) is a situation in which firms, while retaining the advantages of vertical integration, avoid its risks or ownership rigidity" (www.alpine-space.org, 2007–2013). There is also a widespread opinion that quasi-integration refers to the case when a producer subcontracts the production of a certain component, having at the same time the specific physical assets necessary for the production of this component (Webser, 1995).

The above definitions from the point of view of the authors of the Bureau of Economic Analysis somewhat limit quasi-integration to vertical interactions, the scientists are of the opinion that quasi-integration "is an example of selectivity of vertical integration", explanation of which requires detailed analysis of the situation according to the following parameters

- 1) Identifying the directions in which vertical integration can take place.

2) Determination of factors promoting or hindering integration.

3) "Weighing" the factors of integration (Cooke, 2002).

According to (Zhyhalkevych and Solntsev, 2018), this approach is also an unjustified narrowing of the concept of quasi-integration. Quasi-integration can be not only vertical, but also horizontal and universal (Kuksa, 2017).

Famous Danish professor of business economics Farok Contractor observes: "firms choose between alternative forms of international business, from making direct foreign investments to technology transfer on a contractual basis using license agreements, with a whole range of forms of quasi-integration, such as joint ventures..." (Contractor et al., 2003, p. 12). However, the joint venture (as well as strategic alliance, in particular) does not necessarily imply interaction "vertically".

The famous Chinese scientist-economist Y. L. Lai believes that quasi-integration is an association of assets of legally independent companies, voluntarily agreeing to control the management of their assets (Lai et al., 2014).

Among the Ukrainian scientists we should highlight the scientific works of Zhanna Zhyhalkevych and Sergei Solntsev (2018), who in the study of the process of quasi-integration reveal the essence of the concept of quasi-integrated structures as self-learning, self-learning, self-organizing and self-developing systems. Their characteristic features: stability (about changes in the external environment) and synergy (relative to internal effects). This study considers such forms of quasi-integrated structures as strategic alliance, Network-connection, Cluster, Value Chain (network), Focal Supply Network, Dynamic Focal Network, Virtual Organization (Zhyhalkevych and Solntsev, 2018; Zhyhalkevych, 2019).

Consequently, based on the research of foreign and domestic scientists, it is proposed to supplement the following classification of forms of quasi-integration with such form as cluster partnership (Table 2).

Table 2

Forms of the quasi-integration process

Forms of the quasi-integration process	Definition	Type of quasi-integration	Author
Strategic Alliance	A strategic alliance is an agreement for the cooperation of two or more independent firms to achieve certain commercial goals aimed at obtaining synergies of the companies' combined and complementary strategic resources.	Horizontal (sometimes with elements of vertical)	M. Starovoitov

End of Table 2

Forms of the quasi-integration process	Definition	Type of quasi-integration	Author
Network-alliance	Free flexible coalition, managed from a single center, which undertakes such important functions as the creation and management of them, the coordination of financial resources and technology, the definition of areas of competence and strategy, as well as solving the related management issues, linking the network together.	Vertical, Horizontal	F. Webster
Value Chain	A form of vertical quasi-integration, the special feature of which is the long-term cooperation of partners who have generally equal rights and who are located along the value chain, serving specific markets or customer orders.	Vertical with horizontal elements	M. Sheresheva
Focal supply chain network	A network in which one (usually a large) company is the central unit (focal firm) and suppliers located at different stages of value creation (first, second, third level suppliers) are in a dependent position.	Vertical	S. Orekhova
Dynamic focal network	A vertical network, which provides value creation for the consumer by combining products and services of partner companies, is grouped around one dominant central unit, which coordinates value creation activities in hierarchical ways.	Vertical, horizontal	S. Orekhova
Virtual organization	A temporary form of cooperation based on the use of information technology that provides benefits to customers. This is achieved by optimizing the system of production of benefits on the basis of a trusting combination of resources and competencies of the partners included in the network. It is due to this that synergistic effect and resource cost savings are sometimes achieved.	Vertical, horizontal	K. Rumyantsev

Source: systematized by the author on the basis of (Orekhova, <http://orekhovasv.ru>; Rumyantsev, 2008; Starovoitov et al., 2014; Sheresheva, 2010; Webser, 1995).

Based on a thorough analysis of the barriers to integration and quasi-integration, let us distinguish their attributes in relation to the forms of integration and quasi-integration structures (Table 3).

Table 3

Barriers to the development of integration and quasi-integration

Signals	Forms of integration and quasi-integration structures					
	Cartel	Conglomerate	Consortium	Syndicate	Holding	CP
Lack of diversification	+	-	-	+	+	-
Limit of participants	+	+	+	+	+	-
Loss of independence	-	+	-	-	+	-
Antitrust policy	+	-	-	+	-	-
Severe restrictions	+	+	+	+	+	-
Lack of government support	+	-	-	+	+	-
Low level of competitiveness	+	-	-	+	-	-

Source: researched and systematized by the author based on (Bertolini and Giovannetti, 2006; Cooke, 2002; He et al., 2011; Freeman, 2008; Pattinson et al., 2014; Zhao et al., 2009).

Conclusions and prospects for further research. Given the above criteria, we can state that the barriers to integration in corporate structures are quite high, in contrast to the quasi-integrated structure – cluster partnership, because the limitations are "smoothed out" by the state policy in terms of regional development (regional development strategy for 2020–2027) (zakon.rada.gov.ua, 2020), which will have a positive effect on employment, the budget, reduction of social tension, improvement of the region's image, and will also contribute to further socio-economic development of the national economy.

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FORMATION OF INVESTMENT ATTRACTIVENESS OF RURAL AREAS IN CONDITIONS OF UNCERTAINTY OF THE COMPETITIVE ENVIRONMENT

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Introduction. In the conditions of the post-war recovery of the economy of Ukraine, the formation of the investment attractiveness of rural areas for the activation of infrastructure development cannot take place without the active application of management strategies and analytical tools. One of the main directions of forming the investment attractiveness of rural areas in conditions of uncertainty of the competitive environment is the application of these methods as an effective modern tool of strategic management of infrastructure development.

The hypothesis of the scientific research consists in the study of the process of forming the investment attractiveness of rural areas in the conditions of uncertainty of the competitive environment, as a given condition for managing the existing potential.

The purpose of the study is to substantiate at the theoretical level the formation of the investment attractiveness of rural areas in conditions of uncertainty of the competitive environment.

The methodology of scientific research is general scientific and special research methods: All scientific research conducted within the framework of

analyzing the investment attractiveness of rural areas in conditions of uncertainty of the competitive environment use general scientific methods, such as the method of scientific abstraction, the method of analysis and synthesis, the method of the unity of historical and logical, positive and normative methods, as well as specific research methods.

Conclusions. It was determined that in modern conditions, according to the specifics of the formation of the investment attractiveness of rural areas in conditions of uncertainty of the competitive environment, the conceptual positions are: increasing investment potential due to the activation of innovative development of rural areas; increasing the volume of export-import operations to increase the competitiveness of domestic products in rural areas; development of international relations, taking into account geo-economic changes and trends.

Keywords: integration potential; rural areas; integrative and innovative development; business entities; factors of the external and internal environment; investment attractiveness; investment strategy.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
11	1	1

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ФОРМУВАННЯ ІНВЕСТИЦІЙНОЇ ПРИВАБЛИВОСТІ СІЛЬСЬКИХ ТЕРИТОРІЙ В УМОВАХ НЕВИЗНАЧЕНОСТІ КОНКУРЕНТНОГО СЕРЕДОВИЩА

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Вступ. У умовах післявоєнного відновлення економіки України формування інвестиційної привабливості сільських територій для активізації розвитку інфраструктури не може відбуватися без активного застосування управлінських стратегій та аналітичного інструментарію. Одним з основних напрямів формування інвестиційної привабливості сільських територій в умовах невизначеності конкурентного середовища є застосування цих методів як ефективного сучасного інструменту стратегічного управління розвитком інфраструктури.

Гіпотеза наукового дослідження полягає у дослідженні процесу формування інвестиційної привабливості сільських територій в умовах невизначеності конкурентного середовища, як заданої умови управління наявним потенціалом.

Метою дослідження є обґрунтування на теоретичному рівні формування інвестиційної привабливості сільських територій в умовах невизначеності конкурентного середовища.

Методологією наукового дослідження є загальнонаукові та спеціальні методи дослідження: Усі наукові дослідження, що проводяться в межах аналізування інвестиційної

привабливості сільських територій в умовах невизначеності конкурентного середовища, використовують загальнонаукові методи, такі як метод наукової абстракції, метод аналізу і синтезу, метод єдності історичної і логічної, позитивний і нормативний методи, а так само специфічні методи дослідження.

Висновки Визначено, що в сучасних умовах, згідно із специфікою формування інвестиційної привабливості сільських територій в умовах невизначеності конкурентного середовища концептуальними позиціями є: нарощування інвестиційного потенціалу за рахунок активізації інноваційного розвитку сільських територій; нарощування обсягів експортно-імпортних операцій за підвищення конкурентоспроможності вітчизняної продукції сільських територій; розвитку міжнародних взаємовідносин з врахуванням гео економічних змін і тенденцій.

Ключові слова: інтеграційний потенціал; сільські території; інтеграційно-інноваційний розвиток; суб'єкти господарювання; фактори зовнішнього та внутрішнього середовища; інвестиційна привабливість; інвестиційна стратегія.

Statement of the problem. The formation of the investment attractiveness strategy of rural areas is a study of the long-term directions of the investor's development. The development of a strategy for the investment attractiveness of rural areas in Ukraine and the formation of an effective investment portfolio require the study of the investment market in the following directions:

- 1) analysis and assessment of investment market macroeconomic indicators of the of rural areas;
- 2) analysis and assessment of the level of regions attractiveness;
- 3) analysis and assessment of the attractiveness level of industries (sub-industries);
- 4) analysis and assessment of the investment attractiveness of certain enterprises in rural areas;
- 5) analysis and assessment of the investment attractiveness of each innovative investment project in rural areas.

Analysis of recent research. According to a large number of experts (Yermoshenko and Hanushchak-Iefimenko, 2010; Rybalko, 2011; Hazuda, 2015), in the conditions of economic crisis and significant limitation of financial resources, it is necessary to determine the attractiveness of each individual investment project in rural areas.

The purpose of the study is to research on the formation of investment attractiveness of rural areas in conditions of uncertainty of the competitive environment.

Presentation of the main material. The investment strategy of rural areas is a long-term general capital management plan. It is chosen in accordance with the state and forecasts regarding the macroeconomic environment, the investment market, the level of attractiveness of the region and industry, the interest and capabilities of the investor himself, his business area and business interests (Pestrukha and Kolotusha, 2008; Boiarko and Hrytsenko, 2011; Rybalko, 2011).

The strategy of investment attractiveness of rural areas in conditions of uncertainty of the competitive environment provides answers to the main questions of the investment activity organization:

1. Depth of long-term investment process planning.
2. The current object state for which the strategy is being developed.
3. Sources and volumes of funds for investment.
4. Strategic goal and stages of progress towards it.
5. Intermediate goals and related tasks.
6. Priority areas and objects of investment in rural areas.
7. Predictive assessment of the external environment for investment.
8. Forecast assessment of financial market development.
9. Alternative ways of using funds.

10. Target guidelines for expected return on investment.
11. Risk factors and long-term measures to neutralize them.
12. Forecast scenarios of investment market development and investor development.
13. Desired results of investment activity at the end of the strategic period

The assessment of the investment attractiveness of rural areas in conditions of the competitive environment uncertainty is primarily related to the internal characteristics of the enterprise itself, the state of the country's investment climate, the attractiveness level of the industry and the degree of influence of external and internal risks. This approach allows, on the one hand, to combine the macro-, meso- and micro-levels of the investment space, on the other hand, to take into account the effect of all factors that determine the investment prospects of the enterprise, regardless of the size and form of ownership. That is, investment attractiveness can be considered as a model of a set of quantitative and qualitative indicators – assessments of the external environment (political, economic, social, legal status, influences of global economic trends) and internal – positioning of the investment object in the external environment, the level of its economic, financial, resource, personnel potential, which will provide certain guarantees of receiving a positive effect from the investment.

Based on the research direction, the assessment of the investment attractiveness of rural areas in conditions of the competitive environment uncertainty must be carried out from the standpoint of a systemic approach, which is based on the unity and interaction of a large number of criteria for making an investment decision (I): geographical location (G), technical condition (T), organizational level (O), resource potential (R), production potential (P), financial and economic condition (F), political and legal situation (PL), level of risk factors influence (RF):

$$I = f(G, T, O, R, P, F, PL, RF), \quad (1)$$

where G, T, O, R, P, F, PL, RF are factors that are part of the model for assessing the investment attractiveness of rural areas in conditions of the competitive environment uncertainty.

The competitiveness of the enterprises products of investment attractiveness of rural areas in conditions of uncertainty depends on a certain reputation of the relevant industry of the country on the world market, that is, belonging to an investment-attractive industry, it has additional advantages compared to "unattractive" industries. The factor of geographical location has a considerable influence. At the same time, such factors as the natural resource potential of the region, the level of production development, the level of infrastructural development, demographic indicators, the level of environmental,

political, social risks, etc., have the greatest influence. Relations with local authorities are also important and influential. The infrastructure condition of rural areas also affects its investment attractiveness, but in practice it is almost not taken into account by investors. Only indicators of the financial condition of enterprises in rural areas are taken into account.

Investors pay, in general, the greatest attention to the influence of financial status factors. The implementation of its comprehensive assessment most often consists in the study of indicators of liquidity, financial stability and creditworthiness. Indicators of profitability and turnover, the level of the company's liabilities are also taken into account. The specific set of financial indicators used in the study of the level of investment attractiveness of rural areas in conditions of the competitive environment uncertainty may change and depends on the specific formulation of the task and research goals, as well as the level of availability of the necessary primary information for calculations.

At the same time, the interdependence of ongoing processes, for example, such as the attraction of investments in the real sector of the economy, with the existing unevenness of the investment activity of the regions, determines the need to develop a statistical model that would make it possible to characterize the investment climate of objects. Based on the analysis of investment processes, the following system of analytical indicators is proposed, which should be grouped into the following four groups, which provide an opportunity to get an idea of the readiness of individual enterprises for investment activities (Fig. 1).

The information and analytical base of the indicators system should include the maximum amount of data, which will allow to reveal their general dynamics and interdependence. The connection of indicators with various periods of the country's economic development makes it possible to reveal their influence and to form effective measures to increase the investment activity of the country as a whole.

The result of the investment attractiveness assessment of rural areas in the conditions of the competitive environment uncertainty should be the answer for an external investor: to invest in the investigated enterprise or not to invest. With a positive answer to the question of the attractiveness of the country, the investor needs to narrow down the range of investment objects to the industry affiliation of the enterprise. The currently existing methods of determining the investment attractiveness of industries need some clarifications and additions. The study of scientific literature and methods allows making some clarifications.

Today, most rating agencies and consulting firms have developed their own methods for calculating the investment rating of countries and regions (Yermoshenko and Hanushchak-Iefimenko, 2010; Pestrukha and Kolotusha, 2008). The main difference between these methods lies in the criteria for

selecting input parameters, their grouping algorithm, the number of groups (for example, the Euromoney magazine takes into account only 9 groups of indicators, and the Swiss Institute of Management Development – 381 groups) and the method of calculating the integral indicator (<http://www.ir.org.ua>).

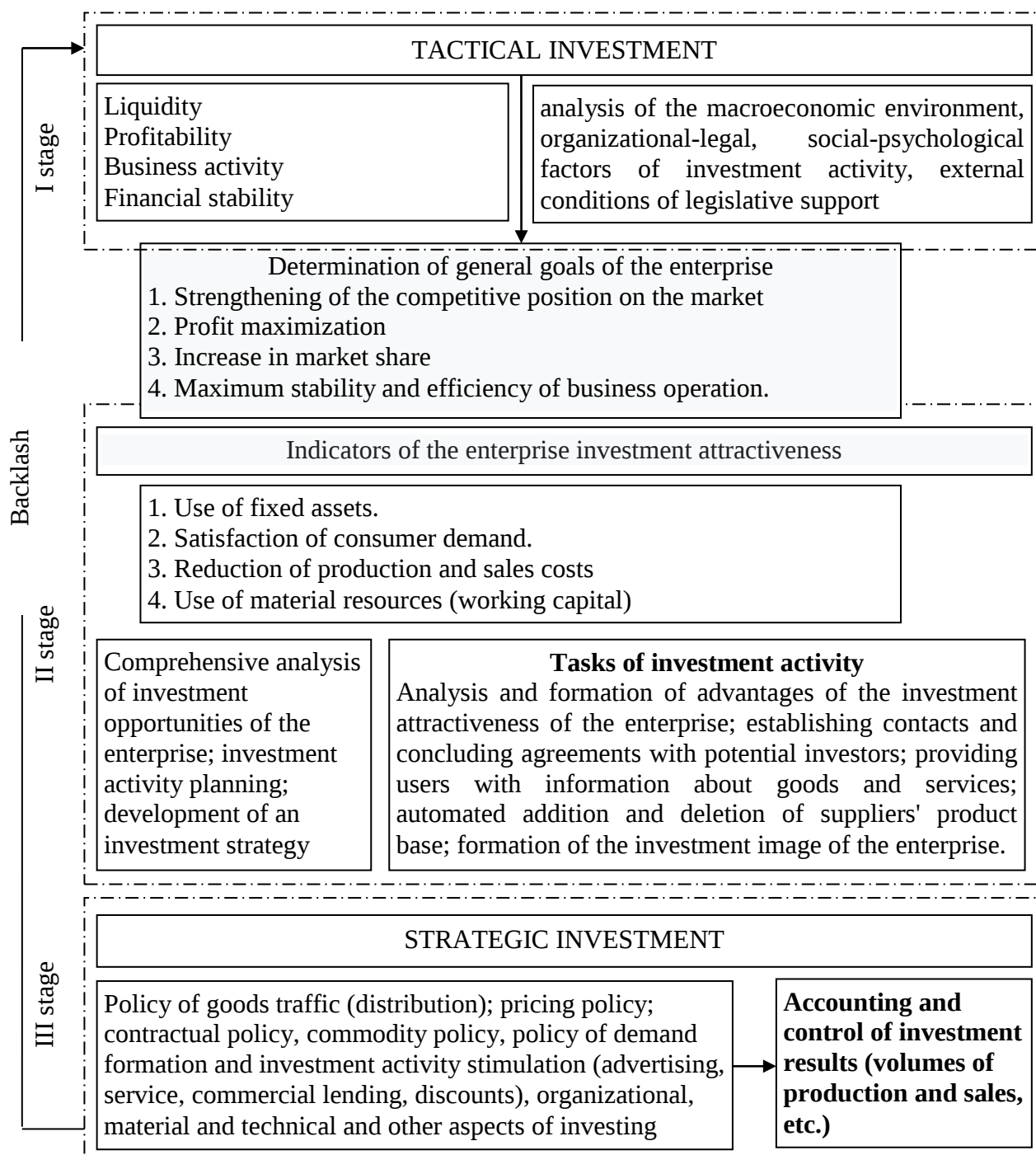


Fig. 1. Components of investment attractiveness of rural areas in conditions of the competitive environment uncertainty

In Ukraine, the best known is the method of the Institute of Reforms, which uses five groups of indicators (<http://www.ir.org.ua>), it is presented in Table 1.

Table 1

Groups of indicators used in the calculation of the investment attractiveness rating of the regions of the Institute of Reforms

Group	Weight of indicators, %
1. Economic development of the region	25,0
2. Market infrastructure	22,0
3. Human resources	13,0
4. Financial sector	25,0
5. Development of entrepreneurship and local government	13,0

Source: <http://www.ir.org.ua>.

The methodology of the Institute of Reforms when analyzing the investment attractiveness of regions is used by the Kalina rating agency, the SOCIS Gallup International agency, the State Committee of Ukraine on Entrepreneurship Development, the Council for the Study of Productive Forces of Ukraine at the National Academy of Sciences of Ukraine, and the Entrepreneurship Support Fund (worldbank.org). The main drawback of this technique can be considered the absence of groups of indicators that assess the level of risks. There is also a significant dependence on macroeconomic indicators, opacity of grouped indicators, lack of consideration of regional specifics. As a result, the rating only shows the place of the region among other regions, but does not say anything about the industry specifics of the region and the priority directions of investments.

If, as a result of the conducted research, neither the region nor the industry is attractive for investment, it is certain that there is no question of investing any enterprise that works in this industry and is located in the relevant region. When either the industry or the region is attractive to the investor, then the effects of the negative and positive sides of attractiveness at the mesoeconomic level almost offset each other. In this case, making a decision to invest in a certain enterprise is possible only on the basis of an assessment of its investment attractiveness. For an enterprise that is located in an investment-attractive region with a high level of attractiveness and belongs to an attractive industry, its attractiveness increases three times during evaluation.

The next step of the analysis should be a more thorough review of the performance indicators of enterprises in rural areas, first taking into account its life cycle level and readiness for renewal, then a more detailed analysis of the main performance indicators. In order to increase the investor's confidence in the

enterprise and more objective assessment of investment attractiveness, it is necessary to choose the most generalized indicators of the enterprise's activity based on accounting and financial reporting, that is, an open information base.

The analysis allows you to determine the state and provide a general assessment of the investment attractiveness of rural areas in conditions of the competitive environment uncertainty, which is recommended to be taken into account according to the level of readiness to invest at the present time, that is, to the degree of probability whether the invested funds will return or not, taking into account the level of attractiveness.

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KSZTAŁTOWANIE I REALIZACJA POLITYKI MIESZKANIOWEJ POPRZEZ ADMINISTROWANIE GMINNYM ZASOBEM NIERUCHOMOŚCI MIESZKANIOWYCH

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WPROWADZENIE. Najbliższą społeczno-ekonomicznym związanym z gospodarowaniem gminnymi nieruchomościami mieszkaniowymi oraz analiza stanu gminnego zasobu mieszkaniowego na przykładzie wybranej gminy.

METODY. Podstawową metodą badawczą jest metoda opisowa i metoda porównań w czasie. Wykorzystano również między innymi wskaźniki struktury, a dla prezentacji danych zestawienia tabelaryczne oraz wykresy. W badanej gminie na podstawie Raport o stanie gminy Mogilno za 2016–2020 rr., zaobserwowano że wiek nieruchomości wchodzących w skład zasobu gminnego kształtuje na poziomie 40 lat i więcej, a strategia gminy skupia się przede wszystkim na utrzymaniu go w dobrym stanie technicznym.

WYNIKI. Z uwagi na duży wiek zasobu wymaga on dużych nakładów finansowych i przemysłanych działań. Największy problem stanowi zadłużenie lokatorów wpływający na płynność finansową zakładu budżetowego zarządzającego zasobem gminnym lokali mieszkalnych.

WNIOSKI. Wnioski skupiają się na wskazaniu optymalnego kierunku wykorzystania posiadanych zasobów mieszkaniowych i realizacji w sposób optymalny lokalnej polityki mieszkaniowej. Osiągnięcie natychmiastowych efektów jest nieosiągalne bowiem z uwagi na charakter dobra jakim jest mieszkanie. Dla ekonomistów mieszkanie stanowi towar na rynku. Przy zakupie mieszkania decydujące znaczenie ma cena, co niekoniecznie wiąże się z ich jakością. Mieszkanie dostosowane do potrzeb rodziny pozwala na jej prawidłowe funkcjonowanie w społeczeństwie.

SŁOWA **KLUCZOWE:** administrowanie publiczne; lokalna polityka mieszkaniowa; potrzeby mieszkaniowe.

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ФОРМУВАННЯ І РЕАЛІЗАЦІЯ ЖИТЛОВОЇ ПОЛІТИКИ ШЛЯХОМ АДМІНІСТРУВАННЯ ФОНДОМ ЖИТЛОВОЇ НЕРУХОМОСТІ ГМІНИ

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ВСТУП. Гміна у суспільстві є первинною ланкою територіальних органів місцевого самоврядування. У наведеній праці розглядається місцева житлова політика на терені гміни Могільно Куявсько-Поморського воєводства. Метою праці є обґрунтування адміністративних рішень у сфері функціонування житлової нерухомості гміни на основі аналізу стану та руху житлового фонду гміни на прикладі обраної гміни та подолання суспільно-економічних проблем, пов'язаних з фондом житлової нерухомості.

МЕТОДИ. Основним науково-дослідницьким методом обрано описово-аналітичний метод і метод порівняльного аналізу. Використано також індикатори структури, табличні зіставлення, а також для ілюстративності аргументів діаграми. У досліджуваній громаді на основі звітів про діяльність гміни Могільно протягом 2016–2020 рр. відмічено, що фонд нерухомості створено упродовж століття, однак сучасний житловий фонд побудовано в останні 40 років, що проявляється у доброму технічному стані будівель та мереж, і визначає якість житлової політики гміни з помірними витратами на капітальні ремонти житлових будинків.

РЕЗУЛЬТАТИ. З огляду на істотний сегмент житлового фонду з понад столітнім походженням, великими викликом місцевого самоврядування в частині адміністрування житловим фондом є потреба значних капіталовкладень та виважених рішень стосовно утримання даного житлового фонду. Перешкодою у адмініструванні житлової нерухомості є заборгованість власників квартир і будинків, що негативно впливає на фінансову збалансованість місцевого бюджету та управління житловим фондом гміни.

ВИСНОВКИ. Висновки згруповано за напрямками адміністрування використання наявних житлових субсидій і реалізації в оптимальний спосіб місцевої житлової політики. На ринку житлових послуг вирішальне значення має ціна, що необов'язково корелюється якістю житла, а також охоплює критерії старожитностей, місцезнаходження житлової забудови, функціонального призначення житлових приміщень тощо. Місцева житлова політика має спрямовуватися на розвиток житлового будівництва і нарощування цінової доступності житла для осіб з низькими доходами.

Ключові слова: публічне адміністрування; локальна політика житлових помешкань; житлові потреби.

WPROWADZENIE. Mieszkanie z prawnego punktu widzenia stanowi zespół pomieszczeń mieszkalnych i pomocniczych, mający odrębne wejście. Jest wydzielone stałymi przegrodami budowlanymi i umożliwia stały pobyt ludzi oraz prowadzenie samodzielnego gospodarstwa domowego (Rozporządzenie Ministra Infrastruktury, 2002). Z nieruchomościami mieszkalnymi wiążą się również inne pojęcia, jak na przykład zabudowa jednorodzinna potocznie zwana domem. Polskie prawo wskazuje, że nieruchomościami są części powierzchni ziemskiej stanowiące odrębny przedmiot własności (grunty), jak również budynki trwale z gruntem związane lub części takich budynków, jeżeli na mocy przepisów szczególnych stanowią odrębny od gruntu przedmiot własności (Kodeks cywilny, 2020). Podejście prawne to wyłącznie przestrzeń fizyczna. Dla ekonomistów mieszkanie to powierzchnia będąca towarem na rynku. Przy zakupie mieszkania decydujące znaczenie ma cena. Niestety jakość budowanych mieszkań deweloperskich nie jest związana z ich ceną. Takie czynniki jak bliskość miejsca pracy, szkoły i szpitala, sklepów czy koszty utracone jak czas potrzebny na dojazd, koszty paliwa, miejsce parkingowe, tereny zieleni czy komfort psychiczny lub podejście do pracy w przypadku spłacania kredytu hipotecznego są dostrzegane, ale nadal nie doceniane przez kupujących mieszkania.

Konserwatywne podejście określa mieszkanie lub dom jednorodzinny jako to miejsce, gdzie spędzamy najwięcej czasu, zakładamy rodzinę, wychowujemy dzieci czy też szukamy schronienia i odpoczynku od codziennego zgiełku. Mieszkanie dostosowane do potrzeb rodziny pozwala na jej prawidłowe funkcjonowanie w społeczeństwie. Odpowiednie warunki dla nauki kształtują przyszłość młodych ludzi i decydują o starcie w dorosłość. Konsekwencją takiego podejścia jest uznanie mieszkania za prawo człowieka, które powinno być respektowane i wspierane przez państwo w ramach polityki społecznej. Państwo powinno dążyć do zaspokojenia podstawowych potrzeb mieszkaniowych społeczeństwa, a także do zapewniania życia w godnych warunkach. Wsparcie państwa może przybierać różne formy. W dużej mierze przybiera ono formy finansowe, społeczne czy regulacyjne. Pomimo że państwo udziela wsparcia to samorząd jest bliżej ludności, dlatego też bardzo ważne są lokalne polityki gmin w zakresie mieszkalnictwa i rozwoju gospodarczego (Ministerstwo Rozwoju i Technologii, 2021).

Najniższym i najbliższym lokalnej wspólnoty szczeblem w strukturze jednostek samorządu jest gmina. Konstytucja uznaje ją za podstawową jednostkę samorządu terytorialnego (Konstytucja Rzeczypospolitej Polskiej, 2021 art. 164). Ona dysponuje gruntami pod zabudowę i wpływa na zagospodarowanie przestrzenne, a ponadto zarządza gminnym zasobem mieszkaniowym, który zgodnie z ustawą należy rozumieć jako lokale służące do zaspokajania potrzeb mieszkaniowych stanowiące własność gminy lub

jednoosobowych spółek gminnych, którym gmina powierzyła realizację zadania własnego w zakresie zaspokajania potrzeb mieszkaniowych wspólnoty samorządowej z wyjątkiem towarzystw budownictwa społecznego oraz lokale pozostające w posiadaniu samoistnym tych podmiotów (O ochronie praw lokatorów, 2020). Zarządzanie tym zasobem może przybierać trzy formy:

- zarządzanie przez pracowników urzędu,
- powierzenie zarządzania jednostce organizacyjnej samorządu terytorialnego
- powierzenie zarządzania profesjonalnej jednostce z sektora prywatnego (Pawlik, 2008).

Podstawowymi aktami normatywnymi regulującymi gospodarowanie mieszkaniowym zasobem gminy, który wchodzi w skład gminnego zasobu nieruchomości jest Ustawa z dnia 21 sierpnia 1997 r. o gospodarce nieruchomościami (O gospodarce nieruchomościami, 2020) oraz Ustawa z dnia 21 czerwca 2001 r. o ochronie praw lokatorów, mieszkaniowym zasobie gminy i o zmianie Kodeksu cywilnego (O ochronie praw lokatorów, 2021). Natomiast Rada Gminy uchwała zasady wynajmowania lokali należących do zasobu oraz wieloletni plan gospodarowania zasobami mieszkaniowymi, który powinien zawierać analizę potrzeb lokalnej społeczności i planów związanych z zarządzaniem mieniem komunalnym (Ibidem, art.21) Wsparciem dla osób o niskich dochodach są mieszkania komunalne, nie różniące się niczym od mieszkań dostępnych na rynku i socjalne mogące mieć obniżony standard (Ibidem, art.20), które w Polsce kojarzone są w sposób negatywny. Ważnym aspektem jest też to, że gmina nie tylko dysponuje zasobem mieszkaniowym, ale i może go tworzyć.

METODY BADANIA. Metodologia badania polityki mieszkaniowej poprzez administrowanie gminnym zasobem nieruchomości mieszkaniowych jest główną podstawą dla przyjęcia administracyjnych decyzji na poziomie terytorialnych narządów miejscowego samorządu. Polityka mieszkaniowa często rozumiana jest jako część polityki społecznej mająca na celu zaspokojenie potrzeb mieszkaniowych i zapewnić godne warunki bytowe członkom społeczeństwa. Polityka mieszkaniowa jako jedna z polityki mikro ekonomicznych prowadzonych przez państwo zapewnia funkcjonowanie rynku mieszkaniowego, a wśród instrumentów polityki mieszkaniowej można wyróżnić: regulacje rynkowych systemów finansowania i instytucjonalnego wsparcia, subsydia mieszkaniowe i budownictwo społeczne (Lis, 2010).

Celem pracy jest przedstawienie wybranych problemów społeczno-ekonomicznych związanych z gospodarowaniem gminnymi nieruchomościami mieszkaniowymi oraz analiza stanu gminnego zasobu mieszkaniowego na przykładzie wybranej gminy. Zakres czasowy obejmujący powyższe opracowanie to lata 2016–2020. Prognoza zawarta w Wieloletnim Planie

Gospodarowania Mieszkaniowym Zasobem Gminy a wykorzystana częściowo w tym opracowaniu zaprezentowana została do 2023 roku. Podstawową metodą badawczą zastosowaną w niniejszej pracy stanowi metoda opisowa i metoda porównań w czasie. Wykorzystano również w niej między innymi wskaźniki struktury, a dla prezentacji danych zestawienia tabelaryczne oraz wykresy. Materiały źródłowe to poza literaturą przedmiotu, artykułami i aktami normatywnymi, przede wszystkim informacje dostępne na stronach internetowych instytucji. Podstawowym źródłem informacji dotyczącym badanej gminy jest Raport o stanie gminy.

WYNIKI BADANIA. Komparatywną analizę wybranej nami polityki mieszkaniową w Europie a w szczególności w Szwecji i w Niemczech daje możliwość zrobić oddzielne logiczne domniemania. Konieczność zapewnienia mieszkania i godnych warunków do życia przyczyniła się do stworzenia publicznego zasobu mieszkaniowego. Realizując społeczną politykę mieszkaniową kraje zachodniej części Europy koncentrują się na zwiększaniu podaży a tym samym dążeniu do obniżenia cen rynkowych mieszkań w przeciwieństwie do krajów stosujących w wspieraniu osób mniej zamożnych instrumenty popytowe (np. dodatki mieszkaniowe, wsparcie w zakupie mieszkań na własność – ulgi, niższe oprocentowanie). Około 40% mieszkańców tej części Europy wynajmuje lokum z publicznych zasobów płacąc niższy czynsz niż ten rynkowy (Gajda, 2020).

Jednym z państw europejskim mających szeroko rozwiniętą politykę społeczną jest Szwecja. Polityka mieszkaniowa będąca jej częścią w tym kraju skupia się na zaspokajaniu potrzeb i na rozwoju budownictwa poprzez udzielanie pożyczek na zakup nieruchomości, a także kontrolą wysokości czynszów czy brakiem udziału finansowego lokatorów w budowie oraz wsparciem w postaci specjalnych funduszy dla emerytów (Eurostat, 2021). Szwecja jest specyficznym krajem, w którym od lat panuje kryzys mieszkaniowy (popyt jest dużo wyższy niż podaż). W wynajmie mieszkań obowiązuje system kolejkowy a także zbieranie punktów. Spółdzielnie wybierając najemcę organizują castingi, których brane są pod uwagę określone kryteria. W Szwecji rozróżnia się dwa rodzaje najmu: prywatny i od spółdzielni, o także dwa typy własności: Bostadsrätt (prawo własności spółdzielczej) i Äganderätt (nieograniczone prawo własności) (Szwedzki rynek nieruchomości, 2022). Ponadto występują również mieszkania chronione będące tymczasowym zakwaterowaniem przeznaczonym dla osób zagrożonych i narażonych na przemoc. Opłacane są one przeważnie przez Krajową Radę Zdrowia i Opieki społecznej działającej w gminie. Mieszkania tego typu prowadzone przez gminę stanowią 15%, natomiast największy odsetek stanowią organizacje non -profit tj., 78% (Skyddat boende, 2022).

Od 20 lat obserwowany jest bardzo szybki wzrost na rynku mieszkań w Skandynawii. Trend ten może mieć związek z powolnym odchodzeniem społeczeństwa od cieszącego się dużą popularnością modelu wynajmu mieszkań komunalnych. Wynajmowanie mieszkań gminy ceniony był między innymi za stabilizację i odpowiedzialność gminy w kwestii utrzymania. W czasie pandemii zaobserwowano u Szwedów potrzebę posiadania odpowiedniego i bardziej komfortowego miejsca do pracy i wypoczynku oraz uwolnienia się od nadzoru państwa. Czas oczekiwania na mieszkania gminy dochodzi do kilkunastu lat natomiast ceny na rynku wzrastają, a to z kolei powoduje negatywne konsekwencje dla osób słabiej i średnio zarabiających. Dodatkowym utrudnieniem jest również minimum 15% wkład własny przy kredytach hipotecznych (Gębski, 2021).

Podobnie jak w Szwecji czy Polsce wzrost cen mieszkań obserwuje się na terenie Niemiec. Osoby o niskich dochodach mogą liczyć na wsparcie w postaci zasiłku mieszkaniowego (dodatek do czynszu lub utrzymania mieszkania) (Wohnen, 2022). Ponadto Niemcy posiadają rozwinięty system dopłat do kredytów hipotecznych, dofinansowań pożyczek na zakup mieszkań czy planów oszczędnościowych. W Niemczech 60% ludności wynajmuje swoje mieszkanie, a ceny wynajmu są bardzo zróżnicowane i w dużej mierze uzależnione od lokalizacji, a ich wzrostowi ma zapobiegać ustawa ograniczająca wysokość czynszów (Miłosz, 2021).

Polityka mieszkaniowa a administrowanie gminnym zasobem nieruchomości mieszkaniowych w Gminie Mogilno w województwie kujawsko-pomorskim jest typową dla administrowania rynkiem nieruchomości na poziomie gminy. Gmina Mogilno jest jedną z biedniejszych gmin w Polsce (na 2478 miejsc Mogilno zajmuje 2090 pozycję). Dochód na mieszkańca wynosi 4.156,00 zł (dochody gmin sklasyfikowane są w przedziale od 3.172,00 zł do 43.999,00 zł) (GUS, 2021). Niska zamożność mieszkańców gminy przeplata się z innymi problemami społecznymi. Gmina Mogilno zarządzanie gminnym zasobem mieszkaniowym przekazała w zarząd samorządowemu zakładowi budżetowemu, który powstał 1 marca 2018 rok na mocy uchwały XV/132/18 podjętej przez Radę Miejską. Stanowi on samodzielną wydzieloną jednostkę organizacyjną gminy nieposiadającą osobowości prawnej, która podlega burmistrzowi oraz rozlicza się z budżetem gminy. W 2018 roku przejął on zadania realizowane przez Zakład Gospodarki Komunalnej - Dział Zarząd Budynków. Zgodnie z uchwałą o utworzeniu wspomnianej jednostki przedmiotem jej działalności jest gospodarowanie komunalnym zasobem lokalowym z wyłączeniem zbywania lokali (wyłączne prawo należy do gminy). Przejawem wypełniania powierzonych funkcji przez zakład jest między innymi:

- prowadzenie ewidencji budynków budowli i lokali oraz związanej z nim infrastruktury,

- sprawowanie nadzoru nad prawidłowością eksploatacji i stanem technicznym budynków budowli lokali i związanej z nimi infrastruktury, a także nieruchomości, na których znajdują się obiekty;

- planowanie i nadzór nad realizacją remontów;
- reprezentowanie gminy Mogilno we wspólnotach mieszkaniowych;
- wynajmowanie lokali oraz zawieranie innych umów cywilnoprawnych dotyczących korzystania z budynków budowli i lokali należących do komunalnego zasobu mieszkaniowego (O utworzeniu Działu Zarząd Budynków, 2018).

Nieruchomości stanowiące zasób to przede wszystkim budynki mające 40 i więcej lat (wiek budynków mieszkalnych). Wiek oraz stan zasobów wraz z prognozą prezentują odpowiednio tabela 1 i 2 (Ramowy harmonogram, 2021).

Tabela 1

Wiek budynków, w których znajdują się lokale mieszkalne będące w dyspozycji gminy

Wyszczególnienie	Okres powstania budynku	Ilość w szt.
I grupa	do 1939	66
II grupa	1940–1980	30
III grupa	1981–2020	6

Tabela 2

Stan zasobów mieszkaniowych gminy Mogilno w latach 2019–2021 oraz prognozowany stan w latach 2022–2023

Wyszczególnienie	2019	2020	2021	2022	2023
Sprzedaż lokali mieszkalnych	7	3	3	3	3
Liczba lokali mieszkalnych po uwzględnieniu adaptacji budynków z lokalami użytkowymi, nowopowstałych budynków mieszkalnych i sprzedaży lokali (w szt.) w tym	448	448	451	448	445
Liczba lokali socjalnych budynek w zasobie mieszkalnym gminy (w 2018 r. było 10)	12	14	15	15	15

Gospodarowanie zasobami lokali mieszkalnych wiąże się przede wszystkim z realizacją zadań związanych z ich bieżącą eksploatacją oraz podejmowaniem działań długofalowych, których podstawą jest Wieloletni Plan Gospodarowania Mieszkaniowym Zasobem Gminy. Pomimo niewielkiego wzrostu liczby lokali mieszkalnych w zasobie w 2021 roku w kolejnych latach gmina prognozuje stopniowy spadek ich ilości. Większość budynków znajdujących się w dyspozycji gminy powstała przed 1939 rokiem, co wiąże się ze znacznym zużyciem technicznym elementów budowlanych. Bezpieczne

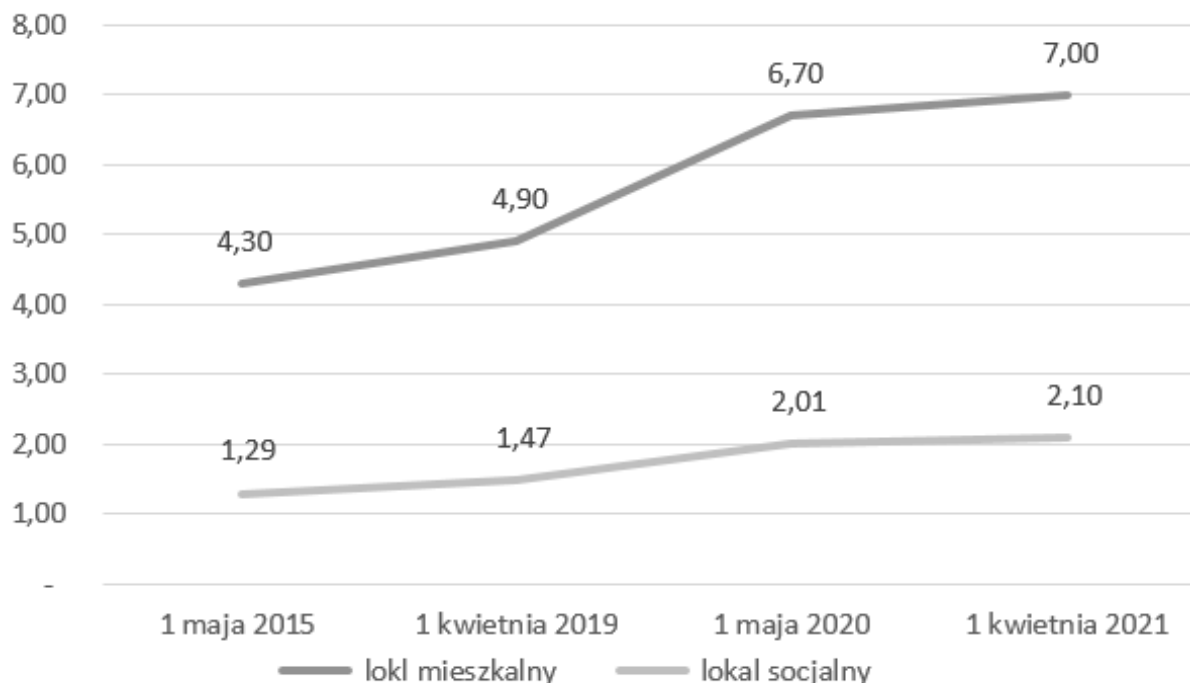
użytkowanie tych budynków będzie wiązało się z naprawami i remontami w celu utrzymania należytego stanu technicznego, a co za tym idzie dużymi nakładami finansowymi.

Strategia gminy dotycząca wykorzystania i racjonalizacji gospodarowania gminnym zasobem mieszkaniowym ogranicza się jedynie do wykonywania niezbędnych remontów budynków i lokali, jak również zabezpieczenia w gminnym zasobie od jednego do 3 lokali przeznaczonych do natychmiastowego zasiedlenia oraz wydzieleniu 2 lokali chronionych (czyli lokali będących szczególną formą społecznej pomocy potrzebującym, w szczególności osobom starszym i chorym (Dorota Sikora-Fernandez, 2021, s. 131). Ponadto zakłada się sprzedaż pojedynczych lokali szczególnie atrakcyjnych w celu pozyskania środków finansowych na utrzymanie poprawnego stanu technicznego istniejących lokali oraz budowy budynku z lokalami socjalnymi. Gmina planuje również sprzedać nieruchomości niezabudowane i zabudowane, które mogą być przeznaczone pod budownictwo mieszkaniowe. Sprzedaż tego typu będzie się wiązała się z bonifikatami dla nabywców. Ponadto w Wieloletnim Planie Gospodarowania Mieszkaniowym Zasobem Gminy zaplanowano przejęcie 3 nieruchomości poprzez zasiedzenie w dobrej wierze w celu powiększenia zasobu gminy.

Działania gminy związane z dbaniem o odpowiedni stan techniczny zasobu mieszkaniowego wiąże się z przekazaniem na te cele przez zakład pozyskanych środków z opłat czynszowych, funduszu remontowego oraz dotacji celowych otrzymanych od jednostki terytorialnej. Przychody zakładu przede wszystkim uzależnione są od stawki czynszu która ustalana jest w drodze zarządzenia wydanego przez burmistrza po uwzględnieniu czynników obniżających wartość użytkową lokalu (na przykład lokal znajdujący się w budynku przeznaczonym do rozbiórki, suterenie lub poddaszu, lokal z kuchnią bez naturalnego światła lub posiadania wspólnej kuchni, łazienki lub jej brak). Kształtowanie się bazowej stawki czynszu za 1 m² z tytułu najmu lokalu mieszkalnego wchodzącego w skład zasobu zarządzają przez zakład budżetowy przez burmistrza w latach 2016-2020 zaprezentowana na wykresie 1 (Ramowy harmonogram, 2021).

Od 2019 roku następuje systematyczny wzrost stawki czynszu. W analizowanym okresie stawka bazowa czynszu wzrosła z 4,30 zł do 7 zł, oznacza więc to wzrost o około 63%. Wzrost bazowej stawki czynszu za 1 m² z tytułu najmu lokalu mieszkalnego można również zauważyć w całej Polsce. W największych miastach kraju czynsz wzrósł od około 10% do 85%. Jako przyczyny powyższej sytuacji wskazywane są wzrastające koszty utrzymania budynków i ich remontów a także przystosowywanie pustostanu i pozyskanych lokali na potrzeby oczekujących osób na lokale komunalne (Każmierczak,

2020). Porównanie stawek czynszu w wybranych miastach w Polsce przedstawiono w tabeli 3.



Wykres 1. Poziom stawki bazowej czynszu za 1 m² z tytułu najmu lokalu mieszkalnego oraz lokalu socjalnego wchodzącego w skład zasobu zarządzanego przez zakład budżetowy w okresie od 1.04.2015 r. do 1.04.2021 r. (dane z zł/m²)

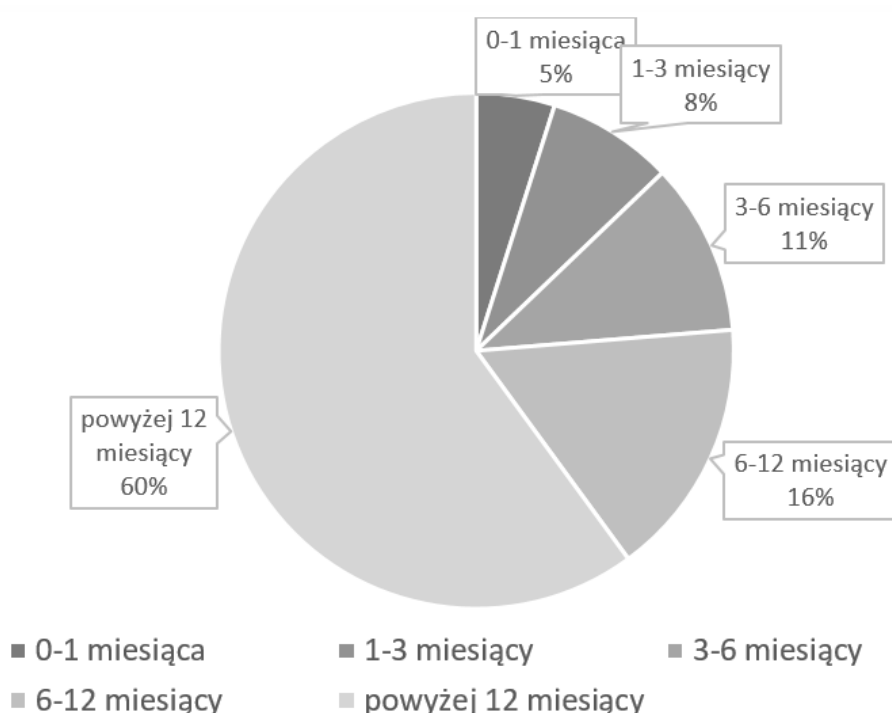
Tabela 3

Stawki czynszu za 1m² w mieszkaniach komunalnych i socjalnych w wybranych miastach w Polsce w 2020 r. (dane w zł/ m²)

Miasto	Stawka czynszu dotycząca mieszkania komunalnego	Stawka czynszu dotycząca mieszkania socjalnego
Białystok	4,80	1,38
Bydgoszcz	10,80	1,23
Gdańsk (od lipca 2020 r.)	12,00	2,40
Kraków (od maja 2020 r.)	10,20	2,45
Łódź	9,00	1,80
Olsztyn	5,92	1,80
Poznań	8,80	2,45
Warszawa	8,13	1,60
Wrocław (od czerwca 2020 r.)	8,40	2,22

Wynika z niej, że wysokie stawki mieszkań komunalnych występują na terenie Gdańska, Bydgoszczy i Krakowa. Z kolei stosunkowo niski jest w Białymstoku i Olsztynie.

Do problemów ekonomiczno-społecznych związanych z gospodarowaniem gminnym zasobem mieszkaniowym należy zadłużenie lokatorów. Z założenia lokale komunalne przeznaczone są dla osób o najniższych dochodach. Ich sytuacja materialna wpływa na możliwości regulowania opłat związanych z korzystaniem z lokali. Kształtowanie się zaległości najemców ze względu na okres zalegania w opłatach za lokale gminne w 2020 roku przedstawiono na wykresie 2.



Wykres 2. Podział zadłużenia ze względu na okres zalegania w opłatach za lokale gminne w 2020 roku

Największy udział stanowią należności powyżej 12 miesięcy. Procentowy udział należności krótkoterminowych w przychodach ogółem od 2018 roku się obniża. W 2020 roku należności stanowią 22,80% przychodów ogółem (tabela 4 prezentuje kształtowanie się należności w odniesieniu do osiągniętych przychodów w latach 2016–2020).

Przyczyną powyższej sytuacji może być poprawa sytuacji ekonomicznej lokatorów lub skuteczniejszy proces windykacji należności. Zakład stara się również podejmować mediacje z dłużnikami uwzględniając sytuację materialną lokatorów. Polubowne dochodzenie należności ogranicza koszty sądowe i komornicze ponoszone przez zakład. Ponadto wszczęcie komorniczego postępowania egzekucyjnego nie daje gwarancji odzyskania należności (w dużej mierze dłużnikami są osoby o niskich dochodach, wobec których komornik

umarza postępowanie ze względu na bezskuteczność egzekucji). Natomiast eksmisja wymaga zapewnienia lokalu zastępczego.

Tabela 4

**Kształtowanie się należności w odniesieniu do osiągniętych
przychodów w latach 2016–2020**

Wyszczególnienie	2016	2017	2018	2019	2020
Ogółem przychody, zł	2798903	2912471	3085573	3137237	3552003
Należności krótkoterminowe, zł	404777	627556	1188364	763768	809965
Procent przychodów jaki stanowią należności, %	14,46	21,55	38,51	24,35	22,80

Z rozmów z dłużnikami wynika, że problem związany z zadłużeniem głównie wynika z ciężkiej sytuacji materialnej spowodowanej chorobą bądź wysokim bezrobociem i utratą praw do zasiłków. Przekłada się to na regulowanie zobowiązań wobec zakładu w formie rat. Jedną z możliwych dróg w celu zmniejszenia zadłużenia najemców jest podjęcie współpracy z ośrodkiem pomocy społecznej. Wskazanie dłużnikom szans na rozwiązanie problemów narastającego zadłużenia, na przykład poprzez dodatki mieszkaniowe i dodatki energetyczne. Pozwala to na przyspieszenie spłaty zobowiązań wobec zakładu i zapewnia regularny wpływ określonej sumy środków. W 2020 roku do zakładu wpłynęło dodatku mieszkaniowych na kwotę 368 tys. zł. W 2019 roku była to kwota 301 tys. a w 2018 roku 312 tys. zł.

Podejmowanie działań ze strony opieki społecznej i monitorowanie należności za mieszkanie w przypadku osób starszych i chorych zapewnia lepszą komunikację pomiędzy zakładem a najemcą. Ponadto wykorzystanie wszystkich możliwych środków perswazji wobec dłużników, którzy korzystają z pomocy społecznej i ukierunkowanie części przekazywanych im środków na spłatę zadłużenia pozwoliłoby na zabezpieczenie miejsca zamieszkania i spokoju rodzinnego. Jednak korzystanie z różnych form pomocy uzależnione jest od sytuacji finansowej poszczególnych osób. Niestety na terenie gminy Mogilno wśród problemów społecznych i ekonomicznych można także wymienić:

- ubóstwo;
- problemy i patologie życia rodzinnego – zła sytuacja ekonomiczna, alkoholizm, przemoc w rodzinie;
- bezdomność i osadnictwo nieformalne;
- bezrobocie – stopa bezrobocia w powiecie mogileńskim w 2020 r wynosiła 10,7%.

Poza administrowaniem gminnym zasobem lokalowych w ramach polityki mieszkaniowej Gmina Mogilno przystąpiła do Społecznej Inicjatywy

Mieszkaniowej (w skrócie SIM). W ramach tej inicjatywy tworzone są spółki realizujące budownictwo społeczne, których zadaniem będzie budowanie mieszkań na wynajem o umiarkowanym czynszu. W ramach tego programu rząd proponuje:

- wsparcie finansowe ze specjalnie powołanego Rządowego Funduszu Rozwoju Mieszkalnictwa dla wszystkich gmin. Na utworzenie nowego SIM lub objęcie udziałów w istniejącym SIM/TBS gmina może pozyskać odpowiednio 3 mln zł lub 10% wartości nowej inwestycji mieszkaniowej SIM/TBS. Wnioski o wsparcie z RFRM można składać do Krajowego Zasobu Nieruchomości (KZN);
- grant ze środków Funduszu Dopłat do 35% kosztów przedsięwzięcia dla gminy, która partycypuje w realizacji mieszkań przez SIM;
- wprowadzenie możliwości tworzenia przez KZN we współpracy z gminami SIM i przystępowania do istniejących TBS, poprzez obejmowanie w imieniu Skarbu Państwa udziałów w zamian za wnoszone do tych spółek grunty, na których budowane są mieszkania (Ministerstwo Rozwoju i Technologii, Społeczna 2022).

Działania te mają na celu wspomóc osoby, które nie stać na zaciągnięcie kredytu hipotecznego na mieszkanie, ale są w stanie regularnie opłacać czynsz. Stawki czynszu są niższe niż na rynku komercyjnym (do 5% wartości odtworzeniowej lokalu mieszkalnego).

Gmina Mogilno w ramach wspomnianego przedsięwzięcia jest współnikiem w spółce SIM „KZN-Bydgoski” sp. z o.o. od 2 września 2021 roku. Pozostałymi współnikami są KZN, Barcin, Białe Błota, Dragacz, Gostycyn, miasto Inowrocław, Koronowo, Mroczka, Nakło nad Notecią, Nowe, Pruszcz, Sadki, Sępólno Krajeńskie, Sicienko, Strzelno, Świecie. Spółka w swoich szacunkowych planach inwestycyjnych wymienia 1000 lokali mieszkalnych. Jest to jedna z dwóch spółek na terenie województwa kujawsko-pomorskiego (druga to KZN toruński).

WNIOSKI. Istotne znaczenie ma zwiększenie dostępności mieszkań dla osób z niskimi dochodami. Gmina odgrywa tu znaczącą rolę wspierając tworzenie mieszkań w ramach Społecznej Inicjatywy Mieszkaniowej we współpracy z Krajowym Zasobem Nieruchomości oraz powiększanie i utrzymanie w dobrym stanie technicznym gminnego zasobu mieszkaniowego. Przekłada się to na prowadzoną politykę mieszkaniową, która głównie skupia się na bieżących remontach i utrzymaniu na poprawnym poziomie istniejących zasobów. Poważny problem stanowi zadłużenie lokatorów wpływające bezpośrednio na płynność finansową zakładu budżetowego. Pozytywnym zjawiskiem jest zmniejszający się udział należności krótkoterminowych w stosunku do pozyskiwanych przychodów z czynszów. Jednak sukcesywne podnoszenie stawki czynszu wiąże się z ryzykiem niewypłacalności najemców. Strategia administrowania gminnym zasobem nieruchomości mieszkalnych

wymaga wielu nakładów i podjęcia przemysłowych działań. Obecny plan wymaga restrukturyzacji i nadzoru w celu wybrania optymalnego kierunku rozwoju mieszkalnictwa na terenie gminy. Starzenie się i pomniejszanie gminnego zasobu powoduje przeniesienie zaspokajania potrzeb mieszkaniowych na sektor prywatny i gospodarstwa domowe. Priorytetowym celem powinno być hamowanie procesu starzenia się zasobu i zaangażowania większej ilości nakładów na modernizację i remonty. W następnym kroku natomiast powiększenie istniejącego zasobu o nowe lokale. Lokalna polityka mieszkaniowa powinna wspierać rozwój mieszkalnictwa i zwiększanie liczby mieszkań cenowo dostępnych dla społeczeństwa. Organy samorządu powinny monitorować stan mieszkalnictwa w lokalnej wspólnocie i dążyć do poprawy jakości życia mieszkańców. Zwiększyć ilość mieszkań czynszowych dostępnych dla osób o niskich dochodach. Z uwagi, że budowa mieszkań komunalnych stanowi spore wyzwanie, dlatego potrzebna jest współpraca jednostek samorządu terytorialnego w ramach inicjatyw społecznych oraz podejmowanie współpracy w ramach partnerstwa publiczno-prawnego.

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THE FORMATION OF MARKETING MECHANISMS FOR MANAGING BUSINESS DEVELOPMENT BASED ON PREDICTIVE ANALYTICS

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BACKGROUND AND OBJECTIVES.

Improving the operation of a commercial enterprise is an integral task of a growing business. In modern conditions of rapid global technological growth, systems of analysis and statistics come out on top in terms of efficiency. The introduction of a business management system through marketing and predictive analysis will allow you to stand out in a competitive environment and make the company more sustainable and competitive. The solutions currently available cannot solve the emerging business problems. These software solutions are often complex, require large amounts of raw data, and end up producing questionable statistics that cannot be further applied. Therefore, the whole business is faced with the task of finding and implementing simple but really working methods of analyzing activities and managing the development of an enterprise.

METHODS. It is proposed to use a business management system through marketing and analytics. Changes in the hierarchy of the enterprise will allow to unite all structural divisions with a single link, which will help to coordinate and direct the entire business as a whole. The next qualitative change should be called the introduction of a predictive analytics system, which will allow making decisions accurately and on time. Particular

importance should be attached to predictive analysis using the SALSA method. The simplicity and adaptability of this method of analysis will allow it to be implemented not only in large, but also in medium and small enterprises.

FINDINGS. It is proposed to present the results of predictive analysis in a simple and understandable form to ensure clarity, comparability and the ability to quickly make the right strategic decisions. To improve the competitiveness of companies, it is proposed to change the structure of the business hierarchy and manage departments using statistical and analytical data obtained by the marketing department.

CONCLUSION. Accurate data and strong interconnection of all departments in the company will be able to ensure stable operation, reduce costs, increase margins and competitiveness of the company. The introduction of a management system based on predictive analysis will help to avoid critical points in the work of the enterprise and respond in time to changes in the internal and external environment. High efficiency of work will help to enter new markets not only in Ukraine but also abroad.

KEYWORDS: marketing; predictive analytics; business management; business efficiency.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
14	5	2

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ФОРМУВАННЯ МАРКЕТИНГОВИХ МЕХАНІЗМІВ УПРАВЛІННЯ РОЗВИТКОМ БІЗНЕСУ НА ОСНОВІ ПРЕДИКТИВНОЇ АНАЛІТИКИ

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ПОСТАНОВКА ПРОБЛЕМИ ТА ЗАВДАННЯ. Удосконалення роботи комерційного підприємства є невід'ємним завданням бізнесу, що розвивається. У сучасних умовах швидкого світового технологічного зростання на перше місце за ефективністю виходять системи аналізу та статистики. Впровадження бізнесом системи управління через маркетинг і предиктивний аналіз дозволить виділитися у конкурентному середовищі та зробити підприємство більш стійким та конкурентним. Існуючі зараз рішення не можуть вирішити проблеми бізнесу, що виникають. Ці програмні рішення найчастіше складні, вимагають великих обсягів сирих даних, а в результаті видають сумнівні статистичні дані, застосування яких у подальшому неможливо. Тому перед усім бізнесом стоїть завдання у пошуку та реалізації простих, але дійсно працюючих методів аналізу діяльності та управління розвитком підприємства.

МЕТОДИ. Пропонується використовувати систему управління бізнесом через маркетинг та аналітику. Зміни в ієрархії підприємства дозволять принципово об'єднати всі структурні підрозділи єдиним зв'язком, який допоможе координувати та спрямовувати весь бізнес у цілому. Наступною якісною зміною слід назвати впровадження системи предиктивної аналітики, яка

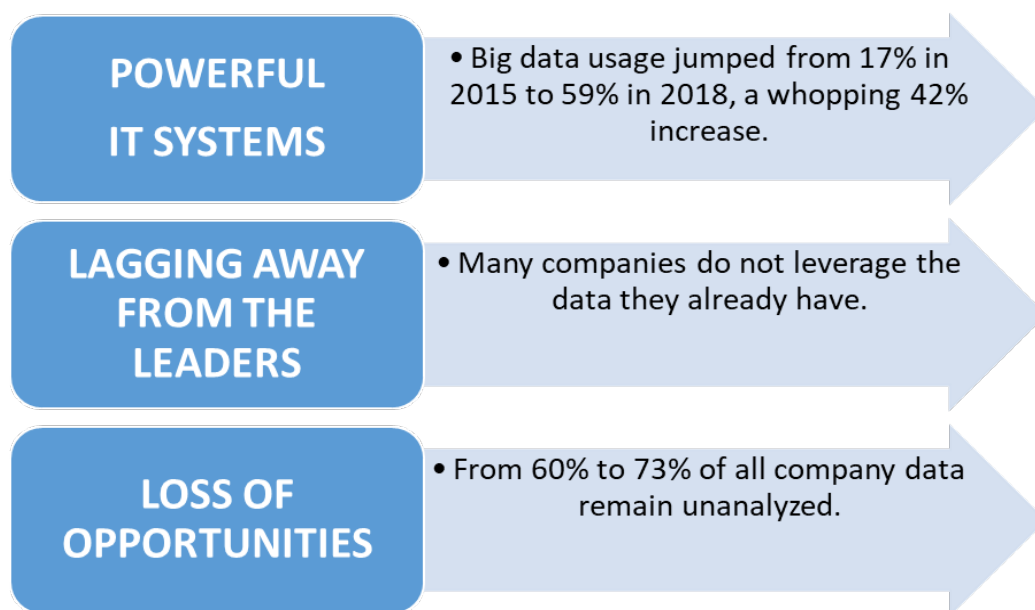
дозволить приймати рішення точно та вчасно. Особливого значення слід надавати предиктивному аналізу методом САЛЬСА. Простота та адаптивність даного методу аналізу дозволить впроваджувати його не лише на великих, а й на середніх та малих підприємствах.

РЕЗУЛЬТАТИ. Пропонується подавати результати предиктивного аналізу у простій і зрозумілій формі, щоб забезпечити ясність, сумісність та можливість швидко приймати правильні стратегічні рішення. Для підвищення конкурентоспроможності компаній пропонується змінити структуру ієрархії бізнесу та управляти підрозділами, використовуючи статистично-аналітичні дані, отримані відділом маркетингу.

ВИСНОВКИ. Точні дані та міцний взаємозв'язок всіх підрозділів у компанії зможе забезпечити стабільну роботу, зниження витрат, підвищення маржальності та конкурентоспроможності компанії. Впровадження системи управління на базі предиктивного аналізу допоможе уникати виникнення критичних точок у роботі підприємства і вчасно реагувати на зміни внутрішнього та зовнішнього середовища. Висока ефективність роботи допоможе вийти на нові ринки збуту не лише в Україні, а й за її межами.

КЛЮЧОВІ СЛОВА: маркетинг; предиктивна аналітика; керування бізнесом; ефективність бізнесу.

Introduction. In today's world, data processing technologies are moving faster and faster. The main breakthrough was made by Google a few years ago, creating an incredibly powerful quantum computing system Google Quantum. For example, a computational task that the most powerful IBM computer can complete in ten thousand years can be completed by a new one in about three minutes. This development of technologies has given a sharp jump in the use of artificial intelligence and analysis of big data.



Source: author's development.

Fig. 1. Development of big data use by companies

According to Microsoft, Big Data usage jumped from 17% in 2015 to 59% in 2018 – a whopping 42% increase. By 2025, this value will increase to seven hundred percent.

However, a recent survey found that many companies are not leveraging the data they already have. Between 60 percent and 73 percent of all enterprise data remains unanalyzed. And forty-seven percent of enterprises do not use 90 percent of information at all.

These are amazing numbers! Especially if you think about the potential benefits that a small business could take advantage.

Based on this, the global services market began to create many software products that, using big data, are able to find connections and provide users with analytical and statistical information. In today's world, the use of such systems is a mandatory tool for the full-fledged work of the marketing department and the entire company as a whole. The use of similar tools makes it possible to increase work performance and decision-making accuracy.

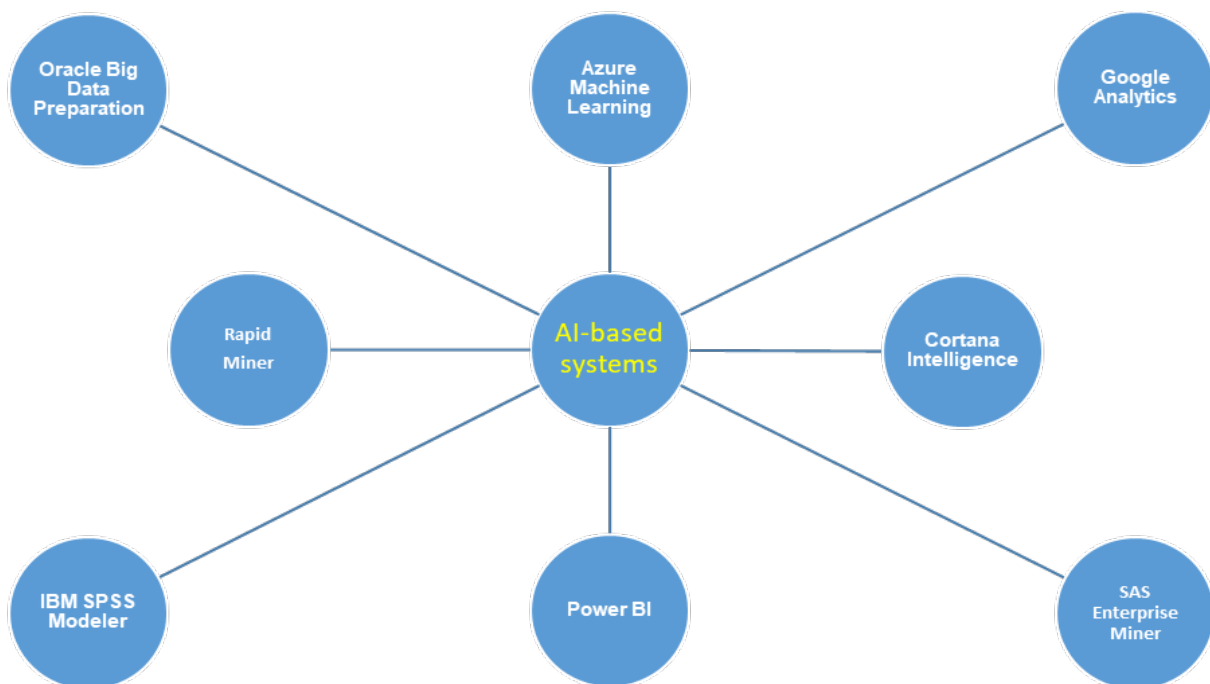
Materials and Methods. Global solutions in the field of analytics are divided into three main areas:

Descriptive Analytics – Examines data and uses key performance indicators to demonstrate the current state of the business.

Predictive analytics – This type of analytics is a continuation of the previous stage and tries to predict future actions based on historical trend data.

Prescriptive (recommendative) analytics – This form of business analytics can determine the best course of action in a particular situation.

What do we have as a result? Many well-known corporations began to release a huge number of solutions to the market of business services, in particular, in the so-called predictive analytics. But in fact, even the largest of these programs cannot provide businesses with truly competent forecasts. Perhaps everything rests on the fact that programmers are not able to understand the logic and methods of economic and financial analysis. They use certain patterns and confidently name this data predictions. The final data of such IT services are prescriptive conclusions based on descriptive analytical relationships. At the same time, the systems use various methods of classification and statistics, often simply incomprehensible to the user, modeling the general system of a tree of dependencies, which are then difficult to understand and use for their needs. As you can understand, these are just pretty charts and tables with no practical use.



Source: author's development.

Fig. 2. Modern systems for analysis and processing of statistical data

In addition, all modern systems are either very difficult to use or require significant financial costs for implementation and maintenance. Not every company, even a fairly large one, can afford to significantly expand the staff of programmers, analysts, and support specialists.

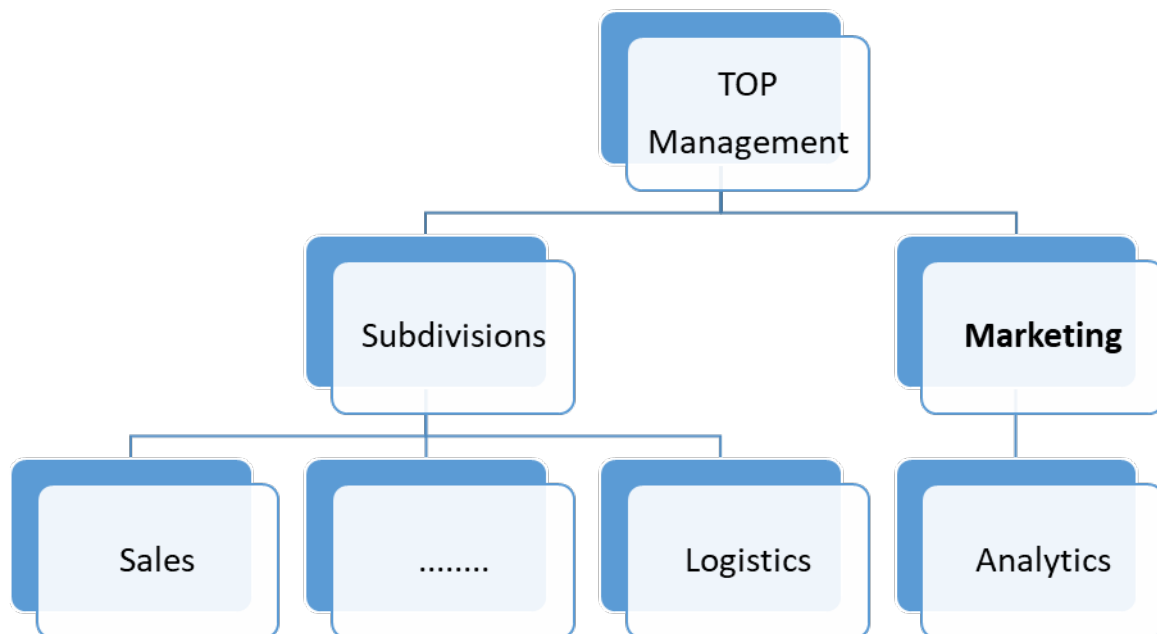
Perhaps similar analytical systems would become really useful if they were based on detailed methods and mechanisms. But this field is now just beginning to develop, and in fact, apart from general theories, there is no specific direction of development.

Many famous scientists are engaged in similar research, but so far we only have separate parts of the whole, but only some corporations have managed to create full-cycle mechanisms so far, and they are not going to share their developments with competitors.

Now I propose to consider the situation that we have in the Ukrainian market.

Almost one hundred percent of Ukrainian enterprises in any field of activity have a fairly standard organizational structure. I will not stop now on the nuances. Let's focus on what I think is the main division – marketing and branding.

Results and Discussion. In Ukraine, there was a clear acceptance that marketing is the advertising department and the most unnecessary and costly organizational unit, without which for some reason the work of the enterprise is impossible.



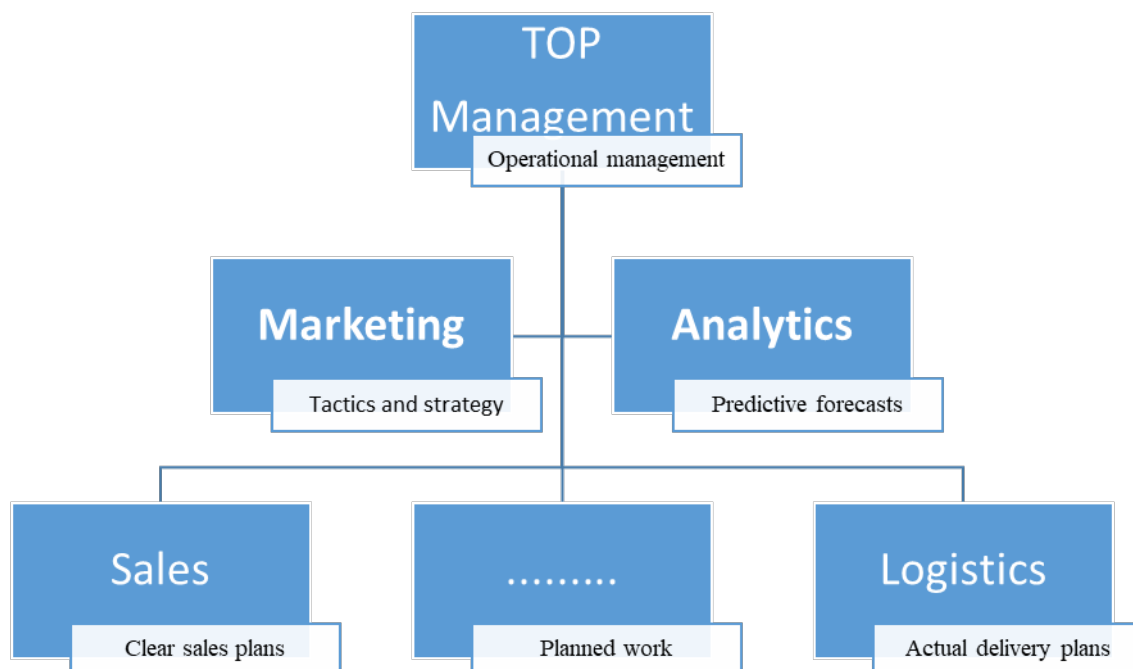
Source: author's development.

Fig. 3. Standard structure of business process hierarchy

Accordingly, there is practically no connection between marketing and functional divisions, I am not saying that the recommendations of marketers and analysts are mostly not taken seriously.

Oddly enough, this is caused by the very low quality of marketers produced by a large number of Ukrainian consulting companies. A marketer in a week is no longer funny at all, but recently there are more and more such specialists. This is a mass phenomenon in my opinion and leads to a general negative situation in business.

The system of Ukrainian enterprises can be built according to a more competitive scheme, where marketing directly manages and controls all divisions of the business, obeying only the management and providing top managers with complete statistical and analytical information for making the most optimal decisions, and in the future, their adoption by all structural departments of the company as quickly as possible. If any tension points appear in the company during work, the marketing department can get the necessary data in time and provide them to the directorate for making the right decisions. During marketing management, the company's analysts constantly monitor information at different levels: external, internal and general. Different strategic decisions require full possession of information at different levels, therefore it is necessary to create constant monitoring of internal processes that depend on external factors, and this is possible only with the structure of the enterprise when the management of divisions is carried out under the control of marketing.

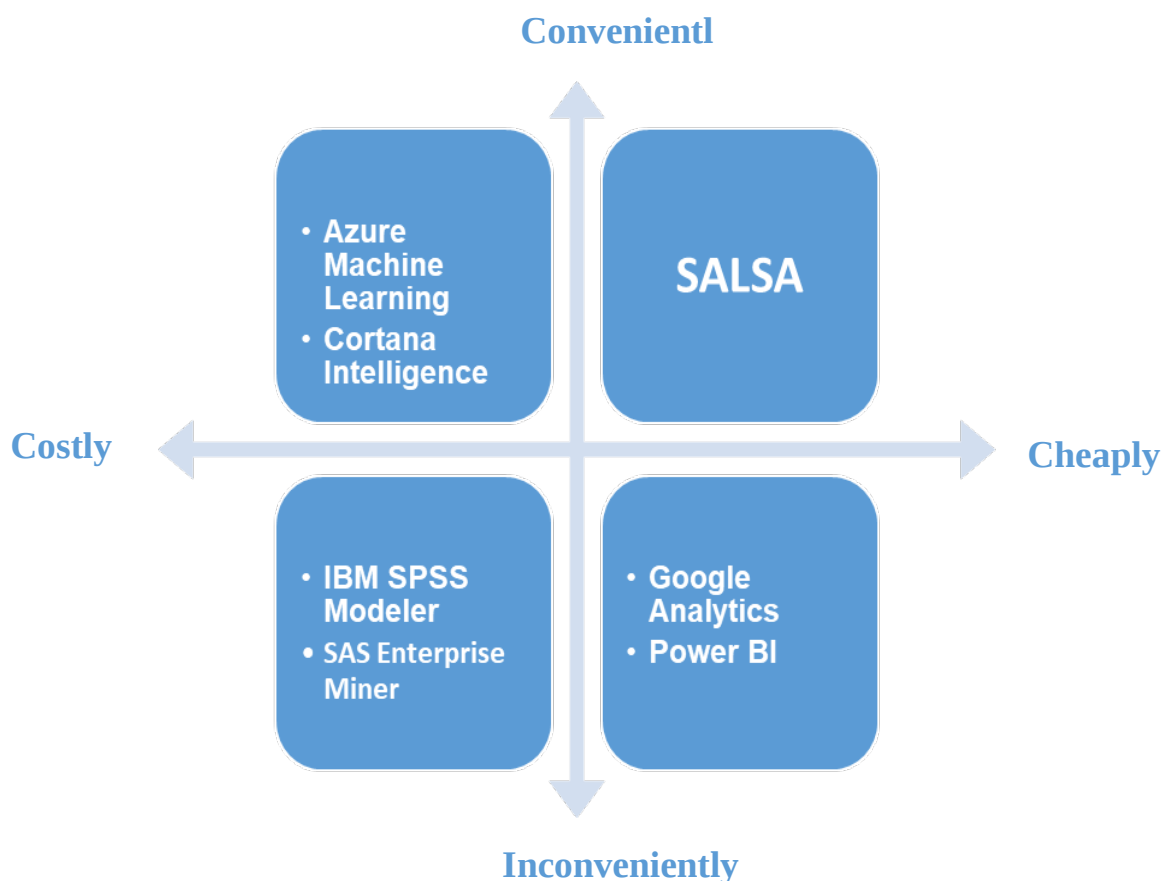


Source: author's development.

Fig. 4. The structure of the company's hierarchy when managing business development based on marketing

The basis of Ukrainian business is small and medium-sized enterprises. They have very simple, but at the same time complex requirements for the implementation of any analytical tools. These are simple methods of creating a marketing information and analytical system. Simplified methods of predictive analysis without the use of complex software products. Methods that do not require special knowledge and skills from analysts and business marketers who already work at the company. They need a marketing information and analytical system based on predictive analytics that covers all business divisions and provides really effective results.

One of the options suitable for all these needs is a set of new author's marketing methods and business development mechanisms using predictive analytics. These are simple solutions that do not require special financial investments and deep knowledge of the staff. The main of such methods is segmental abstract logical statistical analysis (SALSA).



Source: author's development.

Fig. 5. Service sets of marketing and analytical methods and tools

Such new methods will connect all divisions from logistics to sales. Formed data connections will help to display previously hidden dependencies,

show tendencies and trends in both the micro and macro environment. They will help the business to quickly respond to the smallest changes in the environment, on the market, which will give undeniable competitive advantages.

The creation of a new marketing information and analytical system at the enterprise based on predictive analytics will eventually allow to rebuild the entire business sphere of the country and will open the possibility of simple expansion to foreign markets. By having a company structure based on business management through marketing, companies will become insured against many risks and become stronger, more competitive and more successful.

Conclusion. What can be said as a result, despite the works in the field of predictive analytics by such scientists as Eric Siegel, Dave Millner, Nadeem Khan, James Yang, the world has not received fully working methods in this field. It is necessary to justify the conceptual provisions regarding the use in practical activities of a new form of enterprise management based on marketing mechanisms of formation and implementation of the predictive analytics system. It is necessary to develop a new approach to the creation by enterprises of new rules for placing offers on the markets by applying predictive marketing strategy mechanisms.

The improvement of scientific and methodical approaches to the application of marketing research in the process of marketing management of the company's activities takes place very quickly throughout the world. But until now, we do not have a set of really working schemes for the development of small and medium-sized businesses, where each manager can choose the one that suits him best. That is why the use of the company's management system based on marketing and predictive analysis using the SALSA method becomes one of the main advantages and a active competition on the market.

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MANAGEMENT IN THE WORLD AND IN UKRAINE

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Problem and task. It is well known that the state of the Ukrainian economy is unsatisfactory and requires significant improvement. Based on Peter Drucker's words that "there are no underdeveloped countries, only poorly managed ones", we can conclude about the necessity and expediency of significantly increasing the efficiency of the application of modern management systems. in Ukrainian organizations, in particular, and in Ukraine as a whole. In this regard, it seems relevant to understand more deeply the features of modern management and the problems in this area inherent in Ukrainian society. Therefore, the purpose of this work is to analyze the development (evolution) of management in the world to understand its features at the present stage, as well as to investigate the actual application of management in Ukraine and identify the problems that exist here in order to prepare proposals for improvement.

Research methods. In the process of research, the methods of comparative analysis, data analysis by grouping them, summarizing information were applied.

Results. It was revealed that the concept of "management" was constantly changing in the world, and since the beginning of the 21st century, it acquired a fundamentally new meaning, which was established, in particular, in the international standard ISO 9000:2000. Unlike the previous understanding of management as "control", **modern management** is, first of all, about the public brain and public mind, about common values and the formation of common goals based on them and the subsequent achievement of these goals through "control". Modern management is an independent branch of knowledge and an independent sphere of activity, which plays a key role in ensuring competitiveness and sustainable development of both individual organizations (enterprises, institutions) and countries as a whole.

At the same time, there are significant problems in understanding and applying modern management in Ukraine, which have been hampering its development for more than 30 years. The term "management" is considered a synonym of the Ukrainian terms "управління" and "керування", which is fixed in DSTU ISO 9000:2015. Even today, there is a misconception that management is a component of technical regulation, in particular standardization. Due to a misunderstanding of modern management, it was initially "assigned" to Derzhstandart (in recent years, to the Department of Technical Regulation of the Ministry of Economy). As a result, today "management in Ukrainian" is, in fact, "management" that is "stuck" in the 20th century. This has become one of the key factors in the emergence of many problems in Ukrainian society. The results of the study made it possible to create proposals aimed at improving the situation on a national scale.

Conclusions. Due to inadequate understanding of the essence of modern management in Ukraine, due attention is not paid to its development. No central executive body responsible for the development of management in the country as a whole has been appointed. The issue of improving management is not reflected in any state policy and strategy for the development of spheres of life. Public sector organizations, in particular executive authorities, and business companies use mostly outdated, imperfect management systems. In order to eliminate the mentioned shortcomings and improve the situation, it is necessary to urgently change the attitude towards this extremely important component of state formation.

Keywords: sustainability; management; leadership; management; direct, control; standards; management systems; manager.

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МЕНЕДЖМЕНТ У СВІТІ І В УКРАЇНІ

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Постановка проблеми та завдання. Загальновідомо, що стан української економіки незадовільний і потребує значного покращення. Спираючись на слова Пітера Друкера про те, що «не існує країн слаборозвинених, є тільки погано керовані», можна зробити висновок про необхідність та доцільність суттєвого підвищення ефективності застосування сучасних систем менеджменту в українських організаціях, зокрема, і в Україні в цілому. У зв'язку з цим вбачається актуальним глибше розібратися з особливостями сучасного менеджменту та проблемами у цій сфері, що притаманні українському суспільству. Тому метою даної роботи і визначено: провести аналіз розвитку (еволюції) менеджменту в світі для осмислення його особливостей на сучасному етапі, а також дослідити фактичне застосування менеджменту в Україні та виявити існуючі тут проблеми для підготовки пропозицій з покращення.

Методи дослідження. В процесі дослідження були застосовані методи порівняльного аналізу, аналізу даних шляхом їх групування, узагальнення інформації.

Результати. Виявлено, що в світі поняття «менеджмент» постійно змінювалось, а з початку XXI століття набуло принципово нового змісту, що було закріплено, зокрема, в міжнародному стандарті ISO 9000:2000. На відміну від попереднього розуміння менеджменту, як управління/керування, **сучасний менеджмент** – це, перш за все, про суспільний мозок і суспільний розум, про загальні цінності та формування на їх основі спільних цілей і про наступне досягнення цих цілей завдяки управлінню/керуванню. Сучасний менеджмент є самостійною галуззю знань і самостійною сферою діяльності, яка відіграє ключову роль у забезпеченні конкурентоспроможності і сталого розвитку,

як окремих організацій (підприємств, установ), так і країн в цілому.

В той же час в Україні щодо розуміння і застосування сучасного менеджменту є значні проблеми, які вже понад 30 років гальмують її розвиток. Термін «менеджмент» вважають синонімом українських термінів «управління» і «керування», що закріплено у ДСТУ ISO 9000:2015. Ще до сьогодні панує хибне поняття, що менеджмент – це складова технічного регулювання, зокрема стандартизації. Через невірне розуміння сучасного менеджменту його від самого початку «закріпили» за Держстандартом (останні роки – за департаментом технічного регулювання Мінекономіки). Як результат, на сьогодні «менеджмент по українськи» – це, по суті, «менеджмент», який «застряг» у XX столітті. І це стало одним із ключових чинників виникнення багатьох проблем в українському суспільстві. Результати дослідження дозволили розробити пропозиції, спрямовані на покращення ситуації в масштабах країни.

Висновки. Через неадекватне розуміння суті сучасного менеджменту в Україні не приділяється належної уваги його розвитку. Не призначено центральний орган виконавчої влади, відповідальний за розвиток менеджменту в країні в цілому. Питання удосконалення менеджменту не відображені в жодній державній політиці і стратегії розвитку сфер життєдіяльності. Організації публічного сектору, зокрема органи виконавчої влади, і бізнесові компанії використовують переважно застарілі недосконалі системи управління. Для усунення зазначених недоліків та покращення ситуації необхідно терміново змінити відношення до цієї надзвичайно важливої складової державотворення.

Ключові слова: сталий розвиток; менеджмент; керівництво; управління; керування; стандарти; системи менеджменту; менеджер.

Introduction. Ukraine has always been rich in talented people. The world-famous Ukrainian state figures: Yaroslav Mudryi, Hryhoriy Skovoroda, Mykhailo Hrushevskiy and Andriy Sheptytskyi; organizers of science and the scientific and technical sphere: Serhii Korolev, Viktor Glushkov, Yevhen Paton and Boris Paton; medical specialists: Ilya Mechnikov, Mykola Pirogov, Volodymyr Vernadskyi and Mykola Amosov; cultural figures: Taras Shevchenko, Ivan Franko, Lesya Ukrainka and Lina Kostenko; athletes: Valery Lobanovskyi, Oleg Blokhin, Serhiy Bubka and the Klitschko brothers and many, many others.

But how could it happen that after gaining independence, Ukraine in 30 years turned from one of the most successful republics of the former USSR into one of the most backward and poorest countries in Europe? Why is Ukraine an oligarchic country with developed corruption? Why does it have such unfavorable conditions for the development of entrepreneurship and such a neglected economy? Why is the judicial system so imperfect? Many more similar questions could be asked.

There is a war. Ukraine demonstrates the extraordinary dedication and heroism of its defenders and the extraordinary talent of its commanders. But in the war, the best sons and daughters of Ukraine, who stood up to defend it, die. Civilians die, including children. The infrastructure is crumbling. All this is terrible. And this is a very high price that Ukrainians have to pay for the sake of their freedom in order to preserve their Ukraine. But this war can and **must!** become a cleansing of Ukraine from various inherent shortcomings. After its Victory, Ukraine is simply obliged to become different and significantly better. And the question arises - what should Ukrainian society do to turn Ukraine into a modern, developed European country? Where is the main link through which you can pull the whole chain of problems in order to solve them and ensure sustainable development of Ukraine?

And here it is appropriate to recall the words of one of the most famous and influential theorists and gurus of the twentieth century in the field of management, Peter Drucker, who noted that: "**There are no underdeveloped countries, only poorly managed ones**", emphasizing the key role of management systems in ensuring sustainable development. This statement is also true for regions, industries and any organizations. After all, **nothing** is done without management decisions!

From this we can conclude that the problems of Ukraine are, first of all, the result of inadequate, untimely and inconsistent decisions (or the lack of necessary decisions) that were made and implemented (or not implemented) into life at various organizational levels of our country over the past 30 years. Which depends on the perfection of the control/management systems.

And now the most important thing is to realize what actually happened and is happening in terms of management and to draw the right conclusions for the future. It is extremely necessary to understand how effective management is ensured in the leading countries of Europe and the world, how they build modern management systems for themselves. And it is extremely urgent to do this today, when the prerequisites necessary for its reconstruction and sustainable development began to be created in Ukraine, when the President of Ukraine formed the ***National Council for the Recovery of Ukraine from the Consequences of the War***. And the Cabinet of Ministers of Ukraine approved the attraction of a budget support grant in the amount of 4.5 billion US dollars for the purpose of financing the Project "Supporting public expenditures to ensure ***sustainable public administration*** in Ukraine". But it is extremely important to understand what is being invested in the understanding of modern management in the world today and what problems Ukraine must solve for itself.

Materials and Methods.

Data description. The article consists of two main parts, which are based on different groups of data. The first part is the development and essence of management in the world, the second is the actual state of management in Ukraine and its compliance with global trends in this field of activity.

The following data were used to study the development and essence of management in the world: publications on the history and development of management (Kravchenko, 2005, Mazaraki, 2014), international standards ISO 8402 (1986, 1994), ISO 9000 (2000, 2005, 2015) and ISO 9001 (2008, 2015), as well as UN Materials on the Goals of Sustainable Development and Principles of Social Responsibility and the Decree of the President of Ukraine on the Goals of Sustainable Development (2019) and the Order of the Cabinet of Ministers of Ukraine on the Approval of the Principles of Social Responsibility (2020), P. Kalyta (2022).

To study the state of management in Ukraine and its compliance with world trends, the data contained in the materials on the state of system management in Ukraine and the results of monitoring the implementation of the mandate of the Cabinet of Ministers of Ukraine dated August 28, 2017 by executive authorities, the General report of the Working Group on the definition of the term "management" in DSTU ISO 9000:2015, created in accordance with the recommendations of the Institute of Ukrainian Language of the National Academy of Sciences of Ukraine, as well Kalyta, 2018, 2020, 2022. In addition, the following were used: state standards of Ukraine DSTU ISO 9000 (2001, 2007, 2015), monographs and textbooks (Khmil, 2003; Besyedin, Nagaev, 2005; Hirnyak, Lazanovskiy, 2000; Baeva and others, 2007; Komarnytskyi, 2006), a number of regulatory and informational materials.

Description of the method. In the course of the research, the methods of comparative analysis, data analysis by grouping them, logical summarization of information were applied.

Results and Their Discussion.

Management in the world: some history and present.

Origin and transformation of the term "management".

The origin of the term "**management**" is associated with the English verb "**to manage**" (from the Latin "manus" – hand), which means to "control" people in such a way that they do not feel pressure or violence. **Management** became an independent branch of human knowledge in the late nineteenth and early twentieth centuries. Back then, **management**, i.e. "**control**", meant careful, diligent and economical housekeeping, as well as appropriate handling of means and objects of labour and weapons.

Over time, the meaning of this term has undergone certain changes. The verb **to manage** began to be widely applied to social processes by which goals are achieved. With the emergence of many professions and types of work, there was a need for activities that would combine different performers, organizations, social groups into a single whole within the production process; such activities in society were associated with management. The content of the concept of "management" has been transformed and reflected various aspects of management activities. There are already more than 50 definitions of the concept of "management" in the world, which is based on the English verb "to manage".

Control/management and civilization. In its development, society has gone through a number of historical periods and stages that reflect its evolution, progressive movement from one level of its maturity to another, higher one. In this development, which is called civilization, the logic of the socio-historical progress of mankind is summarized. The transition from one level of world civilization to another is carried out through technological revolutions that are global in their content, reflecting qualitative leaps in the development of the social and productive power of human labor, the ways of its interaction with nature.

One of the most important elements of both technological revolutions and civilizations in general is management. Through the management of social processes the integration of the components of civilization is carried out, without which its functioning, design and development is impossible. But in the process of development of civilization, management itself changes: its type, priorities and character; the socio-economic and professional component of management is strengthened; organizational and cultural art of purposeful influence on people's activities is being formed; management type of administration appears.

Management changes society, economy, production, science, culture for the better, as it reflects the most effective management mechanisms in specific conditions of national characteristics, economic, social and political development; it is based on science and is implemented as the art of management; it requires taking into account the human factor of management and is aimed at improving the quality of management activities in the conditions of the constant complication of the problems of civilization. And at any stage of civilization, perfect management provides countries with the opportunity to be the most advanced and efficient, leading countries, while those countries that use imperfect management become outsiders.

In the course of its development, the practice of “control” has undergone significant changes. Sometimes it changes so radically that one can already talk about management revolutions, when there is a transition from one qualitative state of management to another. A number of such revolutions are highlighted in the scientific works of foreign and Ukrainian scientists.

As a result of the **first management revolution** (4–5 thousand years ago), management was formed as an instrument of commercial and religious activity, and then developed into a social institution and professional entrepreneurship.

The **second management revolution** (about a thousand years after the first) is associated with the name of the Babylonian ruler Hammurabi (1792–1750 BC). Hammurabi's famous compilation – 285 laws governing various spheres of social life – made it possible to create an effective system of managing huge lands and regulating relations between social groups, based not on personal judgment and tribal traditions, but on written legal norms.

The **third management revolution** (VI–V centuries BC) is characterized by the application of management methods in the construction works and the development of technically complex projects, effective management methods and product quality control.

The **fourth management revolution** (XVIII–XIX centuries) coincided with the industrial revolution of the eighteenth and nineteenth centuries and became its peculiar consequence. Management is separated from ownership and becomes an independent activity. There is a layer of professional managers not directly related to the ownership of means of production.

The **fifth management revolution** of the twentieth century is the transformation of managers first into a professional class, and then into a social one. Administration and management are distinguished as a separate type of activity, and managers become the main participants in economic processes. Management becomes a specific branch of social practice, knowledge and skills.

If previous qualitative revolutionary changes in the practice of management took place over significant periods of time, then the rapid development of scientific thought in the 20th century accelerated all socio-economic processes

along with their management processes. The next, **sixth management revolution** can be considered the comprehensive introduction of information technology into management practice, which has incredibly accelerated the processes of obtaining and processing information and made the growth opportunities of organizations almost limitless. The ability of the management personnel to quickly process large masses of information made the organization of production processes dominant in the general management system, but reoriented the management system of the organization to identify and satisfy the needs of consumers.

Modern world trends towards the society's integration, development of global concepts and functioning of all spheres of public life at the end of the XX century marked the beginning of the **seventh management revolution**, one of the manifestations of which was the changes associated with the widespread use of **international standardization** in the field of organizational management and the introduction of management systems based on international standards in all countries of the world on an unprecedented scale. Requirements to meet the needs of consumers at this stage are expanded to meet the needs of all stakeholders. For the first time, the concepts of social responsibility and sustainable development goals are adopted for the entire world society.

One of the directions of this activity was the rethinking, systematization and standardization of terms in the field of organizational management, caused by the need to create conditions for the same understanding and application of terms during the construction of modern quality systems (first provision, then management and the last, until today – management).

It is known that standards in their essence reflect the generalized best practice in various spheres of activity. They are of different categories: international, regional, state, sectoral. The highest category is international standards. The most influential organization that develops international standards is the International Organization for Standardization (ISO), which unites 164 countries from all continents of the world. There are three official ISO languages: English, French and Russian. ISO develops international standards in accordance with a strictly defined procedure, taking into account the interests of all member countries. Today, ISO international standards are the most authoritative in the world.

In the field of organizational management, the international standardization of terms on a systemic basis began with the adoption of the international standard ISO 8402 (1986 and 1994) Quality management and quality assurance – Vocabulary, which was in effect until 2000, when it was replaced by the standard ISO 9000:2000. The ISO 8402:1986 standard was developed simultaneously with the ISO 9000 series of international standards, which was first adopted in 1987.

In ISO 8402, along with general terms such as: entity item, process, product, organization, there are terms related to the quality system: quality assurance, quality control, quality improvement, quality system and many others.

The term "management" is also mentioned in ISO 8402, but not independently, but as part of phrases: "**quality management**" (clause 3.2), as "aspects of the overall management function that define the quality policy (3.1), objectives and responsibilities, and implement them through such means as quality planning (3.3), quality management (3.4), quality assurance (3.5) and quality improvement (3.8) within a quality system (3.6)" and "**total quality management**" (clause 3.7) as "an approach to the management of the organization (1.7), focused on quality (2.1), based on the participation of all its members and aimed at achieving long-term success by satisfying customer requirements (1.9) and benefits for the members of the organizations and society".

Historically, from the beginning of its use, the term "management" was considered on an equal footing with such a term as control, and in many cases these terms were generally considered synonymous. This is reflected in a huge number of scientific works, monographs and dictionaries. And this was (and sometimes still is) the guideline for the heads of organizations and scientists, in particular teachers of administration and management disciplines.

Into the XXI century with new meaning of the term "management". But in 2000, in the set of ISO 9000 series standards, a separate dictionary appeared - ISO 9000:2000 Quality management systems. Fundamentals and vocabulary, which became a landmark event in the creation of dictionaries. In this standard, for the first time the term "management" was presented independently and it acquired its modern meaning, which differs from the term "control" in the usual sense for us. And in subsequent versions of the ISO 9000 standard (2005 and 2015), the term "management" remained unchanged. It was preceded by circumstances.

In the conditions of increasing competition, which is typical for the developed world, in order to maintain a place in the market and develop, it was necessary to constantly improve. And most importantly – to improve its control systems, on which depended the adequacy, timeliness and consistency of management decisions that are constantly being formed, adopted and implemented and which directly ensure the success of the organization. Over time, there was a need to look further into the future and foresee what the organization and its activities should be for further development and prosperity. Along with operational management, more attention was paid to defining the Mission and Vision of the organization, its Values, the development of Policies and Strategies, the selection of Management Models, etc. These actions also

changed the business (organizational, corporate) culture of companies for the better.

In a word, more and more attention was paid to the strategic component for development. And finally, the time has come when it was difficult to "squeeze" this component into our usual operational management. Then, in 2000, there was a need to separate this activity and give it its own name, which would be different from "control". This is how the term "**direct**" (direction, leadership activity) appeared, reflecting the strategic activity inherent in the top managers of organizations. At the same time, there was a need for a third term, which would unite the previous two and summarize what the usual management has become. It became "**management**". To a certain extent, the phrases mentioned above: "quality management" and "total quality management" became the prototypes of the terms "direct" and "management" in their new meaning in ISO 9000:2000. The new terms were reflected in the ISO 9000:2000 and have been used in various countries of the world for more than 20 years.

The key feature of the international standard ISO 9000 is that it reflects the basis for the implementation of best practices in the most common and defining area of activity, perhaps the only one that is able to combine all other areas of society and "balance" their state and development to develop and achieve the highest common goals. And the peculiarity of the term "management" is that it lies at the root of the "terminology" that reflects this field of activity. And a mistake in its definition can create huge problems for society.

Direct and control in the management system. According to ISO 9000:2000 (followed by ISO 9000:2005 and ISO 9000:2015) "**management**" is defined as "coordinated activities to **direct** and **control** an organization". The term "**control**" was first defined in 1986 in ISO 8402:1986, clause 3.4 (and retained in ISO 8402:1994), as "methods and activities of an **operational** nature used to fulfill requirements". The ISO 9001:2015 standard provides that "**control**" activities are carried out in accordance with the Deming cycle: "Plan" – "Do" – "Check" (control) – "Act" (improve).

But recently, the term "**direct**" has gained special importance, which reflects the strategic (leadership) activity inherent in the top managers of the organization and involves the development of policies, objectives of the organization, etc. In general, "direct" includes the following main functions:

- Defining the organization's **mission**, i.e. the purpose of its existence, formulated by the top management.
- Defining the organization's **vision** – the aspiration of what the organization wants to become, formulated by top management.
- Formation of organization's **values**, which should guide the organization in all aspects of its activities, including the development of policies and strategies.

- Study and selection of **management models** and organization of development, implementation and improvement of management system.
- Development, implementation, updating and ensuring compliance with **policies** – intentions and directions of the organization officially formulated by top management.
- Development, implementation and updating of the organization's development **strategies**, i.e. plans for achieving long-term or general goals.
- Definition, updating and decomposition of **strategic goals**, etc.

Taking into account that the **values** adopted in the organization to the greatest extent reflect both the organization itself and its organizational culture, let's consider the issue of values formation in more detail. At the present stage of scientific and technological development, the implementation and reflection of such components of the organization's values as the principles of social responsibility and sustainable development goals adopted in the world is of particular importance.

10 principles of social responsibility of the UN provide for: support and respect the protection of internationally proclaimed human rights; non-involvement in human rights violations; uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; the elimination of discrimination in respect of employment and occupation; support a precautionary approach to environmental challenges; greater environmental responsibility; development of environmentally friendly technologies; work against corruption in all its forms, including extortion and bribery.

17 Sustainable Development Goals of the UN is: No Poverty; Zero Hunger; Good Health and Well-being; Quality Education; Gender Equality; Clean Water and Sanitation; Affordable and Clean Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Reduced Inequality; Sustainable Cities and Communities; Responsible Consumption and Production; Climate Action; Life Below Water; Life On Land; Peace, Justice, and Strong Institutions; Partnerships for the Goals.

When improving the quality management system based on the standards of ISO 9001:2015, one of the requirements provides for compliance with **7 principles of management**, including: customer focus; leadership; personnel involvement; process approach; improvement; fact-based decision making; relationship management. These principles must also be implemented in the management system of the organization as part of its values. In addition, the top management of the organization at its discretion may provide for other values.

The importance of implementing the principles that reflect modern world values correlates with the opinion of world gurus that the management of the

future should serve the highest goals and concentrate on solving socially significant, noble tasks; absorb the ideas of society and citizenship; to ensure not only efficiency, but also relevance, innovation development, inspiration and social responsibility; eliminate fear and rely on trust, stimulating the exchange of information, expression of opinions, risk taking; turn strategy development into a constantly evolving process, etc. In addition, the management of the future assumes that the leader is the architect of society, which provides opportunities for cooperation, creativity, innovation, and control should be exercised to a greater extent through peer observation and self-discipline.

The second important function of management is the study and selection of **management models** from among those that exist in the world: targeted management systems (MS) based on standards (quality management – ISO 9001:2015, environmental management – ISO 14001:2015, occupational health and safety management – ISO 45001:2018, anti-bribery management – ISO 37001:2016, etc.); MS aspect (financial management, project management, etc.); integral MS of organizations (according to the EFQM Model, according to ISO 9004:2015, ISO 21001:2019 for educational organizations, etc.); advanced integrated MS (six sigma; kaizen; lean production, etc.). The top management of the organization should understand the issues of modern systems management and be able to choose models for their organization that are most suitable for the conditions and capable of ensuring its competitiveness.

If we conditionally illustrate "control" and "direct" and their interaction within the management system by the example of a car, then the actual driving control of the car can be compared with operational activities, and "direct" means determining the purpose of the trip, where to go, on what road, at what speed, when to arrive at the destination, as well as what are the requirements for the car and the driver and how to behave in relation to, for example, the environment – with strategic activity. And no matter how perfect a driver is, and no matter how masterfully he "drives" control his car, without proper "direction" there is always a chance that he will arrive late, or maybe even in the wrong place, damage his cargo and harm the environment. This illustration can be interpreted for any organization, industry and even country.

Thus, we can see that modern management is wider than control in its usual sense. After all, in addition to management, it includes another extremely important component direct, which involves defining the mission, vision, values, policies and strategies of the organization. That, for the sake and under the influence of which "control" should take place in the organization.

Management culture and development of organizations. Modern management is able to unite society for the sake of forming a common goal and ensuring its effective achievement relying on the common mind and the mind of each individual, harmonizing them with each other.

The effectiveness of management to the greatest extent depends on the level of its culture a set of achievements in the organization and implementation of the management process, the establishment of managerial work, the use of technology in management, as well as the requirements for management systems and employees, due to the norms and principles of public morality, ethics, and law. For any organization management culture consists of four main closely related and interdependent elements: culture of management employees, culture of management process, culture of working conditions, culture of documentation. The culture of management employees depends on many factors and is characterized by the level of general culture, the presence of business qualities necessary to perform work in accordance with the position held by the employee.

The culture of management employees is also defined by a deep and comprehensive knowledge of the science of management and the ability to use this knowledge in the course of their activities, as well as the employee's work style. Modern management culture stimulates the activity, initiative and responsibility of management employees for their actions and their possible consequences. This applies to any organization.

At the current stage of development of market relations, the role of management culture continues to grow. This is due to the further intensification of competition, acceleration of scientific and technological progress, democratization of management and the growth of spiritual demands of the organizations' staff. In the new conditions, the problem of increasing the functioning efficiency not only of individual organizations, but also of their aggregates within industries, regions, and countries is becoming more acute.

If we talk about the scale of the country as a whole, aiming to unite the society (organizations) and increase the efficiency of its functioning as an integral balanced organism, in order to develop and achieve common goals of the country, then the following are of particular importance here:

- adequacy and uniformity of understanding of the modern management essence, in particular the terms used in it, throughout the country;
- conditions for mastering knowledge about modern management by managers and specialists of all organizational levels of the country;
- reflection of the values and goals adopted at the country level in order to harmonize them in the management systems of all its links.

Management in Ukraine: problems that need to be solved as soon as possible.

General state of management systems in Ukraine. After 30 years of independence, Ukraine ranks among the last countries in Europe in terms of economic development and living standards. Instead, most compatriots, based on the experience of successful Ukrainian enterprises, still believe that

management in Ukraine is at the proper level. Undoubtedly, there are successful companies in Ukraine with quite perfect management. However, there are very few of them and it is not about them, but about the vast majority of domestic organizations, in particular public authorities, and about Ukraine as a whole. Taking into account the above-mentioned statement of Peter Drucker, as well as the actual state of the domestic economy and the standard of living of Ukrainians, it can be argued that there are ***significant problems in the field of management in the country.***

The opinion of many citizens that the main problem in Ukraine is corruption, which has reached enormous proportions, deserves special attention. It is because of corruption, not because of weak management, that Ukraine's economy has lagged behind and the quality of life of the vast majority of citizens is unsatisfactory. To understand this, let us recall how modern management systems are created. At the very beginning, the Mission of the organizational system and its Vision are defined. Next, it develops the Values that should guide its activities, in particular when developing policies, strategies, strategic goals, etc. And if the Values of the organization include corruption, then its development will be planned and supported. But, if the Organization's Values include the inadmissibility of corruption, then the level of corruption in the organization, if it even exists, will not be higher than the level inherent in developed socially responsible organizations (countries). But this is subject to a perfect management system. If in this case the level of corruption goes off the scale, it is evidence of the ***imperfection of the existing management system.*** To better understand what is happening in Ukraine in the field of management, let's consider the key problems that exist in the country.

Management culture according to three key parameters.

Regarding the adequacy of society's understanding of the essence of modern management. The analysis showed that the vast majority of production organizers, scientists and specialists in Ukraine understand modern management, in particular the very term "management", inadequately and not uniformly. And here it is appropriate to quote the words of the great René Descartes, who as early as the 17th century argued: "People would get rid of half their troubles if they could agree on the meaning of terms".

The first mistake. Not realizing the changes that have taken place in the developed world in the field of organizational management, in Ukraine in 2001 the very term "management" was incorrectly defined, which is at the root of the "terminology" that reflects this field. This error has persisted to this day. Thus, DSTU ISO 9000:2015 states that *управління; керування (management)* is coordinated actions to ***direct*** and ***контролювання*** the activities of the organization." Which does not correspond to the definition of the term

management given in the original text of ISO 9000:2015, and is generally incomprehensible from the standpoint of modern management.

With only one operational term «управління» («керування») we called everything! Управління/керування of technical systems (car, machine, etc.), and operational управління/керування in social systems, and strategic direction in social systems, and, in general, complex (both operational and strategic) activity in the organization. That is, "color" management systems were turned into "black and white". And for more than 20 years, we have been accustoming our society to this, claiming that nothing has changed for us: as "управління/керування" was, so it remains.

To appeals on this matter to a number of authorized Ukrainian organizations, responses were received from: ТК 189 "Quality Management Systems", ТК 19 "Scientific and Technical Terminology" and the National Commission for State Language Standards, which, referring to standards DSTU 1.5:2015 and DSTU 3966:2009, claim that the use of the foreign language term "management" in Ukraine is unacceptable due to its equivalence with the Ukrainian terms "управління" and "керування".

The Institute of the Ukrainian Language of the National Academy of Sciences of Ukraine (IUL), to which the Ukrainian Association of Excellence and Quality (UAEQ) turned for clarification, recommended the creation of a corresponding Working Group, which was formed in May of this year in the composition of 13 people. Three representatives from philological organizations (in particular, from IUL), 5 – from management departments of national higher education institutions, two – from leading standardization and certification organizations in the field of management (in particular, from the National Standardization Body), and three – from associations of employers and scientists organizations. Among the members of the working group are four doctors of science and 6 candidates of science.

As a result of the study, analysis and discussion of the materials, the members of the Working Group in the context of the international standard ISO 9000:2015 recognized the following:

- the English term "management" should be translated into Ukrainian as "менеджмент" (and not as "управління" and "керування");
- the English term "direkt" should be translated into Ukrainian as "спрямовування";
- the English term "control" should be translated into Ukrainian as "управління" and "керування" (not as "контролювання");
- the Ukrainian term "контролювання" corresponds to the English term "inspection" and is a component of management activities;
- the English term "management" and the Ukrainian terms "управління" and "керування" **are not equivalent** and are not subject to the standards DSTU

1.5:2015 and DSTU 3966:2009. And therefore, the term "менеджмент" has the right to exist in the Ukrainian language, in particular in DSTU ISO 9000:2015;

- the definition of the term "management" in the Ukrainian standard DSTU ISO 9000:2015 does not correspond to the definition of this term in the original text of the international standard ISO 9000:2015 and should be corrected.

The WG members also recognized that the definition of the term "management" in the international standard ISO 9000:2015 as "coordinated activities to direct and control an organization (3.2.1)" should be translated into Ukrainian as follows: *"менеджмент – скоординована діяльність зі спрямування та управління/керування організацією (3.2.1)"*. This definition of the term "management" should also be applied in DSTU ISO 9000:2015.

By the way, the term "менеджмент" has long been used in Ukraine, not only in business, but also in the state sphere. Let us consider two cases of application of the term management in the List of fields of knowledge and specialties for which higher education applicants are trained in accordance with the Resolution of the Cabinet of Ministers of Ukraine dated April 29, 2015 No. 266. Here, for both cases, the code and name of the corresponding detailed field according to the International Standard Classification of Education is the same: 0413 Management and administration. But in the first case, with the code and name of the field of knowledge 07 Управління and administration, it is indicated that the code and name of the specialty is 073 Менеджмент. At the same time, in the second case, with the code and name of the field of knowledge 28 Public управління and administration the code and name of the specialty is 281 Public управління and administration. And questions arise. Aren't the term "менеджмент" and the term "управління" here defined as equivalent? And if they are equivalent, then how to explain that in the first case, the foreign term менеджмент is used in the name of the specialty, and not the Ukrainian term управління? And why, according to the standard of higher education of Ukraine in the specialty of management, approved by the order of the Ministry of Education and Culture, graduates of Ukrainian higher education institutions after completing their studies in the specialty 073 Менеджмент in the diploma section in the "qualification" section again write "Specialty - Менеджмент"? If the term менеджмент and the term управління are not equivalent here, then why is the term "управління" used in the name of the specialty in the second case, and not the term "менеджмент"? And in general, why is the term "управління" used instead of the term "менеджмент" in fields of knowledge 07 and 28, unlike International Classification 0413?

One more case. According to the current "Profession Classifier" in Ukraine there is a profession менеджер (управитель). It is mentioned more than

50 times in the classifier. And the question arises again: why was the term "менеджер" used here at a time when there are equivalent Ukrainian terms "управитель" and "керівник"?

Consequences of the first mistake. A mistake regarding the definition of the term "management", which at first glance does not seem significant, has caused a number of negative consequences.

1. All international standards named "management systems" had to be renamed from "менеджменту system" to "управління system" when they were identically translated into Ukrainian.

2. An incorrect definition of the term "management" results in a misunderstanding of the relationship between the terms "менеджмент" and "управління". According to DSTU ISO 9000:2015, the terms "управління" and "менеджмент" are equivalent. On the other hand, in 2015, the Ministry of Education and Culture introduced the field of knowledge 07 – "Управління and administration", which included the specialty "Менеджмент". It is hereby determined that "Менеджмент" is a component of "Управління and administration". What guides everyone involved in the training of specialists in the "management" specialty. Instead, according to ISO 9000:2015, "менеджмент" is "direct" and "управління/керування". That is, управління (as well as direct) is a component of менеджмент.

Opponents repeatedly ask the question: "What is the difference: управління or менеджмент? What will change from this?". It changes a lot. "Narrowing" the concept of "менеджмент" and using "управління" instead leads to a decrease in attention to the activity of "direction" (direct), which today is fundamental for the implementation of management. It is because of this that modern processes such as defining the mission, vision, policy, etc., which influence the formation of the corporate culture of the organization, have not received due attention in Ukraine and are perceived mainly formally. And related to this are problems that harm Ukraine and its organizations in ensuring excellence and competitiveness in today's globalized economy.

3. In Ukraine, there is a widespread assertion that the term "менеджмент" should be used only in business, in commercial organizations. And for the public sphere, in particular for authorities, this term is unacceptable. And the MES also introduced a separate field of knowledge 28 – "Public управління and administration ", which included specialty 281 – "Public управління and administration", where the term "менеджмент" is never mentioned. But, as we know, clause 3.3.3 of the International Standard ISO 9000:2015 states that менеджмент is a coordinated activity of direct and управління/керування an organization (clause 3.2.1). That is, it is said here that the term "organization" is defined in clause 3.2.1 of the same standard. In turn, clause 3.2.1 of ISO 9000:2015 (and at the same time DSTU ISO 9000:2015) states that

"organization" is "a person or a group of persons that has its own functions with responsibilities, powers and relationships to achieve their goals." Note 1 to Clause 3.2.1 clarifies that: "the term organization includes, but is not limited to, an individual entrepreneur, company, corporation, firm, enterprise, authority, partnership...". That is, the standard unequivocally states that the term "МЕНЕДЖМЕНТ" extends to the public sphere, in particular, authorities.

Regarding the conditions for acquiring knowledge about modern management in all organizational units of Ukraine. Probably no one will deny that all certified "managers" must meet the uniform requirements for their specialty, have appropriate theoretical training and be able to develop (manage the development) and apply modern effective management systems in their organizations. A higher school should play a special role in the training of such specialists.

Second mistake. The second fundamental mistake was the dubious Concept of state policy in the field of product quality management, which was developed by the State Standard without understanding the problem. The concept, which was approved by the government in 2002, combined the incompatible, such as "dig from the fence to lunch". It confuses the concepts of "product quality" and "organizational management". The Concept narrows the focus on product quality assurance, and at the same time under "product quality management" target management systems unrelated to product quality (environmental management, production safety management, energy efficiency management, etc.) are subsumed without reason. And although in 2019, at the long-term demands of the professional public, the Concept was canceled, confusion in the organization of training managers remained and continues to this day.

Consequences of the second mistake. The second mistake had a negative impact on the organization of management specialists training at the Higher Education Institutions of Ukraine, due to which training in this discipline is still inadequately carried out. Thus, in the specialty "Quality, standardization and certification" in addition to "quality management", other target management systems for which there are international standards were included, despite the fact that they are not related to product quality management. But the worst thing is that at the same time, questions about target management systems and the engineering of their design are practically excluded from the "management" specialty. This led to the fact that higher education institutions produce managers who are not sufficiently prepared to ensure the success of organizations in conditions of fierce competition. And specialists who are trained in the specialty "Quality, standardization and certification" are not able to effectively improve the management systems of organizations due to the lack of training in the basics of management. In addition, students are taught only in

accordance with the standards, not taking into account that in a saturated market, the standards reflect the minimum requirements, including to management systems, and competition takes place mainly above the norms of standards. As a result, even those organizations that improve on the basis of standards for management systems have typical shortcomings. They mainly create separate local isolated target management systems that are not coordinated with each other, are not integrated into the general management system of the organization, and do not cover all of its goals. Modern methods and tools for preparing management decisions are almost never used. Management systems are often implemented formally, without changing the outdated business culture. They do not take into account that in the conditions of a saturated market, the norms of the standard are only the minimum level of requirements.

Common consequences of both errors. And in general, both of these errors caused confusion and disoriented Ukrainian society, due to which it did not recognize new trends and did not notice ripe problems. Due to a lack of understanding of the essence and advantages of modern system management (relative to the management inherent in the deficit period), its application in Ukraine is extremely unsatisfactory. Neither the government nor the business has yet developed a proper attitude to business culture and its foundation – system management. Until now, the Central body of executive power responsible for its development on a national scale has not been appointed, scientists have not been involved in the study of problems in this extremely important area, and, accordingly, system management has not yet been given due attention in the country. These issues were not reflected in any state development policy. The university does not prepare managers satisfactorily. Authorities and business (with few exceptions) still continue to use outdated management systems with corresponding consequences. In general, the development of Ukraine has been stalled for over 20 years, which negatively affects its place in the European community.

True, to be fair, we must admit that earlier there were periodic attempts at the state level to solve the mentioned problems:

- Resolution of the CMU No. 614 "On approval of the program for the introduction of the quality management system in the executive authorities" (2006);

- Resolution of the Industrial Policy Committee of the Verkhovna Rada on Quality, Excellence and System Management (2010);

- the decision of the seminar-meeting of representatives of the Executive Authorities (EA) OBB of Ukraine on issues of business excellence and quality (2013);

- mandate of the Cabinet of Ministers of Ukraine (CMU) to take into account by Executive Authorities the resolution of the 10th All-Ukrainian Quality Congress (2017);

- recommendations of the Institute of Modernization of the Education Content of the Ministry of Education and Culture for higher education institutions of Ukraine on improving the training of specialists in the "management" specialty (2017).

However, due to the frequent change of power and ignorance of the problem of new managers and specialists, progressive initiatives were never brought to a logical conclusion and were canceled.

Regarding the reflection in the management systems of Ukrainian organizations of the values and goals adopted at the national level. There is probably no doubt in anyone's mind that it is expedient for all organizations to contribute as much as they can to the achievement of the general goals defined in the country, and that the rules of social behavior recommended by the government should be applied by all its organizations. And in this regard, what do we really have in Ukraine?

Back in 2019, the ***17 UN Global Sustainable Development Goals*** adapted to the conditions of our country were put into effect by the Decree of the President of Ukraine, and in 2020 the Cabinet of Ministers of Ukraine approved the ***10 UN Principles of Social Responsibility***. And where are they now? Who remembers them, let alone takes them into account? They, so to speak, simply "hung in the air." In order for the Goals and Principles to work, they had to be implemented in the management systems of almost all organizations (enterprises, institutions) in Ukraine. If such systems were perfect.

How this did happen and why is it still not fixed? In Soviet times, we were engaged in "управління" (or, as linguists say, "керуванням"). In conditions of scarcity, there was no competition and no need to fight for a "place under the Sun." In these conditions, управління/керування did not require special perfection. It was mainly focused on operational activities, which are reflected in the ISO 9001 standard by the Deming cycle. And the strategic one, if there was one, was insignificant and could be considered in the context of management. What we are used to.

And for the developed world, where Ukraine unexpectedly got after the collapse of the USSR, competition is characteristic, under which conditions considerable attention is paid to the improvement of control/management systems. And at the end of the 20th – at the beginning of the 21st centuries, another paradigm shift took place in the field of organizational management in the world, which Ukrainian specialists did not recognize and saw through. It was a fundamental mistake that management activities were traditionally attributed to the functions of the State Standard, for which it was not inherent, and

therefore secondary. Because of this, at one time, no central authority was appointed that would actually deal with the development of management in the country, and this direction actually remained "unmanaged". In addition, there is still a mention in the social memory of the negative experience of the forced formal mass implementation of a complex product quality management system based on enterprise standards (CS PQM) and its modifications. And the implementation of management systems based on ISO standards has not demonstrated its effectiveness (largely due to the above-mentioned shortcomings). Therefore, the attitude towards various systems of control (management) in society was appropriate. And a personality similar to Korolev or Glushkov, who would be able to comprehensively understand the problem and bring order in the field of management, unfortunately, has not yet appeared in Ukraine.

For many years, the professional public of Ukraine has been trying to draw the attention of society and the authorities to troubles in the field of management, but there is no adequate response. Modern system management for Ukrainians from the day of independence to today remains a "white spot", which has long since turned into a "black hole" that absorbs our potential. And the terrible war also, in our opinion, started to some extent due to weak management, which for a long time did not contribute to the transformation of Ukraine into a developed country with a strong economy. And a weak country is a temptation for an aggressor who does not expect an adequate response from it.

The last time the public turned to the Office of the President of Ukraine, the Cabinet of Ministers of Ukraine, and the National Security and Defense Council of Ukraine with proposals for improving activities in the field of system management was in August 2021. The OPU and the NSDCU sent an appeal to the CMU, which, in turn, instructed the three central bodies of the executive power: the Ministry of Economy, the Ministry of Education and the National State Service to decide on the raised issue. Almost a year has passed since that time, and the result is zero, and the prospects for solving the problems raised are not even visible. And this is despite the fact that in September of last year, the UAEQ received a reply with the following content: "Your letter dated August 25, 2021 under No. 6 with proposals for improving the management system in Ukraine was reviewed *in detail* by the Secretariat of the Cabinet of Ministers of Ukraine. *We express our gratitude for your unconcerned position regarding the economic development of Ukraine and the improvement of the quality of life of its citizens. We support your position regarding the application of perfect management systems at various levels of management, as an important factor for the economic and social development of the country. The models proposed by you for ensuring sustainable development, both of individual organizations and of Ukraine as a whole, undoubtedly deserve the attention of*

the state administration. The suggestions and advice on improving of system management outlined in the letter are important for improving the effectiveness of training civil service specialists and improving the quality of work."

What shall we do? Director of the Institute of Demography and Social Research of the National Academy of Sciences of Ukraine, Academician of the National Academy of Sciences of Ukraine E.M. Libanova wrote in response to the request of the UAEQ: ***"The implementation of national goals of sustainable development requires the adoption and implementation of agreed decisions at different organizational levels of management, which is directly related to the need to develop and implement modern effective management systems as an integral component of strategic and program documents of state policy. Drawing the attention of the government, the public, and business to the key problems of sustainable development, understanding system management and training managers in the higher education system of Ukraine, as well as developing appropriate proposals for their solution, is an urgent and important task of the scientific community"***.

Based on these words, I will once again try to draw the attention of the Ukrainian authorities to an extremely important and urgent problem of our country. And once again make proposals for their solution. What do we think needs to be done to improve the situation?

First of all, to really delve into the problem, to understand the role and place of modern management in the reconstruction of Ukraine and to understand the mistakes that were made in the country by incompetent state "experts". Realize that these mistakes are not just terminological, they are fundamental, at the level of philosophical concepts and paradigms. And that "management" is not a component of "technical regulation" and "standardization". Like, for example, computer science or aircraft construction. To understand that "management" is an independent sphere of activity extremely important for the development of Ukraine, which needs proper attention. And that modern management is, first of all, about the social brain and mind, about common values and the development of common goals based on them, and only then about achieving these goals thanks to perfect control.

This will make it possible to consciously make adequate management decisions, in particular: to entrust one of the central bodies of the executive power with responsibility for the development of management on the scale of the entire country; create and adopt the concept of state policy in the field of management; to oblige the authorities to include management issues in the state development policies of the spheres of activity assigned to them, to improve the management systems existing in their institutions, and to contribute to the

improvement of the управління/менеджменту systems of organizations in the assigned spheres, etc.

Separately, it is necessary to provide for the reform of the system of training and retraining of management specialists, in particular in higher education institutions. And, of course, oblige the Ministry of Economy to ensure the correction of existing errors in the definitions related to management and fixed in the state standards of Ukraine as soon as possible. It is also advisable to take a closer look at the General Conceptual Model of the system for ensuring sustainable development of Ukraine, given in ...

And so that it is not simply "talked about" once again, it is expedient, in our opinion, ***to start the processes of improving management in Ukraine with a corresponding mandate from the President of Ukraine to the Cabinet of Ministers.*** And all this needs to be done not once, but now, quickly, as is customary under martial law. So that the new Ukraine, which is emerging today, is oriented towards quality and excellence from the very beginning.

Results and Discussion.

1. It was established that by the end of the XX century the meaning of the term "management" changed periodically, but in the world at all stages this term was considered, mainly, as a synonym of the term "control", which was reflected in numerous monographs, textbooks and dictionaries. However, at the very beginning of the XXI century, due to intensifying competition and under the influence of scientific and technological progress, the term "management" acquired its new modern meaning, which is significantly different from the usual "control". The term "management" combined two terms: the traditional control and the relatively new direct, which is enshrined in the international standard ISO 9000:2000. Since then, the term "direct", which reflects the strategic (management) activity of top management, began to rapidly gain weight, as a result of which modern management has become much broader than control. And today it can be argued that modern management is about the public brain and public mind, about common values and the formation of common goals based on them, and then about achieving the set goals through control.

It was also established that modern management is a separate independent field of knowledge and an independent field of activity, which is key to achieving success not only today, but also in the future. Modern management, under the condition of its skillful application, contributes to the unification of society, improves the coordination and balance of its functioning for the sake of a better life.

2. On the other hand, the study of the state of management in Ukraine revealed a number of fundamental shortcomings that negatively affect the development of the country and its organizations.

The attention of specialists, society and authorities was drawn to the inadequate translation of the definition of the very concept of "management" in DSTU ISO 9000:2015, as a result of which in Ukraine the term "management" is still considered a synonym of the Ukrainian terms "управління" and "керування". The causes and consequences of this fundamental error have been identified.

It has been established that even today in Ukraine there is a false notion that management is a component of technical regulation, in particular standardization, which is why from the very beginning it was "fixed" under the State Standard (in recent years – under the technical regulation department of the Ministry of Economy), for which this activity has never was typical.

It is noted that the state of training of specialists in the "management" specialty in Ukrainian higher education institutions does not meet modern requirements; shortcomings are highlighted and suggestions for their elimination are provided.

In the process of research, the "*Ukrainian paradox*" was revealed. Despite the fact that there is no "*management*" field of activity in Ukraine (officially there is only a "управління/керування" field of activity), Ukrainian higher education institutions continue to annually graduate thousands of specialists who are assigned the specialty not "управитель", but rather "*менеджер*", and even further "управитель" is indicated in parentheses. And it turned out that today in Ukraine there are hundreds of thousands of certified "managers", "top managers" and "VIP managers" who do not have their respective professional sphere of activity. And it was also established that thanks to Ukrainian standardization, "*management in Ukrainian*" is, in fact, management stuck in the 20th century and cannot acquire its modern meaning in any way. And this became one of the key factors in the emergence of many problems in Ukrainian society.

3. The presented materials have been tested and supported by the Working Group on the definition of the term "management" in DSTU ISO 9000:2015. Also, they were repeatedly presented, discussed and approved by the participants of a number of international and national scientific and technical events, in particular the XVII and XVIII International Scientific and Practical Conference "Modern Problems of Management" (Kyiv, 2021, 2022), etc.

Outcome. At the very beginning of the XXI century. the world's understanding and attitude towards management has changed radically. But Ukraine saw through these changes and did not realize the possibilities of modern management in terms of its fundamental influence on ensuring the revival, sustainable development, security and prosperity of the country.

From the time of independence until today, attention has not been paid to the development of management in Ukraine, and no central executive body

responsible for its development in the country as a whole has been appointed. The issue of management improving is not reflected in any state policy and strategy for the development of spheres of life. Public sector organizations, in particular executive authorities, and business companies use mostly outdated, imperfect management systems. In the country, there is confusion in the understanding of the very concept of "management", which has led to an inadequate definition of fields of knowledge and specialties. The state of training of managers in Ukrainian higher education institutions does not meet the needs of the development of Ukraine and its economy in the conditions of a globalized saturated market. In order to eliminate the mentioned shortcomings and improve the situation, it is necessary to urgently change the attitude towards this extremely important component of state formation.

Conclusion. Recently, we often mention Poland, which over the past 20 years has turned into a developed European country, and during the war provided invaluable assistance to Ukraine and its citizens. And I remembered an episode related to this country. In the middle of 2005, I was invited for a consultation by the head of the State Service of Ukraine, Mr. Motrenko, who had just returned from Poland, where he got acquainted with the experience of state administration in this country. During our meeting, he said that he was surprised by the fact that almost half of the central and more than half of the local authorities in Poland had already implemented ISO 9001 quality management systems. On a request addressed to four key ministers to provide a relevant law or government resolution to take this document in Ukraine as an example, he heard that no such "instructions" exist in Poland. As the head of the General State Service said, he was shocked and asked why they implemented quality management systems, if there was no "instruction from above". To which he heard in response that times are changing and they understand that with outdated management systems, they and Poland as a whole have no prospects. This should become an example for Ukraine to follow. Especially if you take into account the fact that today it is not just about control, but about mastering modern system management, which is much broader than control. And the more perfect the management will be on a national scale, the more chances that Ukraine will become a developed and prosperous country.

The world-famous management and quality guru Edwards Deming claimed that: "It is not necessary to improve. Survival is voluntary". And the outstanding Ukrainian ecclesiastical, cultural and public figure Metropolitan Andrey Sheptytskyi, who is one of the most prominent figures in the recent history of Ukraine, believed that: "The key to the transformation of Ukraine lies within itself. It is difficult for us to change external circumstances, but it is in our will to change ourselves".

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Ukrainian terms used in DSTU ISO 9000, which differ from those established by the international standard ISO 9000.

Ukrainian terms	Translation into English	
	In accordance with ISO 9000 (2000, 2005, 2015)	In accordance with DSTU ISO 9000 (2001, 2007, 2015)
Менеджмент [Menedzhment]	Management	It is not used as a foreign term due to its alleged "equivalence" with the Ukrainian terms "управління" and "керування"
Управління [Upravlinnya]	Control	Management
Керування [Keruvannya]	Control	Management
Контролювання [Kontrolyuvannya]	Inspection	Control

ABBREVIATION

DSTU	– State Standard of Ukraine
ZVO	– Institution of higher education
MES	– Ministry of Education and Science of Ukraine
OEP	– Body of executive power
UN	– United Nations Organization
WG	– Working group on the definition of the term "management"
MS	– Management System
TC	– Technical Committee for Standardization
UAEQ	– Ukrainian Association of Excellence and Quality
EFQM	– European Foundation for Quality Management
ISO	– International Organization for Standardization

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MODELOWANIE PROCESÓW ZARZĄDZANIA WSPÓŁPRACĄ SZKÓŁ WYŻSZYCH

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Wstęp. W artykule przedstawiono symulację procesów zarządzania procesami kooperacyjnymi uczelni. Zidentyfikowano problematyczne momenty w analizie tego rodzaju podejść w zakresie uzasadnienia celów i głównych zadań, działań programowych i etapowania ich realizacji, udostępniania zasobów w określonych strukturach itp.

Hipotezą badań jest uzasadnienie zaleceń i propozycji metodologicznych. Pojęcie celu nie ma jasnego postrzegania. Jego filozoficzna interpretacja jest osiągnięciem idealnego wewnętrznego motywu motywacyjnego. Pożądanym celem w takim przypadku byłby jakiś idealny lub idealny cel. Osiągnięcie idealnych celów w przyrodzie, społeczeństwie i rozwoju produkcji społecznej jest prawie niemożliwe. Można się tylko na nich skupić, podejść do nich. W praktyce planują i realizują cele, w tym celu opracowują i wdrażają system działań i zadań.

Celem badania jest Modelowanie procesów zarządzania współpracą szkół wyższych.

Metodologia badań naukowych to ogólne i specjalne metody badawcze:

analiza logiczna i porównawcza w ujawnianiu zasad kształtowania naukowej istoty współpracy szkół wyższych; metodę indukcji zastosowano do uogólnień formalno-logicznych, co pozwala na sformułowanie ogólnego wniosku na podstawie analizy poszczególnych faktów i zjawisk, metodę dedukcji zastosowano do uzyskania wniosków pośrednich (częstkowych) na podstawie analizy proces ogólny, metodę abstrakcji zastosowano do identyfikacji procesów z powodu zaniedbania zjawisk losowych.

Wnioski i perspektywy dalszych badań. Sformułowano teoretyczne i metodologiczne założenia zarządzania rozwojem współpracy międzynarodowych uczelni, które opierają się na maksymalizacji komplementarności zasobów i minimalizacji niekompatybilności instytucjonalnej.

Słowa kluczowe: uczelnie; integracja; zarządzanie; współpraca; drzewo celów; rozwój programu; efekt synergii; stowarzyszenie.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
10	3	0

JEL Classification:
I23, G34

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МОДЕЛЮВАННЯ УПРАВЛІННЯ КООПЕРАЦІЄЮ ВИЩОЇ ОСВІТИ

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Вступ. У статті представлено моделювання управління процесами співпраці університетів. Визначено проблемні моменти залежно від даного типу масштабів щодо обґрунтування цілей і завдань, напрямків програми та поетапності їх реалізації, наближення ресурсів у конкретних структурах тощо.

Гіпотеза полягає в обґрунтуванні методичних рекомендацій та рекомендацій. Поняття мети не має чіткого сприйняття. Його філософська інтерпретація – досягнення ідеальної внутрішньомотиваційної теми. Бажаною ціллю в такому випадку буде якась ідеальна або ідеальна ціль. Досягнення ідеальних цілей у природі, поленчищі та розвитку суспільного виробництва практично неможливе. Він тільки їх побачить, подивиться на них. На практиці вони планують і реалізують цілі, для цього розробляють і реалізують систему заходів і завдань.

Метою дослідження є моделювання розвитку менеджменту співпраці університетів.

Методика дослідження загальних та спеціальних методів дослідження: логічний аналіз та порівняльний аналіз у розкритті засад наукової сутності університетського співробітництва; метод індукції використовувався для формально-логічних узагальнень, що дозволяє сформулювати загальний висновок на основі аналізу окремих фактів і явищ, метод дедукції використовувався для отримання непрямих (часткових) висновків на основі аналізу загального процесу, метод абстрагування, що використовується для ідентифікації процесів через нехтування логічними явищами.

Висновки та перспективи дослідження. Сформульовано теоретико-методичну підготовку менеджменту міжнародних університетів, які беруть участь у максимізації взаємодоповнюваності ресурсів та мінімізації інституційної несумісності.

Ключові слова: університет; інтеграція; менеджмент; кооперація; дерево цілей; розробка програми; синергетичний ефект; асоціація.

Oświadczenie o problemie. W modelowaniu niezwykle ważne pod względem metodologicznym jest zdefiniowanie celów. Prawidłowo sformułowany cel pozwala właściwie ustawić zadanie, pomaga skrócić drogi i terminy uzyskania ostatecznych rezultatów. Jest to punkt wyjścia do rozwoju, poparty uzasadnieniem problemu i środkami jego rozwiązania.

Analiza najnowszych badań nad problematyką Pojawianie się i wyznaczanie realnych celów jest wynikiem rozwoju społeczeństwa. Rozwój społeczeństwa na wszystkich etapach historycznych (czasowych) związany jest z kształtowaniem się potrzeb. Ich zaspokojenie wymaga realizacji bardzo konkretnych celów. Ponieważ właściwości użytkowe rzeczy nie istnieją w oderwaniu od siebie, potrzeby są zaspokajane poprzez wybór listy rzeczy. Potrzeba funkcjonalna nie zawsze jest stabilna. W pewnym okresie czasu (miesiąc, rok, kilka lat itp.) może być reprezentowany przez interwałowe wyrażenie trajektorii celu ze stałymi wielkościami wskaźników w poszczególnych punktach.

Aby skwantyfikować dowolny cel, należy go uszczegółowić, dzieląc go na części w postaci drzewa celów. Drzewo celów logicznie łączy cele cząstkowe z celem głównym, zapewniając przejście od cech jakościowych utworzonych celów do ich ilościowych definicji. Drzewo celów można sobie wyobrazić jako model strukturalny, w którym ogólne pojęcie rozkłada się na hierarchię pojęć na różnych poziomach. Na każdym kolejnym poziomie terminy są dookreślone w większym stopniu, a poziom niższy odpowiada terminom nierozkładalnym.

W swej istocie drzewo celów jest spójnym grafem bez cykli, którego wierzchołki są interpretowane jako cele, a gałęzie (krawędzie) są połączeniami między nimi. Nie jest konieczne, aby z każdego wierzchołka drzewa pochodziła taka sama liczba gałęzi. Jednocześnie długości łańcuchów łączących cel główny (cel najwyższego poziomu) z celami najniższego poziomu mogą być różne.

Konstrukcję drzewa celów można przeprowadzić poprzez dekompozycję (rozcłonkowanie) celu poziomu zerowego (cel główny) na cele główne i prywatne lub poprzez złożenie celów poziomów wyższych z celów poziomów niższych. Zawsze istnieje kilka opcji integracji i różnicowania celów. Najlepsza opcja to ta, która najbardziej odpowiada drzewu obiektów zarządzania (Wold, 1980b).

Praktyka łączenia różnych procedur obliczeniowych przy wyznaczaniu priorytetów na podstawie analizy drzewa celów doprowadziła do powstania takich metod jak system PATTERN, metoda „podwójnego drzewa”, system RDE, metoda analizy funkcjonalnej oraz metoda Dean and Metoda Hausera (Wold, 1980a).

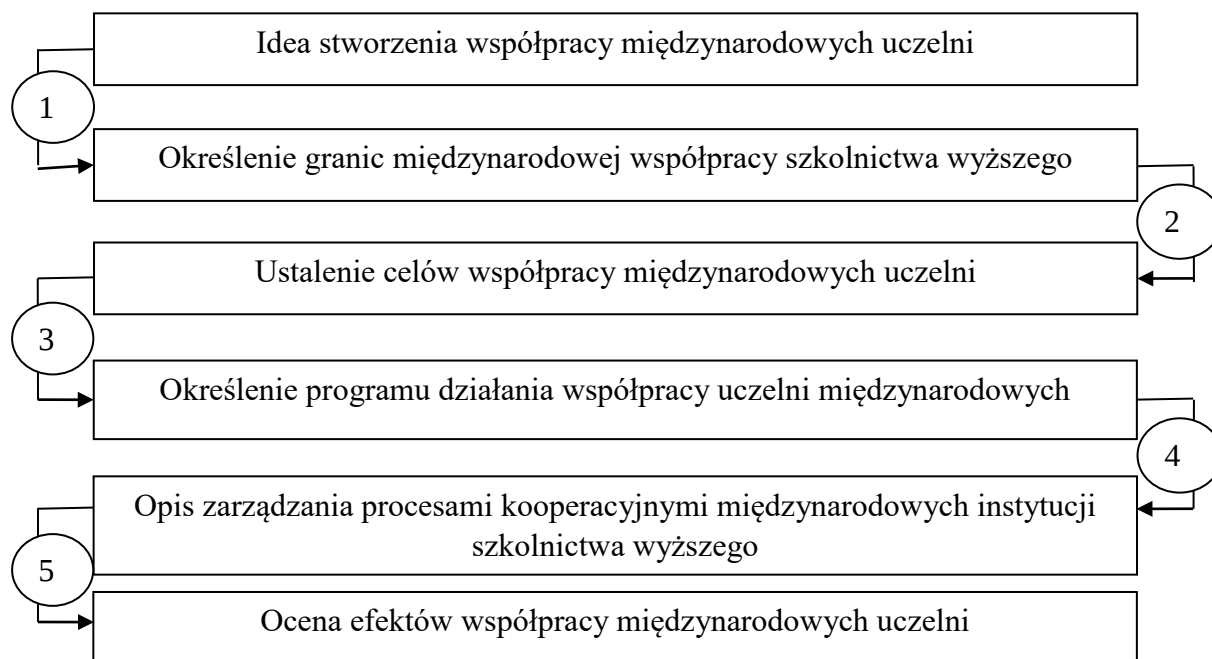
System PATTERN został opracowany w USA do analizy dużych zbiorów danych statystycznych i prognozowania w dowolnej dziedzinie działalności. Podczas budowania „drzewa celów” wyróżnia się kilka etapowych poziomów,

które są w pewnym podporządkowaniu. System PATTERN pozwala na jasne sformułowanie zadań rozwojowych, ważności wszystkich celów, głównych kierunków alokacji zasobów dla osiągnięcia zamierzonych rezultatów (Xia et al., 2014).

Celem badania jest Modelowanie procesów zarządzania współpracą szkół wyższych.

Prezentacja materiału męskiego. Metod «podviynoho dereva» peredbachaye pobudovu dvokh hrafichnykh modeley – teoretychnoho i eksperymental'noho «dereva», shcho dozvol'yayut' vyrishyty shche odnu problemu: za dopomohoyu teoretychnoho hrafa vyznachayet'sya vidnosna znachymist' tsil'ovykh ustanovok prohnozu, a eksperymental'nyy hraf otsynyuye mozhlyvist' praktychnoyi realizatsiyi naukovo-tekhnichnoho peredbachennya. Systema RDE oriyentovana na pobudovu spetsial'nykh matryts' dlya otsinky vzayemnoho vplyvu faktoriv. Dlya kozhnoho elementa systemy ekspertnym shlyakhom vyznachayut'sya koefitsiyenty znachushchosti: z yikh dopomohoyu vyrishuyet'sya zavdannya rozpodilu resursiv za napryamkamy mozhlyvoho vykorystannya. Suma koefitsiyentiv dlya reber, shcho vkhodyat' z odniyei vershyny, povynna v usikh vypadkakh dorivnyuvaty odynytsi (umovne normuvannya). Dotrymannya tsiyei umovy oznachaye vvedennya yedynoho masshtabu zminy dlya vsikh elementiv danoyi systemy. Peremnozhyvshy koefitsiyenty znachushchosti, prostavleni dlya vsikh reber po dovil'no obraniy trayektoriyi (vid ostann'oho rivnya do pershoho), mozhna otrymaty kompleksnu kharakterystyku dlya konkretnoho napryamku vyrishennya postavlenoyi problemy. Osnovna perevaha systemy RDE – retel'ne obgruntuvannya priorytetiv vykorystannya koshtiv dlya zdiysnennya tykh chy inshykh tsiley (Xia et al., 2014). Metod funktsional'noho analizu vykorystovuyet'sya perevazhno pry vyznachenni nayvazhlyvishykh parametriv mashyn i mekhanizmiv v maybutn'omu. Osoblyve mistse pry provedenni rozrakhunkiv vidvodyt'sya indeksu prohresu, yakyy vyznachayet'sya yak vidnoshennya velychyny prohnozovanoho pokaznyka pry zadanomu rivni finansuvannya rozrobok do znachennya ts'oho zh pokaznyka pry neobmezhenomui rivni finansuvannya. Metod Dina i Khauzera zasnovanyy na zistavlenni ochikuvanykh vytrat i ochikuvanoyi ymovirnosti realizatsiyi mety. V khodi vykonannya rozrakhunkiv fiksovani resursy rozpodilyayut'sya z maksimal'nym efektom mizh bezlichchyu prohram, realizatsiya yakyykh peredbachayet'sya v perspektyvi. U protsesi formuvannya tsiley takozh vykorystovuyut' taki pidkhody, yak analitychne vyvchennya, kauzal'nyy empiryzm. Analitychne vyvchennya peredbachaye pobudovu modeli doslidzhuvanoyi systemy dlya otrymannya bil'sh chitkoyi kartyny pro vkhidnykh i vykhidnykh zminnykh. Takyy analiz dozvol'yaye otrymaty bil'sh chitke uyavlennya pro tsili susidnykh iyerarkhichnykh rivniv. Pidkhid kauzal'noho empiryzmu peredbachaye sposterezhennya za protsesom

pryynyattya rishen' i vyyavlennya tsiley riznoho iyerarkhichnoho rivnya v rezul'tati takykh sposterezhen' (Xia et al., 2014). Pobudova dereva tsiley bazuyet'sya na systemnomu pidkhodi. Z ohlyadu na nayavni orhanizatsiyni pidkhody do upravlinnya kooperatsiynymy protsesamy mizhnarodnykh zakladiv vyshchoyi osvity v osnovi systemnoho pidkhodu rozv'yazuyut'sya p'yat' problem (rys. 1).



Źródło: opracowane przez autorów.

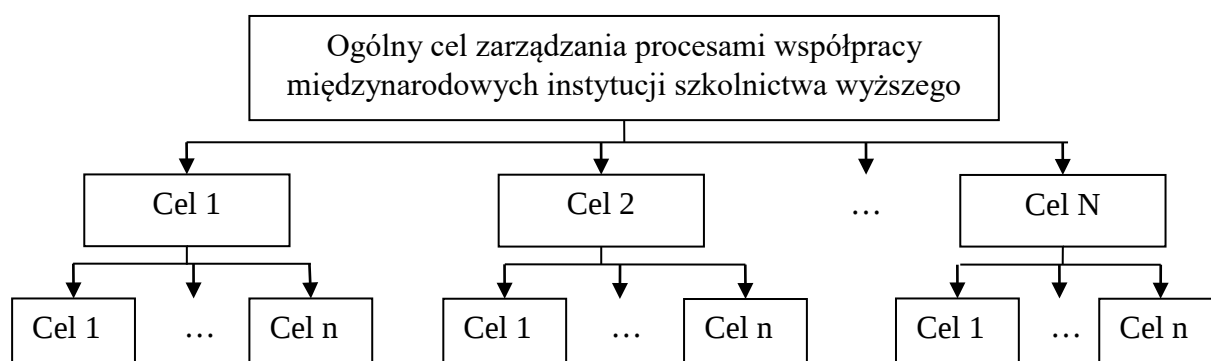
Rys. 1. Logiczno-strukturalny schemat ideologii zarządzania procesami kooperacyjnymi międzynarodowych instytucji szkolnictwa wyższego

Pierwszy problem związany jest z określeniem granic konstrukcji oraz granic środowiska zewnętrznego. Struktura współpracy zależy od liczby, zmienności i aktywności składających się na nią elementów strukturalnych, w które zaangażowanych jest wielu łatwo adaptujących się i wchodzących w interakcje indywidualnych, niezależnych uczestników rynku usług edukacyjnych. Podstawą ich współpracy jest osiągnięcie wspólnych celów (Wold, 1982). Kluczową cechą struktur spółdzielczych jest to, że tworzą się w nich więzi między prawnie autonomicznymi, ale współzależnymi podmiotami. Przystąpienie do określonej struktury daje uczestnikom możliwość pełnego wykorzystania efektów synergicznych opartych na zjawisku samoorganizacji (Xia et al., 2014). Jednak każda taka struktura nie może być nieograniczona. W końcu brak ograniczeń co do liczby uczestników doprowadzi do czegoś przeciwnego – możliwości zarządzania strukturą i kontrolowania jej działań.

Można przypuszczać, że struktura spółdzielcza będzie się powiększać do momentu, gdy koszty zorganizowania dodatkowej transakcji w ramach struktury

nie zrównają się z kosztami jej realizacji w drodze wymiany na rynku zagranicznym. Innymi słowy, dopóki krańcowe korzyści wynikające z obniżenia kosztów rynkowych nie zrównają się ze stratami wynikającymi ze wzrostu wewnętrznych kosztów organizacyjnych. Zgodnie z powyższym o optymalnej wielkości współpracy międzynarodowych uczelni decydować będą minimalne łączne koszty transakcyjne (Tria, Lefons, Tangorra, 2012).

Jednym z niezbędnych czynników determinujących rzeczywistość zarządzania jest cel, którym jest idealny obraz stanu zarządzanego systemu. Określenie celów jest podstawową podstawą, której podporządkowane jest funkcjonowanie systemów zarządzania, począwszy od rozwoju. Najważniejszą decyzją w planowaniu będzie więc wybór celów struktury spółdzielczej. Dlatego też drugim problemem kształtowania mechanizmu zarządzania współpracą uczelni międzynarodowych będzie ustalenie celów struktury i przełożenie ich na strukturę zadań. Innymi słowy budowanie drzewa celów (rys. 2).



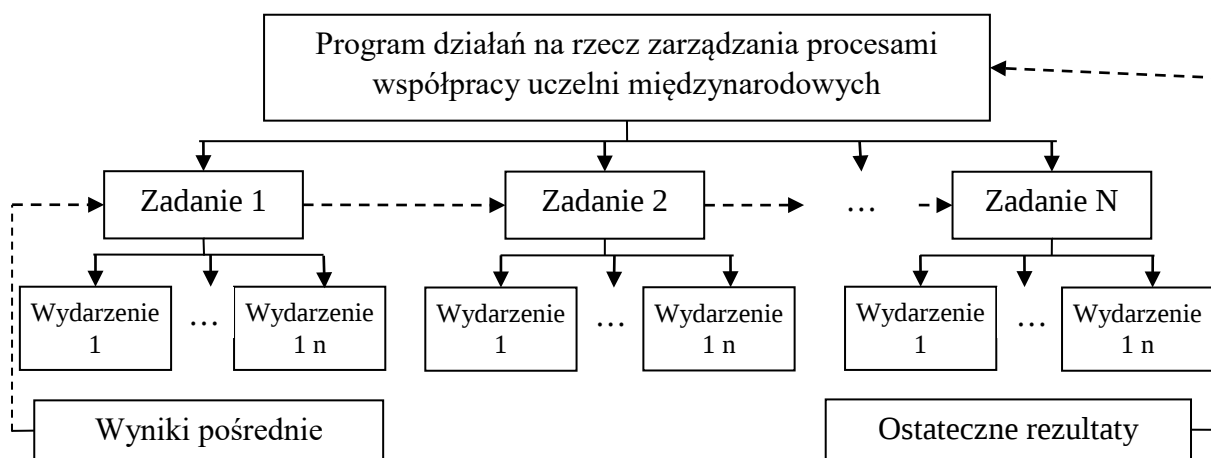
Źródło: opracowane przez autorów.

Rys. 2. Strukturalny model drzewa celów zarządzania procesami współpracy międzynarodowych uczelni

Program jest opracowywany w ramach określonej struktury zadań dla osiągnięcia celu głównego. Dlatego kolejnym etapem będzie określenie programu działań (rys. 3), rozbicie programu na główne elementy (matryca działań) oraz opracowanie harmonogramu realizacji.

W programowych metodach planowania i zarządzania stosowana jest matryca programu – technika metodyczna, która pozwala oszacować zapotrzebowanie na zasoby na realizację programu, jego podprogramów i elementów. Jest to tabela kalkulacyjna zawierająca szczegółowe dane o kosztach dla różnych wariantów tego samego programu i służąca do ich porównania, oceny i wyboru najskuteczniejszego z dostępnych wariantów (Valentin and Jensen, 2007). Pozwala łączyć ze sobą zasoby, elementy, podprogramy, prezentować ujednoliconą treść i wyniki programu, porównywać, oceniać i wybierać najskuteczniejszy wariant według różnych kryteriów (Wagner, 2019).

Przy realizacji programu działań na rzecz poprawy wykorzystania wszelkiego rodzaju zasobów, regulacji proporcji infrastrukturalnych i innych celów można zastosować metodę tworzenia modeli sieciowych. Charakterystyka ekonomiczna struktury określonego modelu sprowadza się do trzech wskaźników – produkcji (usługi), kosztów, czasu. Znalezienie optymalnej kombinacji tych wskaźników w perspektywicznym rozwoju zarządzania procesami współpracy międzynarodowych instytucji szkolnictwa wyższego przy zadanych pożądanych wynikach i ograniczonych zasobach jest głównym celem opracowania modelu sieciowego (Williams, 2005).



Źródło: opracowane przez autorów.

Rys. 3. Strukturalny model programu działań dla osiągnięcia celów zarządzania procesami współpracy uczelni międzynarodowych

Podstawą zarządzania jest struktura organizacyjna. Dlatego kolejnym etapem rozwiązywania problemów w systemowym podejściu do zarządzania procesami współpracy uczelni międzynarodowych jest opis zarządzania jej strukturą. Struktury podzielone są na komponenty, każdemu z nich przypisane są określone cele i funkcje, a także prawa, obowiązki i odpowiedzialność za ich realizację.

Rozwiązanie problemów upatruje się w podziale metody drzewa celów na etapy: określenie granic badań, na których formułowany jest problem, doprecyzowanie ogólnego celu i przedmiotów badań; przygotowanie listy czynników wpływających na przedmiot badań, na tym etapie wyróżnia się czynniki wewnętrzne i zewnętrzne; opracowanie ukierunkowanych na cele scenariuszy przyszłego rozwoju; budowa pierwszej wersji drzewa celów; określenie wyników w postaci wskaźników stopnia realizacji celów; ilościowe określenie zapotrzebowania na zasoby do osiągnięcia wyznaczonych celów; określenie alternatywnych sposobów wykorzystania zasobów zapewniających osiągnięcie celów; iteracyjne dostosowywanie scenariuszy, drzewa celów,

zasobów i wstępna ocena wyników; zestawienie ostatecznej wersji drzewa celów i macierzy podejścia strukturalno-logicznego.

Praca krok po kroku pozwala dostosować drzewo celów. Główną zasadą budowania drzewa celów jest kompletność jego dezagregacji: każdy cel wyższego poziomu powinien być reprezentowany w postaci celów cząstkowych kolejnego poziomu w taki sposób, aby w pełni odzwierciedlał istotę celu pierwotnego.

Budowa drzewa celów odbywa się od góry do dołu, zaczynając od sformułowania celu ogólnego. Dekompozycja celu ogólnego na cele cząstkowe powinna być przeprowadzona z takim stopniem szczegółowości, aby dla celów niższego rzędu możliwe było określenie konkretnych działań ich realizacji. Zestaw celów cząstkowych zapewniających osiągnięcie celu ogólnego musi być konieczny i wystarczający.

W literaturze ekonomicznej wyróżnia się dwa rodzaje celów i odpowiednio dwa rodzaje drzew celów: funkcjonalne i merytoryczne. W pierwszej przedstawiono cele związane z pełnieniem funkcji, w drugiej podano ich przedmiotowy opis. Zarówno pierwsze, jak i drugie drzewo zawiera kilka poziomów celów cząstkowych. W drzewie funkcjonalnym celów kończą się one poziomem graniczącym z definicjami podmiotowymi, w przedmiotowym – konkretnymi środkami do osiągnięcia celu ogólnego.

W toku badań zidentyfikowano główne elementy funkcjonalne zarządzania procesami współpracy międzynarodowych instytucji szkolnictwa wyższego.

Cel główny określają trzy cele poziomu pierwszego: wzmocnienie pozycji rynkowej, wzmocnienie konkurencyjności, ekspansja rynkowa. Każdy z nich charakteryzuje specyfikę procesów współpracy międzynarodowych instytucji szkolnictwa wyższego. Na drugim poziomie są one określone przez określone grupy celów. Jest więc absolutnie oczywiste, że pierwszy cel, który przewiduje wzmocnienie pozycji rynkowej uczelni, można zrealizować poprzez zmianę pozycji rynkowej. Dlatego pierwszy cel pierwszego poziomu może obejmować następujące cele drugiego poziomu: przywództwo w określonym segmencie rynku, wzrost udziału w rynku, ekspansja segmentów rynku, nowość rynkowa, optymalizacja pozycji rynkowej, tworzenie nowych rynków dla usługi. Cele są określone przez podobieństwo, chociaż metody ich osiągania są bardzo różne. We wszystkich przypadkach osiągnięcie celów jest możliwe dzięki wspólnym wysiłkom i manewrowaniu zasobami, podczas gdy uczelni może pozostać konkurentami na innych rynkach.

Negatywnymi czynnikami wpływającymi na efektywne działanie uczelni międzynarodowych i ich konkurencyjność na rynku światowym są:

- 1) zerwanie powiązań naukowych z biznesem;
- 2) brak innowacyjnych przełomów;
- 3) niska wiedzochłonność produktów;

- 4) przestarzałe technologie nauczania, które prowadzą do wysokiego poziomu kosztów i rozbieżności między „ceną a jakością”;
- 5) niewystarczające finansowanie;
- 6) koncentracja na rynku krajowym i państwowych zamówieniach B+R;
- 7) niski poziom importu usług edukacyjnych;
- 8) niespójność modelu zarządzania ze współczesnymi wymaganiami międzynarodowymi itp.

Powyższe prowadzi do drugiego celu funkcjonalnego, który związany jest ze wzmacnianiem konkurencyjności międzynarodowych uczelni. Opiera się na obniżaniu kosztów dzięki efektowi skali i zwiększonemu poziomowi wiedzy, poszerzaniu dostępu do nowych technologii, tłumieniu konkurencji, zwiększaniu poziomu badań i rozwoju, poprawie jakości usług edukacyjnych itp. Oznacza to, że cel funkcjonalny na trzecim poziomie może być określony w określonych rodzajach usług. W tym przypadku następuje połączenie celów funkcjonalnych z celami obiektywnymi. Zjawisko takie jest dopuszczalne, jeśli weźmiemy pod uwagę, że z jednej strony są to przedmioty przeznaczone do zaspokojenia potrzeb użytkowych, a z drugiej strony są to usługi finalne.

Trzeci cel funkcjonalny koncentruje się na ekspansji rynkowej uczelni. Cele drugiego poziomu określonego celu obejmują:

- wejście na rynki zagraniczne z istniejącym zestawem usług edukacyjnych odnoszącym sukcesy na rynku krajowym. Cechą charakterystyczną w tym przypadku jest zdolność do tworzenia większej wartości dla zagranicznych studentów;
- podbój segmentów na rynku zagranicznym. W nowoczesnych warunkach szczególnie ważne jest, aby krajowe uczelnie znajdowały partnerów o wysokim stopniu wiarygodności i wypłacalności;
- ekspansja zagranicznych rynków zbytu.

Budując drzewo celów zarządzania procesami współpracy międzynarodowych uczelni, przestrzegano głównych zasad metodycznych: pionowej i poziomej realizacji celu ogólnego; dekompozycja celu ogólnego do poziomu graniczącego z działaniami alternatywnymi; zapewnienie spójności celów niższych i wyższych szczebli; zapewnienie jedności skali czasowej dla celów tego samego poziomu; wzajemne powiązania wszystkich drzewiastych celów; porównywalność celów tego samego poziomu według skali; nierówność celów na każdym poziomie i konieczność uszeregowania ich według stopnia ważności.

Dla praktycznej realizacji drzewa celów funkcjonalnych musi ono zostać przekształcone lub zaprojektowane w faktycznie istniejące lub potencjalnie osiągalne obiekty, obiekty, ich grupy lub systemy. W takim przypadku cele wszystkich poziomów będą wypełnione przedmiotowo i utworzą drzewo celów przedmiotowych. Jest zbudowane w oparciu o te same zasady, co drzewo celów

funkcjonalnych. Ich cechą wyróżniającą jest to, że każdemu celowi funkcjonalnemu może odpowiadać nie jeden, ale grupa celów obiektywnych ukierunkowanych na realizację jednej funkcji. Drzewo celów przedmiotowych może również różnić się liczbą poziomów. W celu wykonania jednego zestawu funkcji powstaje jedna lub więcej opcji realizacji celów przedmiotowych. Poszukiwanie najbardziej odpowiedniej opcji można przeprowadzić logicznie lub za pomocą modelowania morfologicznego przy użyciu macierzy systemu funkcjonalno-systemowego.

Podmiot matrycy rejestruje istniejące i możliwe systemy celów przedmiotowych, które mogą zapewnić realizację pierwotnego celu systemu; w predykcji – cele niższego poziomu funkcjonalnego drzewa celów. W kwadratach przecięcia kolumn i wierszy umieszcza się współczynniki równe jeden, jeśli cel został osiągnięty, a równe zero w przeciwnym razie. Te same wskaźniki mogą mieć również wartości przedziałowe od 0 do 1, jeśli są uzyskiwane za pomocą obliczeń lub na podstawie metod eksperckich.

Dobór systemów realizujących cele uważa się za kompletny, jeżeli zaimplementowane zostaną określone funkcje. Jednemu drzewu celów funkcjonalnych może odpowiadać kilka wariantów systemów przedmiotowych. Najbardziej efektywną opcję należy zastosować przy opracowywaniu systemu zarządzania procesami współpracy uczelni międzynarodowych. Konstrukcję drzewa celów obiektywnych można uznać za zakończoną dopiero wtedy, gdy technologiczne metody jego tworzenia są możliwe na kolejnym poziomie szczegółowości. Konwencjonalnie będą to części składowe drzewa celów obiektywnych.

Drzewo przedmiotowe celów zarządzania procesami współpracy uczelni międzynarodowych różni się od funkcjonalnego merytorycznie, choć jest podobne w formie.

Projekcja współpracy międzynarodowych uczelni ma na celu „tworzenie wartości struktury spółdzielczej, kształtowanie i koordynowanie jej działań na różnych rynkach”. Cel ten ma trzy ważne aspekty:

- 1) skupienie się na tworzeniu wartości jako ostatecznym celu współpracy;
- 2) koncentracja możliwości współpracy międzynarodowych uczelni na wielu rynkach (konfiguracja), w tym jej usług, rozmieszczenie geograficzne i pionowe;
- 3) nacisk na zarządzanie procesami w ramach współpracy międzynarodowych uczelni.

Można zatem przyjąć, że efektywnym celem struktury spółdzielczej jest uporządkowany zespół czterech elementów: wizji, niezbędnych zasobów, instytucji i organizacji, które razem jako system prowadzą do powstania przewagi tworzącej wartość ekonomiczną. Aby osiągnąć maksymalny efekt, każdy z elementów musi zależeć i wspierać wszystkie inne elementy, działając

w harmonii. Spójność wszystkich tych logicznie powiązanych ze sobą elementów tworzy „Trójkąt tworzenia wartości spółdzielczej struktury międzynarodowych instytucji szkolnictwa wyższego”.

Celem projektu współpracy międzynarodowych uczelni jest „tworzenie wartości kooperacyjnej struktury międzynarodowych uczelni, kształtowanie i koordynowanie ich działań na różnych rynkach”. Cel ten ma trzy ważne aspekty:

- 1) skupienie się na tworzeniu wartości jako ostatecznym celu;
- 2) koncentracja możliwości współpracy międzynarodowych uczelni na wielu rynkach (konfiguracja), w tym jej produktów, dystrybucji geograficznej i pionowej;
- 3) nacisk na zarządzanie (koordynację) działań w ramach współpracy międzynarodowych uczelni.

Można zatem przyjąć, że efektywnym celem współpracy międzynarodowych uczelni jest uporządkowany zestaw czterech elementów: wizji, niezbędnych zasobów, instytucji i organizacji, które razem, jako system, prowadzą do powstania przewagi tworzącej ekonomiczną wartość. Aby osiągnąć maksymalny efekt, każdy z elementów musi zależeć i wspierać wszystkie inne elementy, działając w harmonii. Spójność wszystkich tych logicznie powiązanych ze sobą elementów tworzy „Trójkąt Tworzenia Wartości Spółdzielczej Struktury Międzynarodowych Instytucji Szkolnictwa Wyższego”.

Ustalenie nadrzędnego celu konieczne zaczyna się od wizji, która opisuje, w jaki sposób system będzie tworzył wartość. Jego położenie w centrum trójkąta odzwierciedla wiodącą rolę w kształtowaniu i realizacji celu. Wynika z tego nie tylko jakość poszczególnych elementów i osiąganie bliższych celów, ale także powiązania, jakie trzeba będzie nawiązać pomiędzy poszczególnymi uczelniami. Umiejętność jasnego sformułowania sekwencji działań jest ważnym znakiem, że struktura spółdzielcza rzeczywiście ma cel. Istnieją trzy sytuacje, w których szczególnie ważne jest osiągnięcie spójności w zarządzaniu procesami: ustanowienie korespondencji między zasobami współpracy międzynarodowych uczelni, między uczelniami a strukturą formacji, jej systemami i procesami, a także między organizacją a zasobami ogólnej struktury spółdzielczej. Jasna definicja przyszłości powinna stale poszerzać możliwości współpracy międzynarodowych uczelni. Wizja zawsze pozostaje na horyzoncie, okresowo dostosowując się do zmian zewnętrznych.

Jasne sformułowanie koncepcji celu struktury kooperacyjnej międzynarodowych uczelni opiera się na zasobach (aktywach, umiejętnościach i możliwościach, którymi struktura ta dysponuje). Zasoby określają zakres możliwości rynkowych. Stąd główny wpływ na osiągnięcie założonego celu. Obecność wystarczającej liczby wartościowych zasobów umożliwia strukturze skuteczne konkurowanie na więcej niż jednym rynku usług edukacyjnych.

Zasoby są głównym źródłem tworzenia wartości, zarówno w ramach każdego uczelni, jak i w interakcji między nimi. Dlatego identyfikacja, budowa i rozmieszczenie cennych zasobów są ważnymi elementami zarówno strategii przedsiębiorstwa, jak i strategii konkurencyjnej.

Strona przedstawionego trójkąta „instytucja” koncentruje się na wyborze uczelni, które zapewnią zapotrzebowanie na środki. Wybór uczelni powinien mieć kluczowe znaczenie dla długoterminowego sukcesu struktury współpracy międzynarodowych uczelni. Właściwa rekrutacja szkół wyższych doprowadzi do efektywnego działania i tworzenia przewag konkurencyjnych kooperacyjnej struktury uczelni międzynarodowych.

Logika, na której opiera się wymóg zgodności zasobów struktury spółdzielczej międzynarodowych uczelni, polega na tym, że zasoby powinny tworzyć jej przewagę konkurencyjną. Aby spełnić ten wymóg, zasoby przedsiębiorstwa powinny być oceniane według kluczowych kompetencji posiadanych przez uczelnie.

Wewnętrzna organizacja struktury spółdzielczej międzynarodowych instytucji szkolnictwa wyższego charakteryzuje się strukturą, systematycznością i procesami. Określają, w jaki sposób jednostka zarządza i koordynuje działania Uczelni. Staranny dobór systemów i procesów pozwalających na transfer wiedzy i zasobów oraz koordynacja odpowiednich działań jest warunkiem koniecznym do osiągnięcia spójności pomiędzy wszystkimi elementami trójkąta.

Wyniki badań i perspektywy Tak więc określony cel ogólny, jakim jest efektywne zarządzanie procesami współpracy międzynarodowych instytucji szkolnictwa wyższego, determinowany jest przez nierozzerwalność świadczenia i korzystania z usług edukacyjnych. Zatem pierwszy cel pierwszego poziomu drzewa funkcjonalnego „wzmocnienie pozycji rynkowej” odpowiada pierwszemu celowi pierwszego poziomu drzewa przedmiotowego: „świadczenie usług edukacyjnych spełniających wymagania współczesnego rynku”. Kluczem do pomyślnego rozwoju – i docelowo przetrwania – jest zajęcie pozycji mniej podatnej na ataki ze strony bezpośrednich konkurentów o silnej pozycji na rynku usług edukacyjnych, jak i nowych, a także na wpływy konsumentów (Tria et al., 2012).

Sześć celów drugiego poziomu pozycji rynkowej odpowiada sześciu celom drugiego poziomu w ich osiągnięciu na podstawie świadczenia odpowiednich usług edukacyjnych. Trzeci poziom wyszczególnionych dwóch typów drzewa celów polega na określeniu sposobów ich osiągnięcia. Opracowany plan realizacji celu zaspokaja potrzeby funkcjonalne rynkowego aspektu rozwoju współpracy międzynarodowych uczelni. Taka prezentacja danych jest związana z opracowaniem konkretnych mierników i jest częścią składową docelowego systemu złożonego. To samo stanie się z pozostałymi dwoma przedmiotowymi celami.

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PECULIARITIES OF MODELING UKRAINIAN-CHINESE COOPERATION IN THE FIELD OF EDUCATION

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Introduction. An urgent issue of supporting the development of national educational systems is organizational modeling of interaction in a global environment. Such interaction is carried out in various directions: work in international educational organizations, implementation of international educational projects, bilateral intergovernmental contacts, cooperation of educational institutions of different countries, etc. Tools and methods of interaction of institutional units of national educational systems in the global environment are constantly being transformed and taking on new forms. However, in recent years, these trends have slowed somewhat due to the global pandemic and the aggression of the Russian Federation.

The hypothesis of the scientific research consists in substantiating the methodological provisions of managing the development of cooperation of international institutions of higher education on the example of Ukrainian-Chinese cooperation.

The purpose of the study is to model Ukrainian-Chinese cooperation on the example of cooperation of higher education institutions.

The methodology of scientific research is the application of systemic, synergistic and process approaches to the modeling of cooperation of higher education institutions on the example of Ukrainian-Chinese

cooperation. The following methods were used in the research process: the dialectical-logical method of scientific knowledge and the general scientific method of epistemology – to study the role and main forms of development of cooperative structures; system-structural method, methods of induction, deduction and logical generalizations – for the formation of prerequisites and institutional basis for the development of the international market of educational services; methods of economic and statistical analysis – for researching development trends in the field of internationalization of higher education; substantiation of the peculiarities of modeling cooperation in the field of education of Ukraine and other countries of the world on the example of China.

Conclusions and prospects for further research were formed and the directions for the development of the system of empirical evidence of the advantages of the transition from cooperation to transnational partnership of higher education institutions based on the example of Ukrainian-Chinese cooperation, in accordance with the achieved level of socio-economic efficiency of the management mechanism, were formed.

Keywords: cooperation; integration; innovation policy of higher education institutions; mechanism of modeling management of higher education institutions.

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ОСОБЛИВОСТІ МОДЕЛЮВАННЯ УКРАЇНСЬКО-КИТАЙСЬКОГО СПІВПРАЦІ В ОСВІТНІЙ СФЕРІ

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Вступ. Актуальним питанням підтримки розвитку національних освітніх систем є організаційне моделювання взаємодії у глобальному середовищі. Така взаємодія ведеться у різних напрямках: робота у міжнародних освітніх організаціях, реалізація міжнародних освітніх проєктів, двосторонні міжурядові контакти, співробітництво закладів освіти різних країн тощо. Інструменти та методи взаємодії інституційних одиниць національних освітніх систем у глобальному середовищі постійно трансформуються та набувають нових форм. Щоправда, в останні роки ці тенденції дещо загальмовано через світову пандемію та агресію рф.

Гіпотеза наукового дослідження полягає у обґрунтуванні методичних положень управління розвитком кооперації міжнародних закладів вищої освіти на прикладі Українсько-Китайської співпраці.

Метою дослідження є моделювання Українсько-Китайської співпраці на прикладі кооперування закладів вищої освіти.

Методологією наукового дослідження є застосування системного, синергетичного та процесного підходів до моделювання кооперацією закладів вищої освіти на прикладі Українсько-Китайської співпраці. У процесі дослідження використовувалися такі

методи: діалектично-логічний метод наукового пізнання та загальнонауковий метод гносеології – для дослідження ролі та основних форм розвитку кооперативних структур; системно-структурний метод, методи індукції, дедукції та логічних узагальнень – для формування передумов та інституціонального підґрунтя розвитку міжнародного ринку освітніх послуг; методи економіко-статистичного аналізу – для дослідження тенденцій розвитку у сфері інтернаціоналізації вищої освіти; обґрунтування особливостей моделювання співпраці у сфері освіти України та інших країн світу на прикладі Китаю.

Висновки та перспективи подальших досліджень сформовано та обґрунтовано напрями розвитку системи емпіричних доказів переваг переходу від кооперації до транснаціонального партнерства закладів вищої освіти на прикладі Українсько-Китайської співпраці, відповідно до досягнутого рівня соціально-економічної ефективності механізму управління.

Ключові слова: кооперація; інтеграція; інноваційна політика закладів вищої освіти; механізм моделювання управління закладів вищої освіти.

Problem statement. Internationalization and integration of higher education in a global and international aspect raises many new questions for theory and practice. The most important of them are what is common and special in education and science, what laws, forms, methods of management are universal, and which operate within the range of specific conditions of different countries, how to best perform the functions of education and science in international activity, what are the peculiarities national style in education and development of the university as an educational institute, in organizational behavior, management systems, how important these features are for achieving the desired results. Almost every developed country has rich experience in building a higher education system. The results of the analysis of this experience can contribute to the development and enrichment of the domestic education system, make it possible to avoid repeating mistakes and to discover new approaches to solving a number of problems in this field (Xia et al., 2014).

In our opinion, it is expedient to study the peculiarities of the specified modeling on the example of the organization of cooperation between educational institutions of Ukraine and the People's Republic of China (PRC). The choice of the People's Republic of China as an object of research in the context of modeling cooperation in the field of education between Ukraine and other countries ("the outside world") is determined by a number of considerations. First, the PRC is one of the technological leaders, forming new technological networks, and using different tools. Secondly, the PRC is objectively interested in expanding effective technological cooperation with Ukraine, including in the field of training specialists for technology maintenance. Thirdly, institutions of higher education of Ukraine and the People's Republic of China have some experience of interaction, and therefore there is an opportunity to study the cooperative interaction of these institutions in different economic situations.

According to our assessment, in the near term (2021–2025) in the PRC, the main attention will be paid to the further development of innovative potential and technologies, but at the same time attention will be maintained to the protection of the natural environment.

Analysis of recent research on the problem. In the scientific economic literature (Minogue, 1973; Mohrman et al., 2008; Mowery et al., 2001; Muscio and Vallanti, 2014; Wagner, 2019; Williams, 2005; Wold, 1980a; Wold, 1980b; Wold, 1982; Xia et al., 2014; Zakharin et al. 2020; www.education-medelle.com), the scientific and theoretical paradigm of the functioning of cooperative management systems of higher education institutions for the development of global competitiveness is just beginning to take shape. Accordingly, there is a need for further research into the issues of ensuring the long-term structural effectiveness of the network competitive-cooperative

interaction of higher education institutions for the development of existing and the development of new theoretical, methodological, methodical and applied provisions regarding the development of cooperative management systems of higher education institutions in the national economy. The need to reorient to the principles of cooperation instead of competition are those features of the national economy that currently serve as motives for expanding the integrated development of cooperative management systems of higher education institutions for the development of global competitiveness.

Presentation of the main material. The direction of the scientific and technical policy of the People's Republic of China is considered to be the optimization of location and concentration of production, which should have a positive effect on the structure of the national economy. In particular, new principles for locating enterprises in the so-called industrial sectors of the economy were adopted. The creation of clusters of enterprises in the consumer sector of the economy (light and food industry) capable of producing innovative products for export is supported. Support for the creation of powerful industries capable of accumulating intellectual capital and implementing scientific and technical projects due to the effect of scale has been announced.

The Chinese authorities pursue a policy of attracting foreign specialists, recognizing their high qualifications. For specialists who are invited to work at Chinese enterprises, attractive working conditions are created, and bureaucratic procedures are reduced to a minimum. Such specialists have the opportunity to learn Chinese for free. Chinese institutions of higher education also participate in this work.

In China, the practice of implementing ambitious scientific and technical programs, including the development of scientific and innovative infrastructure, is gaining ground. In particular, programs for the construction of science cities, technopolises, and technoparks are being implemented. The specialization of the technopolis is determined on the basis of existing industry clusters, within which knowledge-intensive (innovative) enterprises that receive state support function. The vast majority of technopolis functioning projects envisage the development of certain science-intensive industries (the number of such industries declared priority has reached 14), including aviation, space, optical electronics, biotechnology, production of electronic computing machines (EC), robots, medical electronics, semiconductors, electronic and word processing, new alloys, ceramic materials, drugs, software and electronic engineering. Individual innovative projects within the framework of the program for the creation and development of technopolises are financed through front-line technology development models.

As of the beginning of 2005, there were more than 100 technology parks in the PRC, and by the beginning of 2020, there were already 330.

The specialization of the technopolis is determined on the basis of existing industry clusters, within which knowledge-intensive (innovative) enterprises that receive state support function. The vast majority of technopolis functioning projects envisage the development of certain science-intensive industries (the number of such industries declared priority has reached 14), including aviation, space, optical electronics, biotechnology, production of electronic computing machines (EC), robots, medical electronics, semiconductors, electronic and word processing, new alloys, ceramic materials, drugs, software and electronic engineering. Individual innovative projects within the framework of the program for the creation and development of technopolises are financed through front-line technology development models.

In a short period of time, individual technoparks have achieved high economic and scientific and technical results. For example, in the first 5 years of its operation, more than 2,500 science-intensive companies were created in the Beijing Technopark, including 500 with the involvement of foreign investments in the form of modern technologies. During 2010–2020, more than 11,000 types of science-intensive products were mastered. During this period, as a result of the implementation of scientific and technical projects, it was possible to obtain more than 5 billion dollars. additional income.

Analysis of the experience of technopolises confirms the presence of positive examples of effective scientific and technical cooperation between basic enterprises and institutions of higher education.

The pace of economic and industrial growth in the territories of science cities and technology parks significantly exceeds the national average. Therefore, technoparks in the PRC are considered real "engines" of scientific and technological progress and innovative development.

One of the reasons for the success of Chinese universities was the creation of an attractive regime for attracting domestic and foreign investments that bring with them new technologies, developments, and innovations. This regime is determined primarily by attractive tax conditions, especially for foreign investors, for whom numerous tax and customs benefits are provided. This allows you to use reduced tax rates in the case of production of science-intensive products, which in practice leads to an increase in project profitability up to 50–100% (instead of the traditional 20–30%). In addition, foreign investors working in universities have the opportunity to attract additional investments in any amount without additional approval, to freely transfer the received profit abroad or within the country, to receive additional benefits in case of reinvestment of the received profit.

The Chinese authorities encourage projects of direct cooperation with foreign research institutions. It is worth highlighting projects related to the creation of joint (with foreign partners) science and technology parks. Positive

experience of cooperation between the People's Republic of China and Ukraine has been developed.

The first joint Sino-Ukrainian science and technology parks were created in Shandong province and Jinan city. Chinese and Ukrainian institutions of higher education (including National Technical University, Kherson University and Kharkiv Institute of Sericulture) are involved in the work in these science and technology parks.

The Chinese authorities are implementing a strategic course aimed at supporting high-tech exports. Separate economic decisions of the government provide for the provision of direct or indirect financial support to export enterprises that produce high-tech products. The practice of providing state guarantees for loans raised for the organization of export activities has become widespread.

One of the elements of China's science and technology policy is the high-tech export insurance toolkit. According to the decision of the State Council of the People's Republic of China, the State Chinese Corporation "Sinosure" was established in the form of a state export credit agency, which primarily supports the export of high-tech Chinese-made products through preferential export credit insurance. The main tools include: insurance of short-term and medium- and long-term export credits, insurance of Chinese investments abroad, provision of guarantees, collection of commercial debt, assessment of creditworthiness of trading partners, etc. The corporation has the status of a "political company", the source of its capital is the funds of the Export Credit Insurance Fund, which is formed at the expense of the state budget.

In recent years, China's economy has demonstrated high growth rates, thanks to the implementation of a number of innovative programs and projects, which should in the future provide the country with leading positions in the world in terms of technological intellectual development. In these conditions, a significant role is played by China's higher education system, which provides the national economy with highly qualified specialists who are able to act creatively and professionally, possess software tools, use modern information technologies and new knowledge. Today, China's higher education system is developing rapidly. Therefore, the study and generalization of China's experience in the formation of the national system of higher education, which acts as one of the factors supporting national competitiveness, is relevant (Wagner, 2019).

However, it is necessary to evaluate the state and development trends of China's higher education system from the point of view of its promotion of the implementation of strategic tasks of socio-economic policy, including the technological development of the economy. The analysis of this experience can be used in reforming the higher education system of Ukraine.

The Chinese government, trying to respond to global transformations, takes measures to support high rates of socio-economic development, including by stimulating scientific and technological progress. As part of this course, a strategy of "prosperity of the country based on the development of science and technology" was put forward, in which education took one of the key places. The guiding documents stated that "education should turn its face to modernization, to the world, to the future." The state allocates significant investments to modernize education (www.education-medelle.com).

The implementation of the ambitious plans of the Chinese government to transform China into a leader of civilizational development is impossible without the organization of the functioning of a high-quality education system, including higher education, which ensures the transfer of advanced knowledge, the formation of modern professionals in all spheres of activity, who possess the advanced achievements of science and technology, able to work creatively, independently and effectively.

The system of higher education in China is regulated by the state based on the implementation of strategic priorities and tasks of socio-economic policy, as well as taking into account forecasts of the technological development of the global economy. Measures are being taken to expand the number of admissions to faculties that train specialists that will contribute to strengthening China's national competitiveness in the future (Xia et al., 2014). According to some estimates, China is already ahead of most European countries in high-tech achievements (Mohrman et al., 2008). It is believed that the traditional and beloved humanities of old European universities give a good idea of the past, but do not encourage the creation of something fundamentally new. That is, government procurement is expanding in those areas where China holds or expects to gain technological leadership (Xia et al., 2014). Among such specializations: mechanical engineering, architecture, electronics, light industry, food industry, computer technology, energy, economics and finance, management of the national economy.

In order to transform the sphere of higher education into a factor of scientific and technical progress, it is necessary to manage to fulfill a number of tasks:

- high quality of education in institutions of higher education;
- high efficiency of interaction of higher education institutions with scientific institutions and the corporate sector;
- support for high academic mobility of teachers and students of higher education;
- ensuring realistic access of talented young people (even from low-income families) to high-quality higher education.

More than 100 scientific laboratories and 36 engineering centers are operating at the universities of developed provinces, which carry out specific scientific and technical orders.

Today, in China, the strategy of accelerated formation of potential (capacity building) has been practically announced, which includes the stimulation of obtaining higher education, regardless of the country of provision of educational services, with the aim of rapidly increasing the human and production potential of the state (Xia et al., 2014). In this regard, cooperation with foreign higher education institutions and scholarship programs for civil servants, teachers, scientific and teaching staff of universities and students of higher education are decisive tools, which also contribute to the interstate transfer of know-how. At the same time, the national strategy provides for measures to create favorable conditions for the return of qualified specialists to China.

One of the priority areas of state policy for the 14th five-year plan is the provision of comprehensive development of the education sector, including the higher education sector. China is trying, according to the conclusions of analysts, to become one of the world leaders in the field of commercial education (implementation of educational services of higher education institutions for export). About 100,000 Japanese and the same number of South Korean citizens are already studying in China. In Chinese institutions of higher education, the number of students from the USA, European countries, and Southeast Asia is rapidly increasing (Xia et al., 2014).

One of the features of educational programs in the field of higher education is the predominance of technical and natural disciplines.

Approximately 60% of Chinese higher education graduates master technical and natural sciences (for comparison: in the USA this indicator is equal to 14%, in the EU – 18%, in Japan – 26%). This circumstance indicates that the policy of the People's Republic of China in the field of higher education is aimed at providing the national economy with technical specialists. The above should become the basis of staffing for large-scale modernization and technologicalization of production.

Measures are being taken to develop the so-called corporate education, that is, the development of higher education institutions aimed at training personnel for specific large companies (corporations). This sector of higher education is predicted to have the highest growth rates in the coming years.

As of the beginning of 2020, more than 2,000 distance education centers were operating, which provide training in 140 professions. 1.3 billion trainees (at all levels of education) were trained in these centers.

In the PRC, there is a fairly significant network of professional educational institutions that are not included in the higher education system (technical

schools, vocational schools). About 4 million people are currently studying in these institutions. Various forms of post-graduate education (mainly advanced training courses) have also become widespread, which currently cover 12 million adults. There is also a network of institutions that retrain persons who have lost their jobs at state-owned enterprises (Muscio and Vallanti, 2014).

One of the main directions of modernization of the sphere of higher education is the informatization of the educational process. In 1994, the creation of the CERNET information network of education and scientific institutions began. 400 leading institutions of higher education from 70 cities are already connected to the network.

The first institutions of higher education in China arose 1300 years ago and were private. Currently, China is actively developing a modern system of higher education, which includes institutions of higher education of various levels, as well as institutions with the appropriate infrastructure. The system of higher education in the PRC includes universities, colleges and professional higher schools. Most universities and colleges operate under the jurisdiction of the Ministry of Education of the People's Republic of China. Some institutions of higher education are under the jurisdiction of local authorities.

The most prestigious institutions of higher education among young people are technical, pedagogical, linguistic and medical. There is a shortage of social sciences (economics, law, political science, journalism) and medical faculties. In recent years, master's studies in business education programs (MBA) have become popular. 63 Chinese higher educational institutions of the economic profile are implementing MBA programs (a master's degree, upon the results of which the graduate is awarded a master's degree in business administration). These programs are taught by foreign teachers and managers of leading corporations (www.education-medelle.com). EMBA (Master of Business Administration for Senior Management) and MPA (Master of Business Administration for the Public Sector) programs are in operation.

In China, institutions of higher education are significantly differentiated by the number of graduates. There are institutions with more than 30,000 students of higher education, but also institutions with less than 300 people. The largest institutions are represented in the group of classical universities (in the PRC, 39 institutions of higher education have more than 30,000 students of higher education, including 21 – classical universities).

One of the features of the functioning of the higher education system of the People's Republic of China is the functioning of externships. Currently, externs are trained in 92 institutions of higher education, all of them have a technical profile. Distance education is actively developing. The main link of distance education is radio and television broadcasts. In addition, the Internet is actively used.

Over the past 10 years, higher education institutions in China have trained more than 300,000 candidates and 20,000 doctors of science. Currently, there are 160,000 people studying at the graduate school. It should be noted that persons who have not reached the age of 40 are accepted for postgraduate studies, and for doctoral studies – those who have not reached the age of 45 (Xia et al., 2014).

In the vast majority of cases, education at state institutions of higher education is free (at the expense of budget funds).

In China, a network of non-state institutions of higher education is developing, which ensure the quality of training at the level of the best state universities. Non-state institutions are considered primarily as institutions that should partially solve the problem of budgetary financing of the development of higher education.

Studying in private institutions of higher education is paid, it includes both the fee for the provided educational services and the cost of accommodation (since most of the indicated institutions are of the boarding type). This payment can be made by various institutions and enterprises, including state ones, which are interested in attracting future graduates.

In the case of successful studies, higher education seekers have the right to receive an increased scholarship, as well as scholarships at the expense of various corporate funds, which in this way conduct work to find the most professionally prepared graduates.

Only a prepared applicant who has successfully passed the entrance exams can become a student of a higher education institution. However, preferential rules (usually for gifted children and orphans) apply alongside the general system.

Approximately 85% of graduates of higher education institutions work by profession, which is one of the highest indicators in the world.

Chinese universities act as centers of national science. Each university must maintain a high level of scientific and innovative activity, otherwise its status will be called into question.

Chinese universities have acted as the founders of about 330 technology parks and technopolises, in which large-scale research and development and innovation projects are implemented with real financing from the budget or funds of private investors.

In recent years, Chinese educational authorities have been making efforts to intensify the development of higher education, significantly expanding the state order for the training of specialists, stimulating the introduction of educational technologies, and providing grant support to young scientists.

In China, more and more attention is paid to strengthening the connection of higher education institutions with scientific centers and real production

(corporations, enterprises, firms). There is a noticeable trend of increasing specialization of education, individual programs are built taking into account the requests of specific employers (represented by a professional public association) or even a large corporation. In addition to the traditional "production practice", there is a so-called "professional internship", which involves the performance of a larger volume of work and training in specific managerial or technological skills (Xia et al., 2014). At the same time, the possibility of participation of enterprises (future employers) in the modernization of the educational process is also provided, including by providing production laboratories for the implementation of ongoing training.

A separate direction in the development of higher education in China is the admission of foreign students of higher education. Approximately 450 institutions of higher education in China have the right to accept foreign citizens for study. Currently, citizens of more than 180 countries are studying in China, including from the USA, Canada, Great Britain, Australia, Russia, and EU countries.

The right to study in institutions of higher education of the PRC has foreign citizens who have a secondary education, have reached the age of 18, speak Chinese and English, and have also passed an interview (usually in the form of a test and subsequent discussion of the results). It is possible to master the Chinese language on specialized courses (standard duration of study – 2 years, shortened – 1 year), which citizens with any level of training can enroll in (Muscio and Vallanti, 2014).

Foreign students of higher education began to be admitted to institutions of higher education of the People's Republic of China in 1950. Currently, foreign students of higher education have the right to be admitted, as already mentioned, to about 450 institutions of higher education of the People's Republic of China. The leaders in terms of the number of foreign students of higher education are Beijing University of Language and Culture (about 9,000 people), Peking University (about 4,000 people), and Fudan University in Shanghai (over 3,000 people). More than 80% of foreign students of higher education are citizens of Asian countries (primarily neighboring countries).

Foreign citizens can apply for scholarships from the Chinese government to study in bachelor's, master's and doctoral programs.

Based on the conducted research, the main elements of the state policy for the development of the higher education system in China are highlighted: the availability of state support tools for the development of higher education; high attention to supporting access to higher education with a simultaneous focus on attracting the best applicants; gradual increase in the autonomy of higher education institutions, primarily in the formation of educational programs and the content of academic disciplines; expanding access to academic mobility

programs for successful applicants of higher education; focus on strengthening the role of science and scientific research in the organization of work of universities; support for attracting foreign students and teachers; quality of education.

The Chinese higher education system is internationally recognized as one of the highest quality, as graduates of Chinese higher education institutions work in leading scientific and research institutions in the USA, EU countries, Japan, and Australia. Chinese graduates also work in innovative Silicon Valley companies, Wall Street financial companies, and teach at leading universities. Every year, about 20,000 graduates of higher education institutions of the People's Republic of China continue their postgraduate and doctoral studies abroad (www.education-medelle.com).

The system of organizational and legal regulation of higher education in the People's Republic of China includes three elements: legislation, implementation of legislative prescriptions, and monitoring of implementation. Legislative acts are adopted by the National People's Congress and its Standing Committee. In the field of education, the Law of the People's Republic of China on Education, the Law of the People's Republic of China on Higher Education, the Law of the People's Republic of China on Vocational Education, the Law of the People's Republic of China on Teachers, and the Regulations of the People's Republic of China on Academic Degrees are in force. There are regulatory and legal documents that regulate the peculiarities of education for the disabled, the issue of awards for success in teaching, etc.

In the specified legislative acts, a course on preserving the traditions of Chinese education is implemented, the Chinese experience of educating young people is taken into account, and the realities of building a socialist society are also taken into account. Legislative acts contain a number of criteria for moral and educational work in institutions of higher education, determine the system of knowledge assessment and current monitoring of the quality of education.

As part of the implementation of state policy in the field of higher education, the activities of state institutions of higher education are financed, as well as individual programs and projects (in which both state and non-state institutions of higher education participate).

In the People's Republic of China, the share of budgetary expenditure on education in GDP is relatively low - 3% (for comparison: in Ukraine – 7%, in EU countries – from 4.5 to 7%), and the share of financing higher education in the structure of GDP – 0,7%. (data for 2010) (www.education-medelle.com). In the People's Republic of China, the amount of financial resources directed to the development of higher education is growing every year.

The Law of the People's Republic of China on Education declares: "The share of financial support for education in the structure of the gross national

product should increase in accordance with the development of the national economy and the growth of financial revenues" (Mowery et al., 2001).

The budget for higher education consists of two parts: current expenses and capital construction. Appropriations provided under the "capital construction" part reach up to 50% of the total amount of expenses and are directed to the construction and repair of institutions, the purchase of educational equipment and the introduction of new educational technologies.

The main source of funding for the activities of state-owned institutions of higher education is the funds of the central budget (centralized allocations), but it is not prohibited to provide services for a fee. The budget of a medium-level higher education institution usually amounts to USD 150-200 million. USA. One of the sources of funding for higher education is the funds received from the education tax. A feature of the Chinese system of financing the activities of higher education institutions is a significant amount of funds coming from charitable organizations and in the form of donations.

The Ministry of Education of the People's Republic of China regulates the number of public institutions of higher education of various levels and profiles, as well as the content of programs for each field of training in such institutions. Non-state institutions of higher education have the right to independently determine the list of specialties (according to the available material base and personnel support) and educational programs. Often, the list of specialties is compiled taking into account the real needs of the economy of the region in which the institution is located.

The Law of the People's Republic of China on Promoting the Development of Non-State Education has been adopted in the People's Republic of China. Non-state institutions of higher education are not perceived as competitors to state ones, since non-state institutions, as a rule, occupy "market niches" that are simply not interesting for state institutions.

The emergence of a network of non-state institutions of higher education made it possible to increase the efficiency of the use of material, human and financial resources. It is interesting that a significant number of retired teachers work in non-state institutions, which state institutions get rid of. Moreover, the indicated trend is perceived by Chinese analysts as evidence of the growth of human potential precisely in non-state institutions, since retired teachers, having considerable experience in scientific and practical work, work conscientiously and qualitatively.

A powerful network of organizations engaged in supporting international contacts in the field of higher education has been created in the PRC. In addition to the Ministry of Education and its territorial bodies, which implement the state education policy and conduct current affairs, these issues are also dealt with by the All-China Committee of UNESCO and its branches, the China Association

for International Exchanges in the Field of Education and its branches, and regional authorities. Accordingly, the institution of higher education, its teachers and students of higher education have many opportunities (channels) of practical international interaction.

One of the activities of the Ministry of Education of the People's Republic of China in the field of improving the quality of higher education is recognized as reforming the system of assessing the knowledge of applicants, creating a scientifically based and fair system for selecting applicants to higher education institutions. Another direction is the improvement of the technical level and modernization of education technologies, comprehensive informatization of the educational process. It is proposed to develop distance education technologies by introducing satellite television technologies. Measures are being taken to further integrate higher education institutions with science and industry, including by financing joint scientific, technical and innovative projects at the expense of the central budget (www.education-medelle.com).

In the People's Republic of China, one of the priorities of the state policy in the field of higher education is to improve the quality of training of scientific and pedagogical personnel. It is planned to solve this task with the use of the following tools: increasing the average salary of scientific and teaching staff, introducing mechanisms of grants and subsidies for leading personnel, anticipatory increase of free places in institutions of higher education.

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PRIORITY AREAS OF FOREIGN ECONOMIC ACTIVITY REGULATION IN THE IT SPHERE

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Introduction. The domestic market of Ukraine is not able to ensure the consumption of all products and services offered by manufacturers, so companies are forced to expand sales markets. Accordingly, they enter foreign markets, where there is strong competition from foreign enterprises. This encourages Ukrainian enterprises to define strategic directions of development, improve export activities, and improve product quality, which enables domestic enterprises to achieve long-term competitive advantages.

That is why the effective foreign economic activity of enterprises contributes to the reproduction of export potential, increasing the competitiveness of Ukrainian IT products and services on world markets, the formation of a rational structure of export and import, and the attraction of foreign investments.

The hypothesis of the scientific research consists in the substantiation consists in the substantiation of methodological provisions regarding the foreign economic policy of the enterprise under study in the context of general trends in the development of the international market of IT services.

The purpose of the study is to substantiate the theoretical and methodological tasks and practical recommendations for the formation of foreign economic vectors of the IT company.

The methodology of the scientific research is the formation of recommendations regarding the improvement of the formation of the IT company's foreign economic strategy based on the application of general theoretical and specific research methods, in particular: theoretical generalization; classification and systematization; analytical method; methods of logical generalization and modeling.

Conclusions and prospects for further research. In order to increase the efficiency of the enterprise's foreign economic activity, it is advisable to identify those countries that are attractive for further cooperation, to analyze the existing foreign economic relations and to highlight promising directions of development. The main goal should be a thorough analysis of the international trade system, the economic environment of the country where the penetration will be carried out, and it is also necessary to take into account the political, legal and cultural features of its environment.

An important factor in improving foreign economic activity is the assessment and analysis of the company's strengths and weaknesses.

Keywords: globalization; foreign economic activity; competitiveness; modeling; international trade; international IT market.

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ПРІОРИТЕТНІ НАПРЯМИ РЕГУЛЮВАННЯ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ В ІТ-СФЕРІ

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Вступ. Внутрішній ринок України не здатний забезпечити споживання всієї продукції та послуг, що пропонують виробники, тому підприємства змушені розширювати ринки збуту. Відповідно вони виходять на зовнішні ринки, де присутня сильна конкуренція зі сторони іноземних підприємств. Це спонукає українські підприємства до визначення стратегічних напрямів розвитку, удосконалення експортної діяльності, підвищення якості продукції, що дає змогу вітчизняним підприємствам досягати довгострокових конкурентних переваг.

Саме тому, ефективна зовнішньоекономічна діяльність підприємств сприяє відтворенню експортного потенціалу, підвищенню конкурентоспроможності українських ІТ-продуктів та послуг на світових ринках, формуванню раціональної структури експорту й імпорту, залученню іноземних інвестицій.

Гіпотеза наукового дослідження полягає у обґрунтуванні полягає у обґрунтуванні методичних положень щодо зовнішньоекономічної політики досліджуваного підприємства в контексті загальних тенденцій розвитку міжнародного ринку послуг з ІТ.

Метою дослідження є обґрунтування теоретико-методичних засад і практичних рекомендацій з формування зовнішньоекономічних векторів ІТ-компанії.

Методологією наукового дослідження є формування рекомендацій щодо вдосконалення формування зовнішньоекономічної стратегії ІТ-компанії що базуються на застосуванні загальнотеоретичних та специфічних методів дослідження, зокрема: теоретичного узагальнення; класифікації і систематизації; аналітичного методу; методів логічного узагальнення та моделювання.

Висновки та перспективи подальших досліджень Для підвищення ефективності зовнішньоекономічної діяльності підприємства, доцільно визначити ті країни, що є привабливими для подальшої співпраці, проаналізувати існуючі зовнішньоекономічні зв'язки та виділити перспективні напрями розвитку. Головною метою має бути ретельний аналіз системи міжнародної торгівлі, економічного середовища країни, куди буде здійснюватися проникнення, а також необхідно враховувати політико-правові та культурні особливості її середовища. Важливим фактором удосконалення зовнішньоекономічної діяльності є оцінка та аналіз сильних і слабких сторін підприємства.

Ключові слова: глобалізація; зовнішньоекономічна діяльність; конкурентоспроможність; моделювання; міжнародна торгівля; міжнародний ринок ІТ.

Problem statement. In the conditions of high saturation, and sometimes oversaturation of global product markets, every IT product (and manufacturer) is forced to fight hard for consumer preferences, which are given only to the most competitive products. That is, one that per unit of its value (price) satisfies more needs, at a higher level, than products and services of competitors.

The growing interest in quality, caused by increased competition in all global markets without exception, poses very specific tasks to the manufacturers of IT products. Nowadays, to improve quality means to increase the competitiveness of your products both on the domestic and foreign markets.

As for increasing the efficiency of the enterprise's foreign economic activity, here, first of all, it is advisable to identify those countries that are attractive for further cooperation, to analyze the existing foreign economic relations and to highlight promising directions of development. The main goal should be a thorough analysis of the international trade system, the economic environment of the country where the penetration will be carried out, and it is also necessary to take into account the political, legal and cultural features of its environment.

Analysis of recent research on the problem. Such domestic and foreign scientists as I. Bagrova, L. Batchenko, V. Vlasyuk, V. Hrynyova, A. Gradov, M. Didkivskyi, M. Porter, A. Thompson and others dealt with issues of the development of the enterprise's foreign economic activity. However, in practice, the theoretical and applied principles of the formation of foreign economic vectors of IT companies in the context of differentiation of international trade have not received proper justification (Armstrong and Kotler, 2000; Bahrova et al., 2004; Karpenko and Zakharchenko, 2010; Kyrychenko and Vahanov, 2008; Kovtun et al., 2011; Tiurina and Karvatska, 2013; Porter, 1997).

The purpose of the study there is substantiation of theoretical and methodological tasks and practical recommendations for the formation of foreign economic vectors of the IT company.

Presentation of the main material. An important factor in improving foreign economic activity is the assessment and analysis of the company's strengths and weaknesses. Weaknesses will enable the enterprise to determine the danger from the external environment, and strengths – to use the opportunities of the external environment.

We will analyze the main projects that are currently being successfully implemented "IDEA SOFT" LLC on the international market of outsourcing services and ensure strategic success and significant profitability and efficiency of the company's economic activity.

1. Project "ShowroomLogic" ("Purecars").

The biggest project of the company "HB Support Services" is "ShowroomLogic", which is known as "Purecars" since 2017. This project

involves 16 employees, who are divided into 4 main units (teams). The main scope of the project is the development and support of the functioning of contextual, display and video advertising on the "GoogleAdwords" and "Bing" platforms.

The following project teams have been formed in the "ShowroomLogic" project:

- a team of designers – engaged in the development of display advertising on the Google platform;

- the "Compliance" team – they check advertising for compliance with client requirements and develop budgets for GoogleAdwords advertising campaigns;

- the integration team – they are engaged in the "launch" of new customers in the CRM system within the project;

- the "Specials" team – creation and editing of the client's text contextual advertising in GoogleAdwords.

2. "eTeam" project.

Today, "eTeam" is the second largest project of "IDEA SOFT" LLC. It employs 14 company specialists. The main activity of the "eTeam" project is technical support for the company's clients. Technical support representatives review requests from product users or other support engineers, and depending on the type of request, an eTeam project specialist resolves the issue independently or escalates it to a colleague.

After the end of the development of the product or its updated version, the product reaches the user. In the course of its use, customers may encounter certain problems, since during testing it is impossible to take into account all variations in the use of the product and all changes in the environment. Problems can be both due to defects in the product and due to problems with the hardware part of the environment where the product is installed. When these problems arise and the client does not manage to solve them on his own, he turns to the "eTeam" technical support service.

3. "JAM CITY" project.

Also, one of the largest projects of IDEA SOFT LLC.

Provides customer support for Jam City, a mobile application development company. This project works according to a similar organizational structure as "eTeam".

4. "Boostability" project.

Also, the "IDEA SOFT" company has a marketing support department for customers of the "Boostability" company. At Boostability, IDEA SOFT LLC specialists specialize in creating new and improving existing ways of achieving success for small businesses. The Boostability business operating today is becoming increasingly competitive as more and more businesses work to provide information and support to their customers over the Internet.

5. "Kissmetrics" project.

"Kissmetrics" is also one of the largest projects of "IDEA SOFT" company. Within the framework of this project, the company is provided with the opportunity to receive managed information with powerful segmentation and accuracy, as well as with a focus on better understanding and engaging customers throughout the entire process of purchasing goods.

The ability of IDEA SOFT LLC to adapt to changes in the external environment is influenced by how the company is organized and how the management structure is built. The organizational structure of IDEA SOFT LLC is a set of links (structural divisions) and connections between them.

An important role here is played by the structure of the organization, with the help of which and through which this interaction is carried out. The structure of IDEA SOFT LLC is the composition and ratio of its internal links and departments.

The analysis showed that IDEA SOFT LLC is organized according to a functional management scheme. The functional management structure is characterized by the creation of structural subdivisions, each of which has its own clearly defined, specific task and responsibilities.

In this structure, each management body, as well as an executor, specializes in the performance of certain types of management activities (functions). An apparatus of specialists responsible only for a certain area of work is being created.

The functional management structure of "IDEA SOFT" LLC is based on the principle of full management: execution of the instructions of the functional body within its competence is mandatory for the divisions.

Advantages of the functional management structure of IDEA SOFT LLC:

- high competence of specialists responsible for the performance of specific functions;

- specialization of divisions in the performance of a certain type of management activity, elimination of duplication, performance of management tasks of individual services.

A large number of factors affect the state and effectiveness of the foreign economic activity of "IDEA SOFT" LLC. At the same time, all influencing factors can be divided into two categories: external and internal influence. The task of service management is to identify the interrelationship of the influence of these factors in order to develop a general strategy for the performance of foreign economic development functions in the IT services market.

Solving tasks of assessing factors influencing the foreign economic activity of "IDEA SOFT" LLC is carried out using the SWOT analysis method. In order to assess the impact of factors on ensuring the strategic foreign economic development of "IDEA SOFT" LLC, a SWOT matrix is being built, which is shown in the table 1.

Table 1

Assessment of the impact of factors on ensuring the strategic foreign economic development of IDEA SOFT LLC based on the SWOT analysis method

Factors of influence	Opportunities	Threats
	1. Stability of legislation 2. Reduction of tax pressure 3. Increasing the level of solvent demand of the population 4. Simplification of the conditions for conducting international activities 5. Stability and peace in relations between states 6. Entry of the state into interstate political and economic unions 7. Promotion of the development of the IT sphere by the state	1. Instability of legislation 2. Increase in tax pressure 3. Decrease in the level of solvent demand of the population 4. Deterioration of relations with other states 5. Instability in relations between states 6. Refusal of the state's entry into interstate political and economic unions
Strengths 1. High professionalism of IT specialists 2. High level of service quality 3. High reputation and image in the industry 4. Formed image on the international market of outsourcing services 5. Availability of modern equipment and computer support 6. Ability to work effectively in the online system 7. Increasing the liquidity and solvency of the enterprise	1. The high professionalism of IT specialists and the high level of quality of service provision will allow to increase the volume of service provision on the international outsourcing market 2. Increasing the liquidity and solvency of the enterprise will contribute to the growth of the enterprise's stability on the market 3. The ability to work effectively in the online system will allow you to receive a higher agency fee, and therefore increase the company's profit level	1. By increasing the liquidity and solvency of the enterprise, it is possible to reduce the negative impact of increased tax pressure 2. The availability of modern computer support and the ability to work in the online system will allow the introduction of new global achievements and developments in Ukraine as well 3. The possibility of international segmentation of activity will allow to respond adequately to the decrease in the solvent demand of the population
Weak sides 1. The high price of the company's services 2. Insufficient intensity of advertising activities 3. Insufficient awareness of potential clients about the company's services	1. The high level of service quality justifies the high price 2. The high professionalism of IT specialists will compensate for insufficient intensity of advertising activities 3. The possibility of international segmentation of	In this situation, it is necessary to eliminate the weak sides of the enterprise's activity due to the full use of the opportunities that the enterprise has, otherwise it is necessary to curtail the activity or repurpose it.

Continuation of the table 1

4. The system of discounts is not sufficiently developed	activities will increase the awareness of potential clients about the company's services in different countries	Reinvest funds in other industries.
5. High cost of providing services		
6. Fairly low rates of growth of the wage fund	4. The ability to work effectively in the online system will increase the profitability of economic activity	
7. Absence of a system for planning the enterprise's foreign economic activity		

Based on the results of the SWOT analysis, it was determined that the most important opportunities for the successful strategic foreign economic development of "IDEA SOFT" LLC are an increase in the level of solvency demand of the population, a decrease in tax pressure, the entry of our state into interstate political and economic unions, and state support for the development of the IT sphere, because this will allow the company to expand the range of services provided by it. The probability of the occurrence of these opportunities is quite high. On the contrary, a decrease in the level of solvent demand of the population and an increase in tax pressure may negatively affect the activities of "IDEA SOFT" LLC.

It should be noted that the company's international operations are related to the provision of a complex of outsourcing services, i.e. in this area it is focused on the international outsourcing market. Under such conditions, it can be asserted that all operations for the provision of outsourcing services of "IDEA SOFT" LLC are international.

Outsourcing services of "IDEA SOFT" LLC are an organizational solution, transferring some business functions or parts of the company's business process to a third-party contractor ("IDEA SOFT" LLC).

The very essence of outsourcing consists in the distribution of business system functions in accordance with the principle "I keep only what I can do better than others; I transfer to an external executor what he does better than others."

Let's consider the international operations of the Ukrainian company "IDEA SOFT" LLC in more detail.

1. International business customer service services.

"IDEA SOFT" LLC cooperates with leading international companies, providing services for the formation of a professional customer support team with special team members who are well suited for the business of this enterprise.

Specialists of "IDEA SOFT" LLC help the customer company find the right team members who will become a continuation of the team. The end result of such work is that IDEA SOFT LLC specialists develop a common culture that is highly integrated into the work process of the client company's team.

In order to provide services for international business customers, IDEA SOFT LLC has developed the following solutions:

1.1. Zendesk Customer Support Team – The company helps to install and use Zendesk as a customer support platform for the customer company. "IDEA SOFT" LLC specialists are building a team of customer support representatives who will become users of the Zendesk platform.

1.2. Olark Customer Support Team – The company empowers customers with a team of customer service representatives who engage their customers and help them experience working with the client company. IDEA SOFT LLC specialists create support teams on the Olark platform.

1.3. Intercom Help Desk – The company helps you install and use Intercom as an effective tool to help you attract and retain your customers with a reliable live chat customer support team that's always working. With the help of this platform, clients of the customer company will be able to contact its managers around the clock, and specialists of "IDEA SOFT" LLC do everything possible to ensure that this communication is uninterrupted.

1.4. Freshdesk User Support Team – The company helps you become one of the 80,000 Freshdesk customers. Specialists help client company managers provide exceptional service with dedicated support representatives. This allows:

- work quickly and efficiently with the help of a support service that meets the needs of the customer company;
- be aware of requests regardless of how customers decide to contact the customer company;
- improve productivity and engagement with interested customer service representatives.

- Desk.com support service team – thanks to specialized support service representatives, IDEA SOFT LLC specialists help the customer company to make the most of Desk.com so that its managers can serve customers and effectively expand their business.

2. Marketing support services for international business clients.

Software helps the workplace work better and more efficiently, but international companies still need employees to manage the software. Many marketing tasks are administrative in nature and require a lot of time to complete.

Team members of "IDEA SOFT" LLC can work together with the team of the client company to implement its marketing programs. This frees up time for them to focus on higher goals and strategy, giving them the support of marketing

professionals to help get more work done during the day for client company managers.

In order to provide services for marketing support to clients of international business, IDEA SOFT LLC has developed the following solutions:

2.1. Digital design and technical design. "IDEA SOFT" LLC helps build a website for a customer company. We also provide services for its design, creation of landing pages or email marketing templates or creation of graphic ads (Yermoshenko and Hanushchak-Iefimenko, 2010). This provides an opportunity to:

- provide full transparency and daily communication with team members of the client company;

- establish direct feedback in real time.

2.2. Analytics support – report generation and management. Generating a significant amount of analytics from various dashboards takes time. "IDEA SOFT" LLC specialists help create and manage information panels so that the managers of the client company can focus on more strategic goals. They prepare special reports for different target audiences.

2.3. Electronic marketing management. For some, managing email marketing campaigns becomes complicated when managers try to run multi-scale tests. Specialists of "IDEA SOFT" LLC coordinate, implement and manage e-mail marketing programs of the client company. They use whatever ESP or software they use at the client company to keep their data in one place.

2.4. Marketing of social networks. Specialists of "IDEA SOFT" LLC help manage and work with social networks of the customer company, namely:

- create and manage the calendar of social networks;
- help keep your social media profile up-to-date and relevant;
- observe the competitors of the customer company.

3. "Virtual Assistant" services for international business clients.

In order to provide this type of outsourcing services for international business clients, IDEA SOFT LLC has developed the following solutions:

3.1. Virtual assistants for business. Virtual assistants of "IDEA SOFT" LLC are exclusive members of the client company's management team who are available at any time they are working to work more during the day.

3.2. Virtual assistants for personal use. Work and personal balance is implemented with the help of a virtual assistant. The company helps in solving those tasks of a personal nature, which the manager cannot perform on his own during the working day.

3.3. Data entry. IDEA SOFT LLC virtual assistants can also assist managers with projects such as research and data entry to help them achieve a higher level of quality at an affordable cost.

3.4. Transcription. A standard 3-step transcription procedure helps managers of the client company to solve all transcription needs. Specialists of "IDEA SOFT" LLC help to accept audio or video files and convert them into text, as well as translate these files into other languages.

Research Findings and Prospects. Studies have shown that "IDEA SOFT" LLC is a modern and innovative enterprise in the field of providing services to both domestic and international companies in the field of outsourcing. "IDEA SOFT" LLC carries out foreign economic activity in compliance with the principles of social responsibility to customers and fair competition on the global market of IT services.

Active use of sales promotion measures is currently an effective and relatively inexpensive method of attracting potential buyers. Stimulation will contribute to the increase of sales volumes in a short period, the introduction of the product to a new market, and the support of other promotion tools. It should be emphasized that sales promotion is most effective when used in combination with advertising.

If the enterprise seeks to implement an effective foreign economic policy, it is advisable, first of all, to improve the marketing component of its activity. Prospects for further foreign economic development of the studied company "IDEA SOFT" LLC, first of all, must be considered in the context of general trends in the development of the international market of IT outsourcing services.

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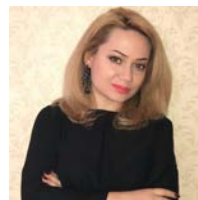
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FORMATION OF ELEMENTS OF THE COMPLEX MANAGEMENT INFORMATION SYSTEM FOR INFORMATION SUPPORT OF THE DEVELOPMENT OF TOURIST ENTERPRISES

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Introduction. In order to create a successful growth and development of the tourism business, management personnel need to have a complete picture of both the external environment and the internal state of the enterprise. An integrated management system based on a balanced system of indicators is designed to formulate and provide integral relevant management information. The integrated management system allows you to track important information both at the macro level, at the micro level, and within the investigated enterprises.

The hypothesis of the scientific research consists in substantiating the conceptual system of management information support, which takes into account the main parameters of the activity of tourist enterprises and is aimed at the comprehensive identification of bottlenecks of its activity, the formation of measures to eliminate deficiencies in management and improved systems of complex management information.

The purpose of the study is the formation of elements of a complex information system for managing information support for the development of tourist enterprises.

The methodology of scientific research is to ensure the management of a tourist enterprise with a unified system of information support based on the results of research using general scientific and special methods. One of the main methods is dialectical, since all

phenomena are considered as a whole, all processes are organically connected with each other and are in continuous motion. Specific methods: analysis and forecast – when evaluating the management system according to various criteria; normative – to compare the obtained indicators with the existing system of norms and standards in the IT industry.

Conclusions and prospects for further research. The implementation of an integrated unified information support system will allow the tourism business to focus attention and mobilize resources on achieving long-term goals, optimize operational activities, significantly improve the results of enterprises and create its unique strategic competitive advantage. The use of the information system has a socio-economic effect, which is expressed in reducing the labor intensity of asset management operations, ensuring comfortable working conditions, improving the qualifications and development of personnel, obtaining new information and skills for working with the new information system, making recommendations for its improvement, and improving the climate in the team due to a clearer division of powers and spheres of responsibility.

Keywords: tourist enterprises; management; information systems; potential of the tourism industry.

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**ФОРМУВАННЯ
КОМПЛЕКСНОЇ
УПРАВЛІНСЬКОЇ
ІНФОРМАЦІЙНОГО
РОЗВИТКУ ТУРИСТИЧНИХ ПІДПРИЄМСТВ**

**ЕЛЕМЕНТІВ
ІНФОРМАЦІЙНОЇ
СИСТЕМИ
ЗАБЕЗПЕЧЕННЯ**

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Вступ. Для створення успішного зростання та розвитку туристичного бізнесу, управлінському персоналу необхідно мати цілісну картину як про зовнішнє середовище, так і про внутрішній стан підприємства. Сформулювати й надати цілісну релевантну управлінську інформацію покликана інтегрована система менеджменту на основі збалансованої системи показників. Система інтегрованого менеджменту дозволяє відстежувати важливу інформацію як на макрорівні, на мікрорівні, так і всередині досліджуваних підприємств.

Гіпотеза наукового дослідження полягає у обґрунтуванні концептуальної системи інформаційного забезпечення управління, що враховує основні параметри діяльності туристичних підприємств та спрямована на комплексне визначення вузьких місць його діяльності, формування заходів щодо усунення недоліків в управлінні та удосконаленні системи комплексної управлінської інформації.

Метою дослідження є формування елементів комплексної інформаційної системи управління інформаційним забезпеченням розвитку туристичних підприємств.

Методологією наукового дослідження є забезпечення управління туристичного підприємства уніфікованою системою інформаційного забезпечення базуючись на результатах дослідження з використанням загальнонаукових та спеціальних методів. Одним із основних методів є

діалектичний, оскільки всі явища розглядаються як єдине ціле, всі процеси органічно поєднані один з одним і знаходяться в безперервному русі. Специфічні методи: аналізу й прогнозу – при оцінці системи управління за різними критеріями; нормативним – для співставлення отриманих показників з наявною системою норм і нормативів в ІТ галузі.

Висновки та перспективи подальших досліджень. Впровадження інтегрованої уніфікованої системи інформаційного забезпечення дозволить туристичному бізнесу сконцентрувати увагу та мобілізувати ресурси на досягнення довгострокових цілей, оптимізувати операційну діяльність, значно покращити результати діяльності підприємств та створити свою унікальну стратегічну конкурентну перевагу. Використання інформаційної системи має соціально-економічний ефект, який виражається в зниженні трудомісткості операцій по управлінню активами, забезпеченні комфортних умов праці, підвищенні кваліфікації і розвитку персоналу, отриманні нової інформації і навичок роботи з новою інформаційною системою, внесенні рекомендацій по її вдосконаленню, і поліпшенні клімату в колективі за рахунок чіткішого розподілу повноважень і сфер відповідальності.

Ключові слова: туристичні підприємства; управління; інформаційні системи; потенціал туристичної галузі.

Problem statement. A new approach to the formation of economic information at the macro level allows to identify potential opportunities and threats, as well as to develop a long-term effective program to increase competitive barriers and long-term growth. Economic information at the micro level makes it possible to identify the weak and strong sides of a particular industry, to track the degree of pressure of various competitive forces and to develop measures to resist these forces. Information about the internal state of the tourist business in combination with information about the external environment allows you to develop a corporate strategy for balanced growth and development of the tourist business and successfully implement it.

Analysis of recent research on the problem A number of works by foreign and domestic economists, including: L. Batenko, D. Vumek, K. Drury, R. Kaplan, F. Kotler, Copeland, are devoted to the issue of researching approaches to information management of tourism business in order to maximize business value D. Murrin, D. Norton, M. Porter, N. Olve, D. Hahn et al.

The purpose of the study there is formation of elements of the complex management information system for information support of the development of tourist enterprises.

Presentation of the main material It is proposed to solve the most important problem of the tourism business development strategy:

– choosing a combination of activities in such a way that they support and reinforce each other (Fig. 1).

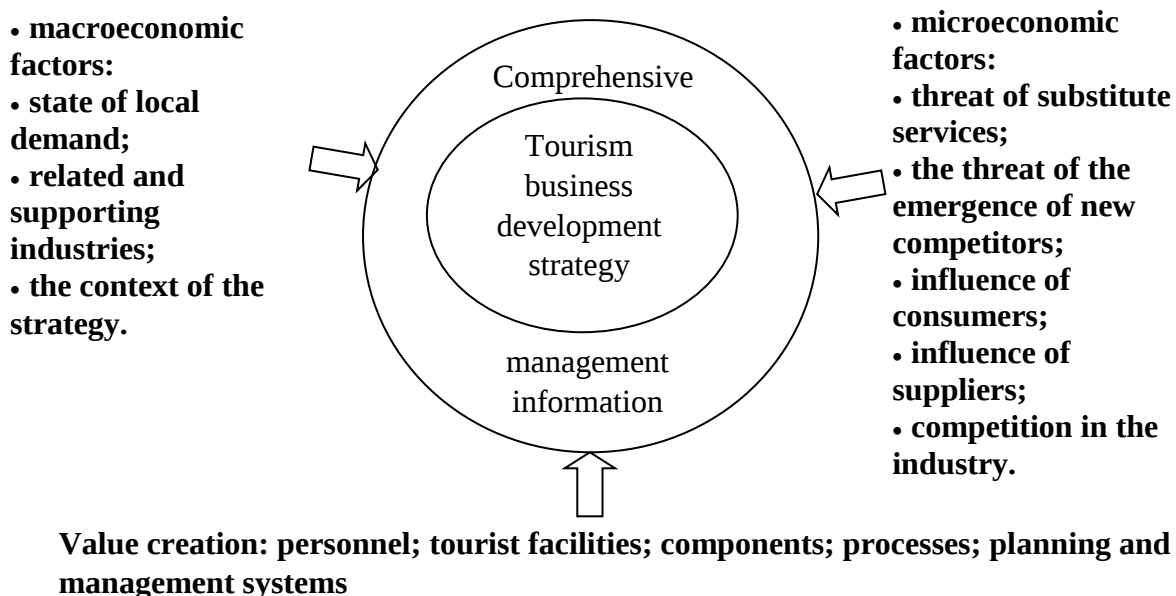


Fig. 1. The structure of complex management information for the development of tourism business

Also, such information provides an answer to the question: What types of activities should be organized and what is needed for this? The costs of one type of activity are reduced due to the performance of other types of activity. The value of one activity for consumers can be increased at the expense of other activities of the company. It is in this way that the selection of activities brings a competitive advantage and high profitability (Martyniak, 1987).

A successful solution to the complex problems of tourist enterprises requires comprehensive information support of the management process and the creation of an integrated management system

An integrated management system should perform the following functions:

1) Information and communication. This function is designed to solve the following tasks:

- strategic compliance of goals at all levels of the tourist enterprise;
- training and information about the strategy is the basis of delegation of authority to employees;

- remuneration should be interconnected with the strategy.

2) Planning and approval of tasks:

- intense plans are defined and adopted;
- strategic initiatives are clearly formed;
- investment decisions are made in accordance with the strategy;
- budgets for the year are drawn up in close relationship with long-term plans.

3) Feedback and strategic information:

- the feedback system is used to test the hypotheses on which the company's strategy is based;

- collective problem solving;

- strategy development is a continuous and ongoing process.

4) Clarification of the general business concept and strategy of the enterprise:

- strategy is the starting point for the entire management process;
- a concept that everyone understands – the basis of the strategic information process.

Management accounting system: operates with a number of functions that can be divided into two groups:

- functions that ensure the organization of information flows;

- functions that determine the content of information flows.

Among the functions that ensure the organization of information flows, the following can be distinguished: development and implementation of information exchange systems between different segments of the organization and presentation of information (preparation of various types of internal management reports); information analysis; activity planning.

The functions that determine the content of information flows are: coordination of activities of divisions, segments of the organization or individual employees; staff motivation; control over the implementation of plans (Yermoshenko and Hanushchak-Iefimenko, 2010).

The goal of management accounting is achieved within the framework of the specified functions by solving a number of tasks, which themselves can be specified by tasks of a lower level. It is possible to formulate many tasks that are solved in the management accounting system. In all cases, the choice is individual and depends on the goals and objectives of the tourist enterprise itself, on what the situation is in the business environment, what market strategy and tactics are followed by its management, and how formalized and standardized accounting and analytical procedures and the decision-making process are in the organization itself. As the main tasks that are solved in the management accounting system of most organizations, the following can be identified within the framework of the named functions:

1) presentation of information: stock assessment; justification of sales prices; profit calculation; formation of information files about income and expenses; development and presentation of various internal reports to the management of the organization;

2) analysis: determination of ways of the most efficient use of resources, in particular limited ones; identification of the possibility of increasing financial performance (internal reserves) and interperiod optimization of the financial result; preparation of information for decision-making; preparation of information for decision-making on methods of financing various projects, segments, types of activities, etc.; development of investment options;

3) planning: forecasting future values of indicators; development of operational and tactical plans; preparation of information for decision-making about the system and short-term or long-term goals and objectives of the organization;

4) motivation: motivation of employees and managers; development of methods of participation of employees and managers in the company's profit; delineation of managers' areas of responsibility; development of methods for evaluating the efficiency of work units and managers;

5) coordination: coordination of activities of various business segments; optimization of the business structure; development of a policy in the area of distribution of overhead costs between organizational units and products; organization of current exchange of information between divisions and managers;

6) control: organization of internal financial control; organization of internal audit; comparison of actually achieved with planned indicators and

development of recommendations to the management on elimination or prevention of identified deviations in the future (Maciak, 2009).

The use of modern information technologies makes it possible to comprehensively solve the actual problems of the analysis of the tourist enterprise, therefore, the improvement of the information infrastructure objectively corresponds to its strategic interests, significantly improving the quality of information service of the main business processes. At the same time, the general level of internal strategic business planning and the level of service provision are increased.

In addition to the automation of many routine processes, modern information systems are able to provide significant assistance in solving a number of analytical tasks, which allow not only to accurately and quickly determine the financial results of one or another operation, but also to make reliable predictive estimates regarding the financial position and level of liquidity of any enterprise.

Operational analysis of the structure's activity also involves determining the financial situation, which allows for the rational use of resources, minimizing losses, performing a predictive assessment of the profitability of various investment projects, etc. But it should be recognized that the majority of internal operations automation systems developed and implemented at this time do not allow performing analytical and predictive functions. In these systems, the focus is on accounting automation.

In this regard, the so-called integrated automated system can be attributed to the main software systems that allow solving a complex of tasks for automating the most important areas of daily activity of a modern tourist enterprise. The automated system (AS) in its general form is a special form of organizational management based on the use of basic scientific and applied principles of information-cybernetic synthesis. The fundamentals of the theory of managing complex dynamic objects and the practical aspects of building information systems for the collection, storage, processing, analysis and transmission of information on the progress of the enterprise's implementation of its main functions are widely used for the creation and functioning of the AS. Relying on software and hardware means of automating information exchange processes, on methods of mathematical modeling of analytical, financial, economic and other procedures, AS allows to significantly streamline the movement of information flows within the enterprise, reduce the overall labor intensity of management activities, significantly increase the informativeness, validity and timeliness of the adoption of management decisions solutions

This is achieved due to the use as applied tools for the implementation of basic economic-mathematical methods of building a model of modern information technologies, which make it possible to use the main ideological

principles of mathematical modeling in practice to manage complex information infrastructure of production (March and Simon, 1984).

The construction of an integrated system that would combine all information processes and procedures could significantly increase the overall level of manageability. The correct display within the framework of such a system of all informational and functional connections, which are active, will allow to form the most complete picture of the organizational-technological and informational-analytical state of tourist enterprises. This, in turn, will have a direct positive impact on the level of implementation of all management operations without exception. Therefore, the perfect construction and use of such a system will not only increase the level of information and operational service, but will also provide an opportunity to fully control the entire work of the enterprise at any moment with the necessary degree of detail.

A full-scale display of the entire spectrum of processes within the framework of such an automated system will make it possible to bring the automation of information processes closer to the problems of making optimal management decisions, putting the management process on a scientific basis with the use of modeling and forecasting procedures for various economic situations.

Special requirements in the process of automation, for example, of accounting procedures, have traditionally been put forward to issues of the formation of various types of financial and statistical reporting. However, each of the ACs, which was developed and implemented within the framework of any individual tourist enterprise, although provided for the issuance of standardized reporting information, implemented the procedure for its collection and preparation in its own way.

Today, the system of financial and management accounting without wide use of the latest information technologies cannot be considered as a complete and effective system that allows management at the appropriate organizational and technical level. That is why the automation of accounting procedures remains one of the priority tasks of the development of tourist enterprises today.

In this regard, the development and implementation of such a system becomes an organizationally and methodologically complex, multi-stage process, associated with the need for a detailed study of the entire set of preparatory design and implementation procedures already at the initial stages of work:

- conducting a full-scale functional and information survey of the activity;
- formation of requirements for the system and their comprehensive analysis;
- development of a structural and functional model;
- development of an information and analytical model;

– detailed structuring of the AS, system-wide design and setting of tasks;
– programming, debugging, implementation, operation, maintenance of AC.

In addition, the creation or selection of ready-made automated systems is associated with the need for an integrated approach to the planning and design of the entire information infrastructure (Martyniak, 1987; Osterwalder and Pigneur, 2010).

Research Findings and Prospects. The development of the conceptual basis in the creation of the AS, its quality, the ability to reflect the subject area most fully is the first and most important stage in the use of modern information technologies.

Unfortunately, to date, the use of management information support is nothing more than a set of various functionally unrelated subsystems and workplaces. These components, which differ in complexity and content structure, weakly interact with each other informationally. Organization and support of information interaction of various local software and technical components is a complex problem. The lack of a comprehensive approach to automation, insufficient integration of various modules pushes to separate, local solutions characterized by narrow specialization. However, the need to move from individual solutions in the field of automation to systemic ones, which involve the use of the entire range of modern methods and means of information technologies, is objectively ripe. This can be judged from the comprehensive approach to the automation of activities

The implementation of an integrated information support system will allow tourism enterprises to focus attention and mobilize resources to achieve long-term goals, optimize operational activities, significantly improve the results of the enterprise and create its unique strategic competitive advantage.

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